

Mattagami First Nation

Waterfront Development Project



Request for Proposal

Issue Date: June 20th, 2017

Closing Date and Time: July 28st, 2017 – 1pm

Contact Person:

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1. Background

Mattagami First Nation (MFN) is situated on ancient Native land that has long been home to the Ojibway and OjiCree people from the Mattagami River and Mattagami Lake areas and as far as the Moose River headwaters on the James Bay coast. The First Nation is located on the northwest side of the beautiful Mattagami Lake. Translated, the Ojibway word 'Mattagami' means 'Meeting Of The Waters'. Mattagami FN is located about 20 kilometres north-east of Gogama and is accessible by road five kilometres from Highway 144. The community is 80 kilometers from Timmins, Ontario.

The creation of the Treaty #9 document presented the First Nation people living in the Mattagami Lake area with an official land base as part of the treaty agreement. Two decades later in 1921, a power company built a dam on the Mattagami River which flooded parts of the First Nation's land base.

In 1952, an additional 200 acres of land were added to Mattagami First Nation for the purpose of constructing a new town site. The original community was located in a small area on a different area of Mattagami Lake. Elder Andrew Luke explained that several members of the community built log cabins to shelter their families. When the community was moved in the early 1950s there was the benefit of gaining better access to the developing road system. New homes were constructed on the second site.

The community has progressed greatly over the years and in 1996 a new state of the art Community Complex was opened to house the First Nation's administration offices and other services.

Mattagami First Nation is very progressive in terms of location and motivation towards tourism. There are many pristine lakes and waterways, natural forest areas and services that draw tourists interested in fishing, hunting, ecotourism, snowmobiling and off road adventure sports. The First Nation is fortunate in that there are still many Elders in the community who know the history of the area and the traditional and cultural teachings.

The most notable tourism success as of late is the Mattagami First Nation Fishing Tournaments (MFN Fishing). <http://www.mfnfishing.com/> MFN Fishing hosts three tournaments per year, in 2016 over 567 anglers participated in these three tournaments. The economic impact of these tournaments is estimated at \$144,000 for MFN for a lake approximately 20 KM in length and the surrounding area.

The MFN Waterfront Development Working Committee will oversee all aspects of this project and report back to Chief and Council. The working committee is comprised of:

Chad Boissoneau – Chief
Larry Naveau – Council Member

Juanita Luke – Executive Director MFN

Jessica Naveau – MFN Fishing

Crystel Valee – MFN Fishing

Marc Caron – Committee Member

Paul Ethier – Project Coordinator

2. Objectives

To support the development of economic waterfront development opportunities at Mattagami First Nation, and to ensure that citizens are able to participate in those opportunities through meaningful employment, including:

- Creation of a strategic market-based business analysis using both competitive and jurisdictional advantages of MFN;
- Providing long-term employment for MFN citizens through sustainable business and governance practices;
- Developing technical and professional skills for MFN workers;
- Maintaining cultural appropriateness and respecting traditional ways.

3. Purpose for the Request for Proposal (RFP)

The purpose of this RFP is to seek proposals to conduct a feasibility analysis of developing and operating the following proposed waterfront enhancements that will align with the noted objectives above:

1. Marina/Boardwalk
2. RV Park
3. Accommodations/Events Gathering Centre
4. Fish Hatchery Expansion

**** Not limited to these enhancements****

As part of the analysis, considerations should be given, but not limited to the following:

1. Employment and training requirements of MFN workforce,
2. Cultural appropriateness within the MFN traditional territory Commercial sustainability.
3. Business management concepts,
4. Sustainability requirements and scalability,
5. Potential clients such as industry stakeholders,
6. Source out commercial requirements of those potential clients,

7. Consideration of non-traditional partners to ensure viability (other FN, private sector operators in the area, etc.),
8. Operational and infrastructure needs including size and scope,
9. Financial forecast relating to the business model proposed in the analysis.
10. Investment/capitalization requirements.

The analysis must be based on the viability of creating a sustainable and profitable opportunities that focus on the objectives of the MFN Waterfront Development Project. Where possible, recognition must be given to the existing businesses and joint venture agreements of the First Nation so that the development of a new business entity does not derogate established opportunities. This study and all contents will be used to develop a core business plan to seek funding from financial institutions, government funding programs and private sector investors.

4. Scope of Work

The MFN – Waterfront Development Working Group is seeking the professional services of a firm or individual who specializes in business development with concise knowledge of Indigenous economic and business development projects. The report should include but is not limited to:

A. Environmental Scan:

- General review of existing employment and businesses,
- Current market conditions in the region,
- MFN capital investments to date (land, capital, commitment),
- Former economic development studies, strategic plans, etc.
- Analysis of current and former Impact benefit agreements/joint ventures

B. Core Concepts:

Determine the viability of a business model to include but not limited to the following considerations:

- Local (Mattagami Lake), regional, provincial market potential,
- Exporting opportunities,
- Competition and existing businesses in the area,
- Industry needs and demands,
- Location,
- Availability of workforce, workforce requirements,

- Choice model as to services and products supplied,
- Concepts for long-term sustainability,
- Regulatory and environmental matters,
- Considerations of environmental capital/operating innovations,
- Local entrepreneurship opportunities

C. Business Feasibility:

Outline the optimal business model for waterfront development initiatives. This should include information on but not limited to:

- Commercial viability of the concept(s),
- Potential market opportunities,
- Scalability of capital requirements and operations,
- Capital investment requirements,
- Implementation strategies,
- Governance and management structure,
- Eligible and recent business development funding sources,
- Financing resources,
- Long term development plan based on core concepts and business feasibility,

D. Operational Requirements:

Identification of core operational and infrastructural needs in relation to the suggested business model that provide long-term sustainability and profitability. This should include but not limited to:

- Choice opportunities, including size,
- Optimal location and site requirements,
- Climate/weather and seasonality conditions,
- Technical and specialized skill requirements,
- Employment and training requirements,
- Technology requirements,
- Estimated volume requirements,
- Infrastructure needs including equipment and capital assets,
- Land requirements,
- Marketing strategies with identified target markets

E. Business Start-Up Strategy:

Identification of technical and financial information related to the recommended business model for the waterfront development initiatives including but not limited to:

- Partnerships, joint venture arrangements, entrepreneur opportunities,
- Start-up cost analysis,
- Projected monthly operating costs for the first five years of operations
- Projected monthly revenue projections for the first five years of operations,
- Employment potential,
- Break-even analysis.

F. Communication

- Include the development of a website to act as a portal of information for all documentation to be uploaded and rendering(s) to be housed.
- Have a planned social media campaign in check with progress of reporting.
- Facility information sharing by use of different media steams.

5. Schedule

All reports, assessments, etc., must be presented to the Waterfront Development Working Group according to an agreed timeline for approval and acceptance.

6. Reporting

The consultant(s) will include a reporting schedule within their proposal that will include at minimum the following milestones:

1. Start-up meeting and identification of accepted milestones and meeting schedules
 - a. includes review of timeline, project methodology, scope of work and reporting
2. Identification of resources required
 - a. Identification of human and other resources required from MFN.
3. Review of drafts
 - a. Meeting with the Waterfront Development Working Group for review of draft documents and timeline to provide feedback and revisions.
4. Scope of Work.
5. Review and presentation of final reports and assessment

- a. Meeting with Waterfront Development Working Group and stakeholders to present final report.

7. Important Dates

Request for Proposal issued	June 20 th , 2017
Bidder's Call	July 19 th , 2017
Request for Proposal Closed	July 28 th , 2017

8. Proposal Information

The consultant(s) proposal submission must include the following information no longer than 20 pages in length.

- Corporate name and company profile
- Description of the methodology to be followed.
- Statement of the consultant(s) understanding of the scope of work to be undertaken by this project
- Reference to other similar projects completed in the past five (5) years.
- Include contact person as a reference check for the noted initiatives above
- Description of the experience and expertise of the consultant(s) and each member of the project team – maximum one page per team member
- Project timeline and reporting schedule
- Maximum price for the project including all expenses and applicable taxes
- Gantt chart depicting each team member and their associated level of effort for each key deliverable within the scope of work, including the number of days each would work and for what phase of the project
- Specific identification of the level of input and support required by Mattagami First Nation and the Project Coordinator
- Communication plan that would include the number and type of community meetings required and number of individual community member who will be interviewed and the process for interviewing

Key Bidder Qualities

- An understanding of the Indigenous culture in Northern Ontario
- Comprehensive knowledge of the tourism sector in Northeastern Ontario
- Previous experience of working with First Nations on similar projects
- Previous experience in developing capital projects.
- Business knowledge and business start-up strategies
- Knowledge of existing employment and training initiatives

- Visual cues for important data (graphs, pie charts, etc.).
- Communication material that best suit the project objectives.

9. Proposal Submissions

Proposals are to be submitted by electronic copy in PDF format no larger than 8MB via email to:

Mattagami First Nation
Attn: Paul Ethier
Waterfront Development
Project Coordinator
PaulEthier@eastlink.ca

Submission due date: July 28th, 2017 at 1:00 p.m. EDT.

Mattagami First Nation will not accept proposals after the submission due date and time.

10. Bidder's Call

All interested parties intended to submit a proposal for the Mattagami First Nation Waterfront Development Initiative must take part in a bidder's call. All questions related to this RFP will be addressed during this call. Parties must submit questions to Project Coordinator on or before July 14th, 2017 via email.

The bidder's call will take place on July 19th, 2017/ Dial-in instructions will be provided via email.

11. Ownership of Information

All information collected, materials gathered, reports and communications materials shall be and remain the sole property of Mattagami First Nations. The consultant(s) will not be permitted to publish or in any way use the said information, materials, reports or data without the express written authorization of the Mattagami First Nation or the Waterfront Development Working Group/Committee.

12. Withdrawal of Proposals

Proposals may be withdrawn before the closing date by written correspondence only. Written correspondence can be submitted as outlined by the instructions in heading "9. Proposal Submission" of this RFP document.

13. Proposal Evaluation

Mattagami First Nation has the right to choose any proposal or opt to choose none of the proposals that have been submitted by the close date.

Proposals will be reviewed by a panel of 2 (two) or more representatives from Mattagami First Nation and/or the Waterfront Development Working Group.

The panel may request clarification from proponents on the contents of a proposal and may require supplementary documentation to be provided by a proponent to clarify matters contained in their proposals. However, this is not an opportunity for the proponent to submit new information or modify their proposal.

The panel reserves the right to consider forming partnerships with competing proposals should it be in the best interest of the Waterfront Development Project.

The panel will evaluate proposals received by the close date and will consider the following selection criteria in their evaluation of proposals:

Selection Criteria	Weight
Applicant’s demonstrative ability to meet deliverables within set timeframes.	10
Understanding of the overall Scope of Work	40
Knowledge of the North Eastern Ontario Tourism Sector	10
Price Quoted	10
Applicant’s qualifications	10
Applicant’s experience in working with Indigenous Capital projects	10
Communication Plan	10
Total	100

The Panel will create an eligibility list of successful proponents based on the proposals that provide the best value to Mattagami First nation and the Waterfront Development Working Group/Committee.

14. Offer

Where the panel determines that it wishes to make an offer to a successful proponent, the panel will make such offer in writing.

If an offer is made to a successful proponent, they will have 5 (five) business days from the date the offer is made to accept the offer and sign a contract for service with MFN after which time the offer will expire.

The offer made to the successful proponent will be contingent on securing the required funding to support this stage of the initiative; all contents of the proposal will be valid for a period of 8 months from the closing date.

15. Other Special Terms and Conditions

Contractor Responsibilities: The contractor will be responsible for ensuring that deliverables are met within the timeframes set out in the contract. Be responsible for all costs, hall rentals, supplies, and transportation.

Invoicing: The contract will require that when each deliverable is completed, the contractor will send an invoice to the address identified in the contract and payment to the contractor will be in accordance with the payment schedule in the contract. All invoices will be required to show: (a) name, address and telephone number of the contractor; (b) date of invoicing; (c) invoice number; (d) deliverable completed; and (e) fee for the deliverable, showing taxes on a separate line.

Subcontracting: The contractor may assign or sub-contract the contract, in whole or in part, or any right or obligation of the contractor under the contract to a third party without the written consent of MFN. In the event that the contractor assigns or sub- contracts the contract, in whole or in part, the contractor will ensure the sub-contractor complies with the contractor's obligations under the contract.

Indemnity: The contract will require the contractor to indemnify and save harmless Mattagami First Nations, all employees, agents, representatives, and invitees of the Waterfront Development from and against all claims, causes of action, liabilities, demands, losses, damages, costs, expenses, fines, penalties, assessments, and levies made against or incurred, suffered or sustained by Mattagami First Nations where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the contractor or any servant, agent, employee, officer, director, shareholder or subcontractor of the contractor.

Confidential and Personal Information: The contract will include mandatory terms

regarding the collection, use and disclosure of confidential and personal information.

Note: A vendor contract will be developed and presented to the committee to be signed by both parties.