Request For Proposals
Feasibility Study and Business Plan for Multi-Purpose Building for Nibinamik

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1 Objective

Nibinamik First Nation wishes to retain the services of a consulting firm to determine the need, feasibility, costs and benefits of developing a new multi-purpose building in the community of Nibinamik and then create an according business plan for business and building implementation.

2 Background

Reporting to the Project Management Team (Northern GIS), the successful Consultant will be responsible for preparing a feasibility study and business plan for the development of a multi-purpose building that would Identify anchor tenant, other tenants for lease, Nibinamik and neighbouring community needs and synergistic opportunities with Ring of Fire procurement opportunities. This will include identifying and analyzing the potential options and making recommendations based on functional needs.

The successful Consultant will be required to consider basic needs of the community and initial concept of the creation of a building to house a small business centre. The small business centre will house a number of businesses that are needed within the community. These businesses are a general store, laundry mat, café, offices and accommodations. While these may seem like basic business opportunities, it is a very much needed venture to properly house community member’s basic living needs as it relates to healthy food choices/options and to act as an incubator for entrepreneurs.

Nibinamik’s Café is a First Nation experience catering to events and the community members specializing in the food-service industry. The idea of the café is to experience both the Traditional Foods of North Americas First People and every day deli style foods, while offering an area for all people in the community to have access to internet capabilities and use of a social ground for youth and elders.

Office space may be developed for rental or leased units. The band office and the administration currently house numerous programs and programming for Nibinamik. Current office space is split between 3 different log buildings that are heated by wood. The goal here is to offer energy efficient office space and to fill a short fall of existing offices.

Nibinamik wishes to retain a consultant to reconfirm the need for developing a multi-purpose building and to determine the feasibility for the recommended development. Nibinamik also wishes the consultant to develop a Business Plan to assist Nibinamik in its efforts to move the project forward into the Funding Proposal Stage and Implementation.

3 Elements of the Study

This study is organized into two distinct phases. The purpose of Phase One is to establish the “Feasibility” of a Multi-purpose building in Nibinamik and Phase Two involves the preparation of a proper “Business Plan” for the project. The Consultant will proceed with Phase Two only after determining and demonstrating that a proposed new facility is feasible and the appropriate Federal and Provincial funding is in place.
**Phase One : Feasibility Study**

The successful consultant will study and report conclusions and recommendations on:
1. Review and report on existing Feasibility Studies and Data
2. Partnership Identification and planning
3. Location – Site Selection
4. Optimum Size
5. Conceptual Design Alternatives
6. Capital and Operating Costs
7. Financial “Pro Forma” Analysis
8. Implementation Plan
9. Identify Potential Funding Sources

**Phase Two : Business Plan**

The Business Plan will address the following details:
10. Business Concept Description
11. Defined Target Market
12. Strategic Action Plan
13. Relevant Key Market Research
14. Revenue Sales Projections
15. Human Resources Plan
16. Operating and Marketing Plan
17. Engineering analysis
18. Architectural design

**4 Specific Requirements of the Study**

**Phase One : Feasibility Study**

The specific activities to be undertaken by the successful consultant in conducting Phase One Feasibility Study will include, but not necessarily be limited to, the following:

- Obtain existing information and community data that is relevant and will be used in the study.

- Review previous studies for multi-purpose buildings conducted in other First Nations communities and municipalities in Northwestern Ontario. Determine the relevance of these previous studies in the context of the current study being requested under this RFP. Very important to reuse relevant information in this study. This information will be made available during bid process and evaluation.

Identify - interview anchor tenant and identify other interested tenants and lease opportunities interested in a partnership with Nibinamik and the multi-purpose building. Identify needs of each group, financial capability, management capability, and document the anchor tenant’s vision and goals for the venture.

Ability of tenants to generate revenue sector opportunities, i.e., accommodations, business incubation/office space, grocers, general store, food distribution warehousing, meeting/conference
room, café/eatery, etc. The Consultant will start with the organizations that have expressed an interest to date and have submitted a letter of support.

Develop Strategic Partnership Plan which outlines:

a) Participants / Proponents
- identify the institution or organization and responsible officers
- outline the perceived capability experience, and demonstration of need as it relates to this project.

b) Nature of the Partnership
- address individual needs, wants, desires
- address intended utilization periods, durations and type
- document the objectives, outputs, intended results, and activities
- document how the partnership will be organized and coordinated
- comment on the compatibility between each proponent partner and Nibinamik

c) Financial Matters
- document how each partner/tenant intends to contribute financial, human or material resources related to the implementation and/or operation of the project
- Identify the appropriate Organizational and Management Structure. Identify the various Governance Models that may be suitable in a potential partnership approach with Nibinamik
- advise on the suitability of location for a new multi-purpose building taking into consideration:
  - accessibility by all parts of the community
  - availability of land
  - visibility
  - compatibility with surrounding neighbourhoods
  - compatibility with communities Official Plan
  - proximity to related facilities
  - availability of existing services and infrastructure
  - etc.

- identify potential sites and evaluate them taking into consideration:
  - size of parcel
  - available development area and ability to support and expand
  - topography – extent of grading required.
  - development of new project (facility and site elements)
  - anticipated soil characteristics based on historical data of surrounding areas
  - availability and scope of mechanical and electrical services including but not limited to power, communications, water, storm sewers, etc.
  - configuration and orientation
  - development issues
  - cost considerations such as site development costs, land acquisition costs
  - ability for shared infrastructure such as services, access roads, and parking, etc.
• Establish an appropriate Architectural Space Program “spatial requirements” that outline an inventory of space based on the needs assessment established with Nibinamik and the selected Project Partners.

• Develop alternative building development options that will investigate the various multi-purpose building models, and building types available for consideration. Investigate and report on existing multi-purpose buildings in other communities that include general store, laundry mat, café, offices and accommodations. Study and recommend requirements for space, height, surfaces, washrooms, lighting, accommodation facility, perishable and non-perishable food items storage, office space, parking and meeting rooms. Analyze and compare all alternatives. Make conclusions and recommendations on “Preferred” Building Development Option.

• Prepare a conceptual site plan showing location, access, service, buildings, warehousing parking, lighting and related outdoor facilities for the “Preferred Building Development Option. The conceptual site plan will incorporate all required site elements such as access roads, parking etc.

• Prepare conceptual architectural design of the “Preferred” Building Development Option including one plan view, one elevation view, one building cross-section, and a three dimensional computer and/or artist rendering. Conceptual drawings are to be suitable for inclusion into the report and for public presentation.

• Prepare an Architectural and Engineering Design Brief and Outline Specification which establishes the design approach to the major building systems, including architectural, structural, mechanical, electrical, civil and landscape.

• Prepare a “Class C” capital cost estimate indicating suitable elemental break down of costs of the preferred Building and Site Development Option.

• Prepare an implementation plan for the preferred scheme showing all stages of pre-design activities, design and construction. Establish target dates for each stage from the completion of this Study through to final completion of construction, occupancy of the actual facility.

• Identify start up requirements and operating expenses in all areas of development

• Complete demand, revenue and expense projections, identification and liaison with sources of financing. Generate preliminary financial projections with proposed sources of financial assistance.

The objective in this stage in the study is to examine the broad economics of building and operating the proposed facility and any amenities. This will include, but not necessarily be limited to: a) preparation of “potential” demand and revenue projections; b) preparation of order of magnitude capital development budgets; c) identification of potential financing sources and capital structures; and, d) preparation of preliminary pro forma income statements, cash flow projections and balance sheets for the first 5 years taking in consideration a Band owned and operated facility.
In the funding application to FedNor and MNDM, numerous tenants, procurement opportunities, distribution hubs and business diversification opportunities have been highlighted with respect to the proximity to the Ring of Fire and how they felt they can be attracted to Nibinamik once a multi-purpose facility is built. These economic indicators from the Ring of Fire business/industrial and tourism perspective must be include in the projections.

- Identify Financing Requirements and Potential Funding Sources and Opportunities
- Prepare Report for which summarizes the findings and conclusions of Phase One. Identify various measures of economic feasibility including break-even analysis. With information in hand, assist in the selection of an option and finalize an approach for the business plan, based on a go/no go decision from the research. If findings with respect to costs associated with facility are beyond the goals and objectives of the Nibinamik anchor tenant and its established partners/tenants, Nibinamik reserves the right to terminate the Study at the conclusion of Phase One.

**Phase Two : Business Plan**

At this stage the components of the Feasibility Study are complete and the focus shifts to implementing the project as a marketable entity. The Consultant will prepare guidelines for the operation and marketing of the recommended facility, including but not necessarily limited to the following:

- an operating plan for each of the major components/tenants of the facility, particularly full and part-time staffing requirements including the identification of seasonal variations, job descriptions, training plans and statement of qualifications;
- a marketing strategy and plan for the market entry and build-up (first 3 years of operation) of the facility, including:
  - marketing theme/message and positioning for the facility based on needs
  - assessment as well as key individual components;
  - pricing and rental expenditures;
  - ways and means of integrating the marketing with other facilities;
  - ways and means of integrating the marketing and promotion of the facility with other partner initiatives; and,
  - marketing the synergies with other agencies, communities and tenants (e.g. conferences, distribution warehousing, Ring of Fire synergies, etc.).
- develop a recommendation for a proposed organization, management and human resource structure;

The Consultant will also finalize a Business Plan suitable for securing public and private financing as follows:
- a) Executive Summary;
- b) Project Introduction and Background;
- c) Business Concept Description
- d) Defined Target Market
- e) Situation Analysis – a comprehensive analysis of the market, including a SWOT analysis that will outline strengths, weaknesses, opportunities and threats.
- f) Relevant Key Market Research to Support Viability of Project
- g) In depth Revenue and Sales Projections – Pro Forma
h) Management and human resource structure, including staffing and training requirements;

i) Marketing objectives, strategies and plan; including product/service, pricing and promotion to develop and then increase visitation/rental activity;

j) Operational objectives, strategies and plan;

k) Report on design and infrastructure costs;

l) Attach benefits/costs to the implementation of (d), (e), (f) and (g)

m) Create three year projections to include balance sheet and income statements and year one cash flow;

n) Outline a capital financing package with specific reference to capital costs, investors and complete funding proposals;

o) Once compiled, within the business plan, provide an implementation plan to address immediate, short and long-term needs based on a critical path for timing and scheduling of significant events;

p) Prepare draft business plan and present in a meeting;

q) Address changes, prepare final plan, complete funding proposal and make community presentation, if necessary.

5 Project Deliverables

5.1 General

The project deliverables and meetings defined below are the minimum requirements for the execution of the study. Should the respondent feel that it is desirable to produce additional information, these should be described explicitly in the proposal.

- Work Plan
- Invited/Public Session Plan
- Draft Report
- Final Report

Where meetings are planned to review the deliverables, the respondent shall allow for a minimum of one week between the date when the deliverable is available for circulation and the date of the meeting.

5.2 Work Plan

Upon notification that a respondent is the successful bidder, and before commencing the project, the respondent shall prepare a Work Plan, which shall take the form of a detailed description of the steps to be followed in the study process. This plan will indicate the sequencing and staging of tasks, key decision points, the expected completion date for each task and the interrelationship between the completion of the tasks and the preparation of the project deliverables. The Work Plan shall be delivered to the project management group (Northern GIS) on behalf of Nibinamik and a meeting schedule for review and approval of the Work Plan prior to commencing work.

5.3 Progress Reports

Written progress reports, highlighting activities undertaken, results achieved and outlining any unexpected delays, problems or difficulty that arise as the project progresses shall be submitted regularly (i.e., weekly). Failure to meet a progress report date may result in a monetary penalty.
5.4 Draft Report

The respondent shall prepare a Draft Report for general circulation and review by the Northern GIS project management team at the completion of each phase. After review of the Draft Report by the project management team, a complete Final Report shall be prepared.

The Draft Report shall be considered a “dry run” for the Final Report – all topics to be covered by the final report shall be addressed, and the Draft Report shall not be prepared until study work is sufficiently far advanced that no significant new information will be introduced between the Draft Report preparation and preparation of the Final Report.

5.5 Final Report

The respondent shall prepare the Final Report for acceptance by the Project Management Team following a thorough review of the Draft Reports and satisfactory resolution of all issues raised during the review period. The Final Report shall include, but not be limited to the following information:

- Description of all work undertaken;
- A detailed analysis of the feasibility of each opportunity identified;
- A ranking of priority projects for implementation;
- Recommendations for who should be involved in each opportunity and how to move the opportunity forward.

The Phase 1 Final Report – Feasibility Study shall conform to the following components:

A. Executive Summary
B. Relevance of previous studies
C. Needs Assessment
D. Strategic Partnership Plan
E. Organizational and Management Structure
F. Suitability of Location
G. Architectural Space Program
H. “Preferred” Building Development Option
I. Conceptual Site Plan
J. Conceptual Architectural Design
K. Architectural and Engineering Design Brief and Outline Specification
L. “Class C” Capital Cost Estimate
M. Conceptual Implementation Plan
N. Demand, Revenue and Expense Projections Model
O. Financing Requirements and Potential Funding Sources and Opportunities
P. Summarization and Conclusion of Feasibility Study

The Phase 2 Final Report – Business Case shall conform to the following components:

A. Final Report Components
   a) Executive Summary
   b) Organization and Management
   c) Operational Strategy and Goals
d) Operational Requirements  
e) Operational Plan/Procedures  
f) Recommendations  

B. Human Resources  
a) Human Resource Plan  
b) Product Service Deliver  
c) Labour Requirements  
d) Training Requirements  

C. Market Analysis and Marketing Plan  
a) Market Size and Growth  
b) Product Line  
c) Competition  
d) Competitive Advantages  
e) Market Share  
f) Marketing Strategy  
g) Pricing Strategy  
h) Promotion Strategy  

D. Financial Plan  
a) Capital Requirements  
b) Financial Sources  
c) Pro Forma Monthly Cash Flow Projection for 1 year  
d) Pro Forma Income Statements for 5 years  

E. Regulatory Considerations  
a) Local Regulations  
b) Provincial and Federal Regulations (if applicable)  
c) Environmental Considerations  

F. Implementation Plan for Recommendations  
a) Preliminary Design  
b) Immediate Action Plans  
c) Short and Long Term Action Plans  

G. Others as Determined Necessary  

5.6 Meetings  

The following are mandatory meetings to be attended by the successful respondent:  

1. Presentation of the Work Plan to the Project Management Team  
2. Facilitated sessions with public and area stakeholders with a presentation of the findings of Phase One  
3. Presentation of the Draft Report to the Project Management Team  
4. Presentation of the Final Report to the Project Management Team
All meetings will be held in Nibinamik or the Project Management Teams Offices. The respondent shall indicate in the proposal the personnel expected to attend each of the meetings identified above. Other meetings may be required at the discretion of respondent and/or the Project Management Team to satisfactorily execute this TOR and/or Strategy.

6 Requirements of Respondent
6.1 Experience

The respondent shall exhibit the required experience that must comprise, but is not limited to, the following:

General:
- Research and analysis techniques;
- Facilitation and public presentation experience;
- Preparation of similar studies in the past;
- Specific proven knowledge of developing a new building in a First Nation Community or Northwestern Ontario Municipalities.

References:
- Identify similar projects successfully completed and provide references for each project.

6.2 Confidentiality

It is understood that the successful respondent may be required to retain information and copies of the Findings and Resultant Report. However, the Findings and Resultant Report is understood to be the property of the Project Management Team and Nibinamik Band Chief and Council and shall remain confidential to the successful respondent and the project team. The respondent shall indicate in the proposal that this is agreed to and upon awarding of the proposal may be requested to sign a document agreeing to this. Prospective bidders may consider forming consortiums thereby building the required skill sets to complete the study.

7 Proposal Format

All respondents must submit electronic copy of their proposal containing the detailed information to fulfill the project deliverables described above for both Phases 1 and 2. An electronic copy is defined as a compact disc readable in Microsoft format, emailed or emailed zip drive. Electronic copy of the proposal and must include all of the information as defined in these TOR both Technical Services and Fees and Expenses.

7.2 Firm Identification and Contact

Each respondent should provide the full legal corporate name of each corporate identified in the proposal, and the name, title, address, telephone number, facsimile number, and email address of the individual to be contacted with respect to the submission. Include the URLs (website address), if applicable.
7.3 Project Team and Experience

The respondent should identify all proposed team members and their role in the project. For each proposed member indicate:

- Name and firm association if different from contact;
- Role in the project;
- A brief description of the individual’s qualifications and their experience, both professional and practical;
- A list of relevant previous assignments and brief description of their roles;
- Three reference for similar projects.

7.4 Comprehensive of the Assignment

Indicate your understanding of the scope and complexity of the assignment. Indicate the problems/issues likely to be encountered.

7.5 Approach

Describe your methodology, method of research, session plans and any additional reference material and source documentation resources to be used. Describe any other relevant and/or unique attributes of your approach.

7.6 Project Plan and Schedule

The respondent should include a proposed project plan (including schedule/timetable and deliverables, with the identification of team member involvement).

7.7 Fees and Expenses

The selected respondent is responsible for any and all costs and expenses incurred while carrying out the terms of the study. The proposal shall specify and state a firm, not-to-exceed price, including total fees and expenses (excluding GST), in order to complete the project. This should be broken down by phase taking into consideration both phases will be completed as follows:

- Hours by project team members;
- Hourly rate by project team members;
- Total charge by project team members;
- Expenses by major category (i.e., travel, accommodation, photocopying, long-distance telephone, etc.).

Note that funding for phase 2 will proceed only if funding is secured.

The activities listed in the TOR are the minimum requirements to be undertaken. The respondent may also provide separate pricing on additional requirements and that may benefit Nibinamik in meeting their goal.
The proposal should include hourly rates for project team members’ time if required to provide additional services over and above those noted in the proposal. The proposal should also include the policy with respect to billings, should the actual time take be less than that indicated in the proposal.

8 Proposal Evaluation Process and Award

8.1 Evaluation Process

The proposal submission is to consist of a Technical Proposal and Financial Proposal.

Each Technical Proposal will be examined to determine if it meets the requirements (i.e., has the information been submitted in the manner specified in Sections 6 and 7 above, and have all the requirements been satisfied?). A determination of noncompliance will result in disqualification of the submission from further consideration.

The Technical Proposal will be evaluated as follows:

Experience and Qualifications – 45%
Approach – 40%
Overall Impression – 15%

Each Technical Proposal will be scored in accordance with a prescribed guideline, using a minimum and maximum scoring guide. If a proposal does not meet the technical requirements (i.e., scored below the minimum score) then it will be discarded.

At the conclusion of the Technical Proposal evaluation, Financial Proposals of the respondents at, or above, the minimum acceptable standard will be examined to determine if it meets the requirements.

Once completeness of the Financial Proposal has been established, the respondent’s name, total score for the Technical Proposal and total price will be reviewed. The total price will be divided by the total score for the Technical Proposal, to give the price/score ratio. Only the successful respondent will be advised of the conditionally awarded contract.

Once a conditional award is made, any concerns with the proposal that have been brought out by the evaluation may be negotiated with the selected respondent. Final award will be subject to satisfactory submission of the Work Plan and confirmation of funding agency contributions.

Upon notification of the conditional award, the successful respondent shall submit to the Project Management Team three (3) hard copies and one digital copy of the detailed Work Plan within ten business days. Failure to provide the Work Plan in a timely manner may result in disqualification and award of the project to another respondent.

It is acknowledged that the contents of proposals submitted in response to this TOR are confidential and shall not be released to parties other than the Project Management Team and Nibinamik Band Chief and Council. Final selection and summary of evaluations will become part of the public record as distributed to the Nibinamik stakeholders. Only the name and address of the successful proponent will be released after awarding is finalized.
9 General

9.1 Inquires/Contact

Inquires or questions concerning any aspect of this TOR shall be submitted via email to Jordan Shannon, Managing Partner
Email: jordan@cestrategies.ca on behalf of the Project Management Team
Oral inquires will not be accepted. All inquiries received and responses provide will be available to all potential respondents to the TOR.

9.2 Proposal Submission

All required copies of the proposal shall be submitted to:

CE Strategies
8A Cumberland St. N. Suite 203
Thunder Bay, ON.
P7A 4K8
Attn: Jordan Shannon

Prior to 4:00 p.m. Tuesday February 10, 2015

9.3 Notification

Only the successful respondent will be notified. Awarding of the contract is subject to partial project funding from government agencies.

9.4 Incurred Expenses

SASA or any of its associated entities shall not be obligated in any way to the respondent’s response to this document. Respondent’s costs related to the preparation of a response to the document shall be entirely the responsibility of the respondent.
Expenses of any nature incurred by the respondent prior to the signing of an agreement or contract shall be the sole responsibility of the respondent and may not be charged to or claimed from SASA or its associated entities in any manner, shape or form.

9.5 Contract Award

The award of a contract from this TOR is conditional upon the successful respondent entering into an agreement to perform the services and other obligations as required by the TOR. The Project Management Team is under no obligation to award a contract. The Project Management Team is not obligated to accept the lowest or any of the bids.

Further, partial funding for this project is expected to be provided by FedNor, MNDM and Nibinamik. The awarding of this contract is subject to funding approval by funding agent and any delays in funding approval will affect the start date of Phase Two – Business Case of the project.
9.6 Payment of Fees

The fees for the respondent will be paid as follows for the Feasibility Study phase of the project:
- 20% of the quoted fees on acceptance of the Proposed Work Plan
- 30% of the quoted fees for an Interim Report
- 20% of the quoted fees on the submission of the Draft Final Report
- 30% of the quoted fees on the acceptance of the Final Report

The same payment fee will occur during the Business Case Phase.

The payment schedule of this section shall embody the following principals: fees to be paid upon
approval of each portion of the work completed as outlined above with 10% of fees for each component
held back until successful completion and acceptance of the project.

9.7 Summary of Key Dates

Event Dates
- Release of TOR
- Inquires (via e-mail only)
- Due Date of Responses
- Assessment of Proposals
- Selection of Successful Response
- Submission and Acceptance of Work Plan Following funding approvals
- Submission of Progress Reports Weekly once project has started
- Draft Report to be negotiated
- Final report and Invoice to be negotiated

The Project Management Team reserves the right to adjust the above dates if deemed necessary.

9.8 Notices

TAKE NOTICE that the Project Management Team and Nibinamik reserves to itself the right to reject any
tender submitted by any proponent against whom it has an unresolved claim for damages of any kind
but which claim is not in litigation or to reject any submission by any proponent who in like manner, has
an unresolved claim against a member of the consortium which claim is not yet in litigation.

AND FURTHER TAKE NOTICE that the consortium will reject any submission from any proponent with
whom it is engaged in litigation before the Courts, regardless of how the matter arose in the first
instance.

AND FURTHER TAKE NOTICE that the study is subject to funding approval from Federal and Provincial
accounts.