



NISHNAWBE ASKI

DEVELOPMENT FUND

REQUEST FOR PROPOSALS

April 2018

Capital Pool

Feasibility Study and Business Plan

Request for Proposals

For the development of a business plan to raise capital for debt financing.

Statement of Request

NADF (“NISHNAWBE ASKI DEVELOPMENT FUND”) is inviting qualified consultants/firms to submit a proposal for the development of a business plan to raise capital for debt financing. The business plan will include a plan for the creation of a \$100 million loan capital pool. This pool will be used to source loans to small and medium sized wholly-owned or majority-owned Aboriginal companies that require capital for startup and expansions to participate in business-related activities largely related to infrastructure projects in Northwestern and Northeastern Ontario.

Submission Information

Proposals to undertake this work will be received until **May 16, 2018** at 5:00 p.m. Eastern Standard Time. Proposal must quote “Feasibility Study/Business Plan – Capital Pool” on the envelope or cover sheet.

Proposals may be submitted to:

NADF
106 Centennial Square, 2nd Floor
Thunder Bay, ON
P7E 1H3
Attn: Brian Davey

Tel: (807) 623-5397
Toll Free: 1-800-465-6821
Fax: (807) 622-8271

Email: bdavey@nadf.org

Please address any inquiries, in writing, no later than 3 business days prior to the Submission Deadline to above contact. Verbal responses to any enquiry cannot be relied upon and are not binding on either party.

This is not a request for tenders, and proposals submitted in response to this RFP are done on a voluntary basis and shall not constitute tenders. There is no obligation to accept the lowest bid or any other proposal submitted.

Project Framework

Background

NADF is a non-profit Aboriginal Financial Institution supporting Aboriginal business and economic development. NADF provides financing (loans and grants), client and business support services, community planning support, and workshops and training to Aboriginal entrepreneurs, businesses, and communities in Northwestern and Northeastern Ontario.

The development of the proposed business plan will enable NADF to:

- borrow capital at reasonable cost and loan out at competitive rates and preserving a rate of return to allow cost recovery and reasonable growth.
- support Aboriginal companies to participate in business opportunities related to, but not limited to, transmission, telecommunications and all-season road development.
- provide loans in the \$1 million to \$10 million dollar range with suitable terms (5 to 10 year terms) that correspond with long-term builds.

Objectives and Scope of Work

1. Phase 1 - Feasibility Study

- a. identify potential market demand.
- b. determine potential lenders and detailed requirements on lending.
- c. determine NADF's capacity to deliver the potential program and methodologies to ensure that NADF is distinguished from its competitors and ways to sustain and remain a competitive edge.

Creation of a preliminary report based on the above parameters which will be reviewed with NADF management prior to completion of any further work.

2. Phase 2 - Business Plan

Creation of a detailed business plan that will include the results of the feasibility study. Additional outputs of the business plan will include but not limited to:

- a. Assessment of market demand and opportunities. Market assessment will include a detailed SWOT analysis (opportunities, threats, strengths and weaknesses).
- b. A detailed analysis of local and regional competition with a realistic estimate of the total market and potential market share for this program.
- c. Financial projections.
- d. A detailed marketing strategy, with promotional strategies, associated costs, time frames, and cost effectiveness assessment of advertising alternatives.
- e. Recommendations on the most appropriate forms of promotion.
- f. Recommendations and strategies to efficiently deliver the program.

- g. Detailed assessment of requirements from potential lender pool including information that will be required and common security requirement
- h. A periodic critical path and annual “to do” list that addresses the needs in marketing, sales, product development, human resources, training, equipment and capital requirements, aftercare, legal, administration and bookkeeping.

Minimum Deliverables

The contractor will be expected to provide the following over the course of the project:

- Detailed work plan, schedule and budget for this project
- Interim written progress reports expected bi-weekly
- Draft Report
- Final Report

The above will be provided in digital format. Documents submitted digitally will be compatible with Microsoft applications.

Budget

The budget for this project will not exceed Twenty Thousand (\$20,000.00) Dollars CAD. This amount must cover all professional services and administrative costs, including all disbursements (i.e. fees, travel, telephone, postage, printing, accommodations, meals) and applicable taxes.

Time Frame

The project will begin May 23, 2018 (or sooner) and the final report, if applicable, shall be submitted by August 22, 2018. Specific Project deadlines are:

Request for Proposals (RFP)	April 25, 2018
Closing Date for RFP	May 16, 2018 (5pm ET)
Award of Contract	May 23, 2018
Phase 1 Completion	July 18, 2018
Commence Phase 2 ¹	July 30, 2018
Final Report ¹	August 22, 2018

¹ Completion of Phase 2 and Final Report dependent on project viability, as demonstrated in Phase 1

Minimum Methodological Requirements

NADF asks proponents to identify and describe what they consider to be the most appropriate methodology for achieving the project’s purpose and objectives, in the time frame and within the budget identified. The following minimum methodological requirements must be met by proponents:

1. Conference call with stakeholders for a start-up meeting. This will allow discussion of goals and objectives of the project and highlight any concerns. The schedule and budget will be confirmed.
2. Research and analyze findings related to the terms set out in this document. This will involve a one

(1) day trip to meet personally with the client and possible other stakeholders; conduct research; review and assess the market.

Reporting

All reporting shall be submitted to:

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Potential Enhancements

In order to provide proponents with maximum flexibility, and in that way to encourage creativity and innovation, this RFP identifies the owner's basic expectations.

Proponents may propose enhancements to any aspect of this RFP if and as they wish. In doing so, however, proponents must clearly identify the reason for recommending each particular enhancement and the cost and time implications of each. The total budget for the project, including any proposed enhancements, must remain below the maximum budget amount **specified**.

GUIDELINES FOR SUBMITTING PROPOSALS

Submission Information

In order to be considered, proponents must submit three sealed copies of their proposal by **May 16, 2018 by 5 pm Eastern Standard Time**. Proposals received after this time shall be rejected and returned unopened.

Proposals shall be submitted to:

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Electronic Submissions

Electronically transmitted proposals (Facsimile or E-mail) WILL BE ACCEPTED under the following conditions:

- if they are received in their entirety prior to the deadline at the facsimile or e-mail numbers specified above; and,
- the proponent submits an original proposal and submits three copies to the address provided above within two (2) business days of the transmission of the facsimile or email message.

NADF will not be liable for any claim, demand or damages if for any reason a transmission is interrupted, not received in its entirety, received late or by any facsimile unit or e-mail address other than at the number or address provided herein, or for any other reason.

Verification of Receipt

It is recommended that the proponent verify receipt of any proposal with NADF prior to the submission deadline.

Required Information

Each proponent is expected to examine the specifications and instructions in this RFP carefully. Calculation errors shall be the proponent's risk. In the event of a proponent's error in price, time or calculations, quoted items shall prevail without recourse or liability against NADF.

While not intending to limit the scope of content of the proposals, each should include the following:

- Letter of transmittal:
- Proposal including:
 - a concise description of the principal business of the proponent
 - a full description of approach, methodology, budget, time lines, and proponents' qualifications, experience and suitability
 - a listing of all personnel who will be involved with the project, and the primary responsibilities of each person
 - per diem fee for each member of the proponent group and the total cost associated with each element of their methodology
 - total number of person days proposed
 - detailed work plan and deliverables
 - appendices including proponents' business profile and curricula vitae/resume of project personnel, and any other information which proponents believe would be useful
- Three (3) letters of reference verifying proponent's relevant work projects.

Inquiries

Please address any inquiries, in writing, no later than 3 business days prior to the Submission Deadline to:

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Amendment and Withdrawal of Proposals

Proponents may not amend their proposals after the closing date and time but may withdraw their proposals at any time.

Ownership of Proposals

The proposal and accompanying documentation submitted by proponents are the property of the NADF and will not be returned.

Additional Guidelines

- a) NADF reserves the right:
 - to cancel this RFP in its entirety or to re-tender for any reason without penalty or recourse whatsoever;
 - to add, delete, and/or change the terms of this RFP and to issue corrections and

- amendments to the RFP;
 - to have any documents submitted by a proponent evaluated by any individuals, including independent consultants;
 - to reject any and all proposals;
 - to conduct negotiations with one or more proponents;
 - to enter in to a contract with one or more proponents.
- b) Notice in writing to a proponent and the subsequent execution of a written contract shall constitute the making of a contract. No proponent shall acquire any legal or equitable rights or privileges whatsoever until a contract is signed.
- c) All proposals are in force for a period of sixty days from the closing date.
- d) NADF reserve the right to request a formal presentation by conference call of any or all of the proposals to aid in the assessment process.
- e) All costs incurred in preparation and presentation of proposals shall wholly be the responsibility of the proponent.
- f) No public statements or news releases concerning this RFP, a proposal submitted in response to this RFP, discussions of any kind regarding this RFP, or contract negotiations related to this project may be released by a proponent without the prior written permission of NADF.

Evaluation of Proposals

A point system will be used to rate each proponent’s technical and organizational competence to undertake this project. Ratings will be confidential, and no details will be released to any of the other proponents.

NADF may also consider such other criteria as appears reasonable to it.

The evaluation criteria and weighting will be as follows:	Total Maximum Weight Criteria
Proposed methodology to achieve project objectives	20
Depth and detail of the overall proposal	25
Details in the workplan and deliverables being proposed	20
Qualifications of team members on the Project	10
Business development experience	10
Cost	10
Quality of references provided	5
TOTAL MAXIMUM SCORE:	100