



GLOOSCAP·KLUSKAP

V E N T U R E S

Glooscap First Nation Economic Development Corporation
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REQUEST FOR PROPOSAL (RFP)

Business Plan Development The Market at Glooscap Landing

Tender # GV 2016 – 21

The Glooscap First Nation Economic Development Corporation (Glooscap Ventures) is issuing this Request for Proposals (RFP) seeking the services of a qualified firm to carry out business plan development for the Market at Glooscap Landing in Hantsport, Nova Scotia.
Submission Deadline: June 2nd, 2016

Important Notes for Bidding:

- The complete tender document is comprised of this RFP specifications document 14 pages. Please contact Glooscap Ventures if any pages are missing.

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1.0 Introduction

1.1 Situation Overview

Glooscap Landing is a highway retail business centre located at Exit 8A on Highway 101 in Kings County, Nova Scotia. The 26-acre plot of land is entrenched in the history and legends of Glooscap, a Mi'kmaq spiritual leader. Throughout history this region has been an attraction for tourists and locals interested in agriculture, sea tides, and the cultures of the Acadians and Mi'kmaw people.

Glooscap Landing is owned by the Glooscap First Nation community located 5 kms away and the purpose of Glooscap Landing is to create more employment, resources, and general economic prosperity to Glooscap and the surrounding communities.

The project is being developed in three phases; with the gas bar/convenience store being the first to be built. In addition, there are ongoing discussions with a national coffee distributor to be located within the complex. A business plan was recently completed on a gas station and convenience store for the site, which resulted in a favorable assessment.

Phase two of the project will include a market at Glooscap Landing, and will include retail opportunities for a seafood outlet, a bistro, along with local foods and crafts. Future development of phase two will also include additional leasable pads. A recent feasibility study conducted by Stantec Consulting in conjunction with Altus Group has determined that a market located on this property would enjoy a competitive advantage in relation to other retail centers located along the 101 Highway.

Through the use of a cultural centre and walking trails, Phase three of Glooscap Landing will be designed to attract and educate visitors on the Mi'kmaq, Acadian, African Canadian, along with the other diverse cultures that make up the mosaic of the Annapolis Valley. Phase 3 may also include accommodations.

In an effort to determine the true viability of the Market at Glooscap Landing, including the business in the market a business plan is required to give direction to Glooscap Ventures Board of Directors and staff on location, costs, operations, marketing, and general development of the facility. As noted a previous feasibility plan was completed and will be provided to the successful candidate for use in the development of the Business Plan.

1.2 RFP Objectives

Glooscap Ventures is issuing this Request for Proposals (RFP) seeking the services of a qualified firm to develop a business plan for the Market at Glooscap Landing located at Exit 8A, Highway 101, (Ben Jackson Road). This market should be developed and viewed as a stand-alone business located within but separate of the Glooscap Landing Project. This business plan must provide a recommendation of why or why not the market would be a viable business for Glooscap Landing.

1.3 Project Schedule, Contract Period and Primary Work Location

Below is the approximate schedule that is expected to be followed for this RFP. However, this may be subject to change and is therefore presented primarily for guidance: The award date is pending funding approval.

- RFP Open: April 28th, 2016
- RFP Closes: June 2nd, 2016 at 4:00 PM AST
- RFP Award: June 16, 2016 (PENDING FUNDING)

1.4 RFP Contacts

Questions about this RFP should be directed to the individuals listed below, or their designate(s). Information that is obtained from any other source is not official and may be inaccurate.

Glooscap Ventures Management

Is a registered name of Glooscap First Nation Economic Development Corporation

RFP Contact

Michael Peters

Community Economic Development Officer

Glooscap First Nation Economic Development Corp
92 Smith Road Hantsport, Nova Scotia B0P 1P0

Email: michael.peters@glooscapventures.com
Phone: (902) 684-3351

1.4.1 Questions

The proponent is responsible for obtaining any needed clarification of the RFP requirements, while the RFP is open. Questions should be directed in writing to Michael Peters. Email is the preferred method of contact. Only written responses from the RFP contacts will be considered an official response.

2.0 Service Requirements

2.1 Project Description/Deliverables

The Glooscap First Nation Economic Development Corporation is issuing this Request for Proposals (RFP) seeking the services of a qualified firm to carry out business plan development for the Market at Glooscap Landing located at Exit 8A on Highway 101. A lot of the following questions and information can be acquired through meetings with Glooscap Ventures and reviewing the feasibility study and Class C Costing Estimates for Glooscap Landing. This will all be available to the successful applicant. The successful component is expected to complete extensive research on best practices, operations, and management.

The Business Plan should consist of:

Executive Summary

- A summary that highlights the key elements and results of the plan.
- Include goals and objectives.

Business Description

- An accurate description of the business, the product and services to be provided
- Physical location
- Assets/equipment/facilities required, ect.
- Partnerships

Project Costs and Financing

- Itemized schedule of project costs and financing
- Capitol Costs Estimate

Industry/Market Analysis

- An analysis of the industry, the marketplace, and the potential clientele
- The competition
- How we offer a unique model
- Compare this market to others
- Leasehold Research & Recommendations

Promotion/Marketing

- How will the store be marketed? Include the four-Ps: product, price, promotion, and place

Management/Personnel

- Outline the market's future management's education/qualifications, experience, drive and capacity to successfully implement and operate the proposed business.
- Include recommended pay scales

*This business will not be directly managed by Glooscap Ventures and will require it's own management team.

Operations

- Provide a general description of the day-to-day operations of the market
- Describe in detail the services or product provided
- Include a lists of potential suppliers
- Recommended hours of operations
- Partnerships to pursue
- Permits Required
- Leasehold Management

Environmental Issues

- Outline whether or not any environmental concerns exist. If yes, how will they be addressed and at what cost?

Financial Projections and Analysis

Financial projections should consist of the following:

- Opening Balance Sheet (at start of proposed project)
- Balance Sheet (at end of year 1, 2 & 3)

- Cash Flow Statement (for years 1, 2 & 3, with the first 12-months being presented on a monthly basis)
- Income Statement (for years 1, 2 & 3, with the first 12-months being presented on a monthly basis)

Financial analysis should include:

- Breakeven analysis – how much sales volume is required to cover costs
- Ratio Analysis, e.g.
 - Liquidity: Current Ratio = Current Assets/Current Liability
 - Leverage: Debt to Equity (%) = Total Debt/Equity * 100
 - Profitability: Return on Equity (%) = Net Income/Owner's Equity * 100
 - Return on Investment (%) = Net Income/Total Assets * 100

Risks and Mitigation

- Describe all potential risk factors to the business (e.g. regulatory, legal, environmental, political, economic, financial, market)
- Outline the plans to manage these risks

Action Plan

- Steps required to implement the business plan to meet the goals and objectives
- Steps to take from business plan development to opening

Recommendation

- Provide an overall opinion of the project's viability and why it will (or will not) be a success?

Supporting Documents

The following is a suggested list of documents that should be attached to the plan:

- Organizational chart, job descriptions, resumes, pay scales
- Detailed list of assets/investments/net worth, credit check, letters of reference
- Contracts, letters of intent, business permits, licenses
- Environmental reports and permits
- Property appraisals, insurance coverage, etc.

The consultant is responsible for collecting all necessary information not provided by Glooscap Ventures and the research conducted is from independent and quality sources.

The successful proponents must familiarize themselves with:

- The Mission, Vision, and Values of Glooscap Ventures
- The conceptual design for Glooscap Landing as determined by Glooscap Ventures
- The conceptual design of the market as determined by Glooscap Ventures

*Additional information maybe requested from Glooscap Ventures during the course of this project.

2.2 Milestones

Below is the approximate schedule expected to be followed during the course of this project. The requirements in this section will prevail as enduring requirements for service delivery throughout the effective period of any contract(s) resulting from this RFP. Awarded June 16th, 2016. This schedule provides 12 weeks to complete the project.

- Initial Meeting: Week of June 27th, 2016
- Progress Report (In person): Week of August 1st, 2016
- Project Complete: **September 15th, 2016**

3.0 Administrative and Legal Requirements

3.1 Conflict of Interest

The procuring entity reserves the right to disqualify any proponent that in the procuring entity's sole opinion has an actual or potential conflict of interest or an unfair advantage in respect of this RFP, whether existing now or is likely to arise in the future, or may permit any such proponent to continue and impose such terms and conditions on that proponent, as the procuring entity in its sole discretion may require. Proponents are required to disclose, to Glooscap Ventures, any potential or perceived conflict of interest issues immediately upon becoming aware of any such conflict.

Ownership

All work produced will be the property of Glooscap Ventures.

Confidentiality

During your contract with Glooscap Ventures, you may be exposed to confidential information about clients and others that is not generally known outside the Glooscap First Nation. During and following the term of your contract, you agree to not disclose any secret or confidential information or information which in good faith and in good conscience ought to be treated as confidential, which becomes know to you in the course of your contract with Glooscap Ventures.

Proposal Format

To help ensure consistency in proponent responses and facilitate the evaluation process, the proposal should be prepared and packaged, as outlined in the sections that follow. Please limit promotional and/or marketing materials to the information specifically requested in this RFP.

RFP Submission Procedure

Proponents are to prepare an electronic copy only of your proposal as a Portable Document Format (PDF) file and send directly to the contact person via email (please confirm receipt). The file name should include an abbreviated form of the proponent's name and RFP #GV 2016-21. Copies must be virus-free.

A complete proposal package is comprised of the elements below, presented in the order listed:

- One (1) x Letters of Introduction – This should identify the proponent and be signed by a signing officer for the proponent in order to bind the proponent to the statements made in the proposal
- One (1) Technical Response Package which includes:
 - Table of Contents
 - Body of Proposal
 - Pricing Information
 - Appendices

4.0 Proposal Requirements

This section describes the proposal requirements to be included, which will be evaluated as per section 5.

4.1 Mandatory Criteria

Proponents must demonstrate that they meet all mandatory criteria as described in section 5.3.

4.2 Technical Response

4.2.1 Proposed Approach/Process and Project Plan

Describe the approach and/or process proposed to address the service requirements. Include any notable methodologies, innovative solutions, tools and techniques, and their respective suitability to this project. Also provide a project plan that reflects your proposed approach/process and demonstrates your ability to meet the schedule requirements for this project, including any applicable milestones.

4.2.2 Demonstrated Expertise

Outline your experience with comparable projects.

4.2.3 Proponent References

Provide three references for any work done by your firm in the past three years that is similar in nature, complexity and size to the requirements specified in this RFP. Provide the name of each project reference, along with his/her phone number, fax number and email address. The project reference information provided should identify the size of the projects conducted, as well as demonstrate the extent of your previous experience, the clients' overall satisfaction with your services and the results achieved, including your adherence to interim and final deadlines.

4.2.4 Proposed Resources, Resumes and References

The proponent should be able to demonstrate that its proposed team as a whole has the experience/skills to perform the services in accordance with the requirements.

Prepare the table below to identify all personnel who will be assigned to the project and contribute to:

- (i) the routine management and/or
- (ii) the performance of the required services. As shown, provide each person's name, title, role on this project, experience in this role and his/her respective employment status.

| Name | Title | Project Role | Role Experience (Years) | Employment Status (Employed/Sub Contractor) |
|------|-------|--------------|-------------------------|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

If contractors or partners are to be used for this project, they must be identified in your table. If so, describe the general range of services that the respective contractors (companies or individuals) will provide. Submit the individual resumes for each proposed resource. The resumes should be structured to emphasize their relevant qualifications and experience in successfully completed projects of a similar size and scope to that required by this RFP. Each resume should include at least two project references where the proposed individual served in a similar role, including:

- Name of client Procuring Entity
- Name, title, telephone number and email of a client contact
- Brief description of the scope, complexity, dates and duration of the project
- Role the proposed individual played in the referenced project

*The successful proponent will be responsible for all expenses related to subcontractors

4.2.5 Resource Management

If at time of award the resources that have been proposed by a proponent are not available, and no replacements acceptable to the client procuring entity can be identified, the procuring entity reserves the right, in its sole discretion to refuse to proceed with award to that proponent.

4.2.6 Capacity Building

Glooscap First Nation and Glooscap Ventures is committed to providing opportunities for the youth of our community to gain experience in their chosen field of study. The purpose of building the economy is to build a community's capacity to grow and thrive. Often capacity building is a long-term goal for the entire

economic development program, and it should be. But the best and most impactful approach incorporates capacity building into every activity. For example: if Glooscap Ventures is hiring a consultant to create a strategy, part of the requirement of that contract would be that a member of the Glooscap community be hired to work and learn from the consultant. This project provides such, as opportunity proposals that include this component will be given preference.

4.3 Pricing Response

Prepare a fixed price per deliverable for your proposed services regarding business plan development. Provide appropriate details to support these figures, including estimates of the work effort and a breakout of expected expenses.

5.0 Proposal Evaluation

5.1 General Information

The Evaluation Team will consist of representatives of Glooscap Ventures, Glooscap First Nation and may include other representatives as deemed appropriate by the procuring entity. It is understood and accepted by the proponent that all decisions about the degree to which a proposal meets the requirements of this RFP are in the sole determination of this Evaluation Team.

To assist in the evaluation of proposals, the Evaluation Team may, but is not required to:

- Conduct reference checks relevant to the proposal with any or all of the references cited in a proposal to verify information regarding a proponent and rely on and consider any relevant information from such cited references in the evaluation of a proposal.
- Conduct any background investigations that it considers necessary and consider any relevant information resulting there from.
- Seek clarification from a proponent with respect to their proposal. Such clarification will not offer the proponent the opportunity to change or provide new information. To the extent possible, requests made by the Evaluation Team will be sent from the email addresses of the RFP Contacts.
- A proposal will be examined in accordance with the evaluation process and criteria outlined in the sections below.
- Glooscap Ventures reserves the right to hire a qualified consultant of Aboriginal descent if all other qualifications are equal and the process above is followed.

5.2 Evaluation Process

The proposal will be evaluated using the following process:

Stage 1: Proposal will be reviewed to determine compliance with all mandatory criteria identified in section 5.0

Stage 2: Proposals that meet all mandatory criteria will be evaluated and scored using the evaluation criteria and assigned weights set out in the table in section 5.4. Proposals that do not meet the qualifying score for subtotal A set out in section 5.4 will be given no further consideration. The compliant proposal that scores the highest number of rated points will be recommended for award of a contract.

5.3 Stage 1 – Mandatory Criteria

A proposal must meet all of the following mandatory criteria and clearly demonstrate that these are met. If a proposal fails to meet any one of these criteria, it will be deemed non-compliant and will be rejected.

1. All proposals must be submitted in Canadian dollars (CDN) exclusive of all taxes
2. Proponent must have proven track record in writing business plans
3. Proponent must have proven track record in retail or food service industry
4. Proponent must present completed business plan to Glooscap Ventures Board of Directors

5.4 Stage 2 – Evaluation Criteria

If a proposal meets the Mandatory Criteria it will be evaluated using the Evaluation Criteria set out in the table below. Scores will be recorded for each criterion and a total score will be determined. Prepare the table below, inserting references to the appropriate sections within your proposal that deal with each criterion under evaluation

| Criterion | Weight | Score | Reference Page # |
|--|-------------------|--------------|-------------------------|
| Technical Response: | | | |
| Proposed Approach/Process & Project Plan | 25 | | |
| Demonstrated Expertise | 20 | | |
| Proposed Resources, Resume, & References | 20 | | |
| Building Capacity | 5 | | |
| Pricing Response | <u>30</u> | | |
| Total: | <u>100</u> | | |