



REQUEST FOR PROPOSAL (RFP)

CURVE LAKE FIRST NATION ECONOMIC DEVELOPMENT STRATEGIC PLAN

CURVE LAKE FIRST NATION
22 WINOOKEEDAA ROAD
CURVE LAKE, ONTARIO K0L 1R0

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1. SUMMARY AND BACKGROUND

This Request for Proposals (RFP) is tailored specifically for Curve Lake First Nation with the explicit aim of initiating a competitive process to engage consulting firms and individuals equipped with specialized skills in economic development strategic planning. Interested parties are invited to submit proposals outlining their expertise in this area. The primary goal is to identify an ideal partner to collaborate with Curve Lake First Nation in meticulously crafting a comprehensive economic development strategic plan.

The objective of this RFP for Curve Lake First Nation's Economic Development Strategic Plan is to engage consulting firms and individuals with specialized expertise in economic development strategy. The primary goal is to identify a partner who can collaborate closely with Curve Lake First Nation to craft a comprehensive plan aimed at fostering sustainable economic growth, diversifying the local economy, and empowering the community. Through this strategic framework, the plan aims to stimulate economic activity while reducing dependency on any single sector, thus enhancing the community's resilience to economic fluctuations. Additionally, the plan will prioritize capacity building initiatives to ensure that residents have the skills and knowledge needed to participate in emerging industries and entrepreneurial endeavors.

Integral to the success of this plan is the inclusion of extensive community and committee consultation. The selected consulting firm will be expected to engage with Curve Lake First Nation's community members and relevant committees to gather input, insights, and feedback. This inclusive approach will ensure that the economic development plan accurately reflects the aspirations, needs, and values of the community. By actively involving community members and committees in the planning process, the resulting economic development strategy will be more comprehensive, responsive, and sustainable. Therefore, the RFP emphasizes the importance of community and committee consultation as an essential component of developing a successful Economic Development Strategic Plan for Curve Lake First Nation.

The RFP process emphasizes the importance of administrative and community engagement, ensuring that the selected consulting firm aligns closely with the community's economic development goals and values. This review process aims to promote long-term sustainability and adaptability in communication practices, effectively addressing the evolving priorities and aspirations of the Curve Lake First Nation community.

As Curve Lake First Nation continues to evolve and grow economically, it acknowledges the necessity of periodically evaluating its administrative and organizational practices to ensure they remain aligned with the evolving needs and aspirations of its community.

Curve Lake First Nation is located on a peninsula situated between Buckhorn Lake, Harrington Narrows and Chemong Lake. It is affiliated with the Union of Ontario Indians and is one (1) of seven (7) Williams Treaties First Nations.

The total member population of Curve Lake First Nation is approximately 2,821. There are roughly 810 members who live on-territory while approximately 2,011 live off-territory.

The Council is comprised of one (1) Chief and eight (8) Councilors.

First Nation operations are currently organized into eight (8) departments - Finance and Administration, Consultation, Health & Family Services, Education, Justice, Economic Development, Employment & Culture, Lands & Environment, Capital & Public Works. Curve Lake First Nation employs approximately 100 full-time employees and 35 short-term contracts and sub-staff.

Several Council committees have been established to assist the operating departments. These include Finance, Health & Family Services, Education, Economic Development/Tourism & Employment, Public Works & Capital, Housing, Consultation, Lands, Environment and Rights & Resources, Governance & Nation Building and Kinomaagewapkong & Culture. Additional Council Committees include the Gaming Revenue Fund, Recreation, and Youth Council Advisory Group.

2. PROPOSAL GUIDELINES

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **12:00pm (EST) on July 5, 2024**. Any proposals received after this date and time will be returned to the sender unopened.

If the individual or organization submitting a proposal must outsource or sub-contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in the quotation must be all-inclusive to include any outsourced or sub-contracted work. The project cannot be totally outsourced, and the submitting firm must take total responsibility for all the work completed. Any quotation which calls for outsourcing or subcontracting work must include a name and description of the organizations being contracted along with the percentage of the work they will be completing.

All costs must be itemized and include a detailed explanation of all fees and costs.

Contract terms and conditions will be negotiated upon selection of a successful quotation. All contractual terms and conditions may be subject to review by Curve Lake First Nation's selection panel and will include scope, budget, schedule, and other necessary items pertaining to the project.

Proposal Inquiries

All questions, requests for information, instructions, or clarifications regarding any part of this proposal document must be set out in writing and directed to:

Curve Lake First Nation
re: CFLN Economic Development Strategic Plan
22 Winookeedaa Street
Curve Lake, ON K0L 1R0
705-657-8045
Procurement@curvelake.ca

All questions related to this Request for Proposal (RFP) or any clarification with respect to this RFP must be made no later than three (3) business days prior to the closing date of this RFP in order for staff to have sufficient time to respond. Curve Lake First Nation reserves the right to extend the deadline for questions, if required, regarding this RFP.

Written answers or clarifications to issues of substance shall be shared with all proponents and shall be issued as part of the RFP in the form of an Addendum.

Quotation Submissions and Closing Date

The **closing date for proposals is set for July 5, 2024 at 12:00pm (EST)**. Only proposals that are received by the closing date and time will be accepted. If packages are mailed, they must arrive before the closing date and time. Packages should be clearly marked: **“Request for Proposal – CFLN ECONOMIC DEVELOPMENT STRATEGIC PLAN”**.

Proposals should be submitted to the attention of:

Curve Lake First Nation
re: CFLN Economic Development Strategic Plan
22 Winookeedaa Street
Curve Lake, ON K0L 1R0
705-657-8045
Procurement@curvelake.ca

3. PROJECT PURPOSE AND DESCRIPTION

The purpose of this project is to identify an ideal partner who can collaborate closely with Curve Lake First Nation to craft a comprehensive economic development strategic plan that will meet that following criteria:

- a. Sustainable Economic Growth: The plan is expected to focus on fostering sustainable economic growth within the community.
- b. Diversification of the Local Economy: A key aspect of the plan is to diversify the local economy to reduce dependency on any single sector, thereby enhancing resilience to economic fluctuations.

- c. Empowerment of the Community: The plan should empower the community by providing opportunities for members to participate in emerging industries and entrepreneurial endeavors.
- d. Community and Committee Consultation: Extensive consultation with community members and relevant committees is integral to the success of the plan to ensure it accurately reflects the aspirations, needs, and values of the community.
- e. Administrative and Community Engagement: The selected consulting firm must align closely with the community's economic development goals and values, emphasizing the importance of administrative and community engagement.
- f. Long-Term Sustainability: The RFP process aims to promote long-term sustainability and adaptability in communication practices, addressing the evolving priorities and aspirations of Curve Lake First Nation.
- g. Periodic Evaluation: Acknowledging the need for periodic evaluation, the RFP seeks proposals that demonstrate a commitment to aligning administrative and organizational practices with the evolving needs and aspirations of the community.

4. PROJECT SCOPE

The scope of this project involves conducting internal organizational and external community consultations and delivering a comprehensive report to Curve Lake First Nation, which will outline the development and implementation of a comprehensive economic development strategy. The consulting firm will be responsible for the following tasks:

- a. Conducting Initial Assessment: Evaluate the current economic landscape, identifying strengths, weaknesses, opportunities, and threats relevant to Curve Lake First Nation's economic development.
- b. Stakeholder Engagement: Engage with Curve Lake First Nation's leadership, staff, community members, and external partners to understand their perspectives, needs, and aspirations regarding economic development.
- c. Data Analysis and Research: Conduct thorough research and data analysis to inform the development of the economic development strategic plan, including demographic trends, market analyses, and industry benchmarks.
- d. Strategy Development: Develop a comprehensive economic development strategic plan outlining clear objectives, strategies, and action plans to foster sustainable economic growth and diversification.
- e. Identifying Opportunities: Identify and prioritize economic development opportunities aligned with Curve Lake First Nation's strengths, resources, and community aspirations.
- f. Risk Assessment and Mitigation: Assess potential risks and challenges associated with proposed economic development initiatives and recommend mitigation strategies.
- g. Capacity Building: Recommend capacity-building initiatives to enhance the community's ability to participate in and benefit from economic development opportunities, including training programs and skill development initiatives.

- h. Performance Measurement: Develop key performance indicators (KPIs) and metrics to monitor and evaluate the effectiveness of the economic development strategic plan, enabling ongoing assessment and adjustment as needed.
- i. Documentation and Reporting: Prepare comprehensive documentation, including reports and presentations, to communicate findings, recommendations, and progress updates to Curve Lake First Nation's leadership and stakeholders.
- j. Community Consultation: Facilitate community consultations to ensure that the economic development strategic plan reflects the aspirations, values, and priorities of Curve Lake First Nation's community members.
- k. Alignment with Community Goals: Ensure that the proposed economic development initiatives align with Curve Lake First Nation's broader community goals and cultural values.
- l. Sustainability and Adaptability Planning: Develop strategies to ensure the long-term sustainability and adaptability of proposed economic development initiatives in response to evolving community needs and external factors.

The consulting firm will deliver the following outputs:

- a. Comprehensive Economic Development Strategic Plan: A detailed plan outlining the strategies, objectives, and action plans for fostering sustainable economic growth and diversification within Curve Lake First Nation.
- b. Stakeholder Engagement Report: A report summarizing the findings from stakeholder engagement activities, including insights, needs, preferences, and challenges identified during consultations with Curve Lake First Nation's leadership, staff, community members, and external partners.
- c. Opportunity Assessment Document: A document outlining identified economic development opportunities prioritized based on their alignment with Curve Lake First Nation's strengths, resources, and community aspirations.
- d. Risk Assessment and Mitigation Plan: A plan detailing potential risks and challenges associated with proposed economic development initiatives, along with recommended mitigation strategies.
- e. Capacity Building Recommendations: Recommendations for capacity-building initiatives aimed at enhancing the community's ability to participate in and benefit from economic development opportunities, including training programs and skill development initiatives.
- f. Key Performance Indicators (KPIs) and Metrics: Defined KPIs and metrics to monitor and evaluate the effectiveness of the economic development strategic plan, enabling ongoing assessment and adjustment as needed.
- g. Community Consultation Summary: A summary report of community consultation activities, capturing community aspirations, values, priorities, and feedback regarding the economic development strategic plan.
- h. Alignment with Community Goals Assessment: An assessment of how proposed economic development initiatives align with Curve Lake First Nation's broader community goals and cultural values.

- i. Sustainability and Adaptability Strategies: Strategies and recommendations to ensure the long-term sustainability and adaptability of proposed economic development initiatives in response to evolving community needs and external factors.

5. REQUEST FOR PROPOSAL AND PROJECT TIMELINE

Request for Proposal Timeline:

All proposals in response to this RFP are due no later than **12:00 pm (EST) on July 5, 2024**.

Evaluation of proposals will be conducted by **July 11, 2024**. If additional information or discussions are needed with any bidders during this window, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than **July 12, 2024**. Contract negotiations will be completed by **July 19, 2024**.

Notifications to bidders who were not selected will be completed by **July 12, 2024**.

Project Timeline:

Project must be completed by **March 31, 2025**.

6. BUDGET

All proposals must include proposed costs to complete the tasks described in the project scope. These costs shall be itemized to include costs associated with travel, accommodations, workshops, production of reports as well as the overarching cost for conducting the work itemized above.

NOTE: All costs and fees must be clearly described in each proposal.

7. BIDDER QUALIFICATIONS

Bidders are required to include the following components in their proposal for consideration:

1. Letter of Introduction: A formal letter introducing the bidding company and expressing their interest in the project.
2. Qualifications of Project Team: Detailed information about the qualifications, expertise, and experience of the proposed project team members who will be involved in the review.
3. Testimonials from Past Clients: References or testimonials from previous clients or projects that demonstrate the bidding company's competence and effectiveness.

4. Outline of Experience: An overview of the bidding company's relevant experience.
5. Past Work with First Nation Communities: Details of any prior work or collaborations with First Nation communities, highlighting relevant experience.
6. List of Sub-Contractors: An inventory of all sub-contractors or partners who will be involved in the project, along with their qualifications and roles.
7. Detailed Budget: A comprehensive and transparent budget outline, with no exclusions or hidden costs, for the entire project.
8. Work Schedule: A detailed work schedule outlining the project timeline, milestones, and key deliverables to ensure clarity on project progress and deadlines.

These components will help Curve Lake First Nation evaluate and select a qualified and experienced bidder for the project, ensuring that the chosen firm can effectively meet the project's objectives and requirements.

8. PROPOSAL EVALUATION CRITERIA

To ensure consideration for this RFP, your proposal should be complete and include all the following criteria to be considered by Curve Lake First Nation:

- Overall proposal suitability: proposal must meet the scope and needs included herein and be presented in a clear and organized manner.
- Organizational Experience: Bidders will be evaluated on their experience as it pertains to the scope of this project.
- Previous work: Bidders will be evaluated on examples of their work pertaining to similar projects.
- Value and cost: Bidders will be evaluated based on the work to be performed in accordance with the scope of this project.
- Experience working on projects for First Nation Communities.

9. PREPARATION OF SOLICITATION

If a proposing company, individual, or subcontractor was involved in the preparation of the RFP solicitation that proposal is disqualified.

10. PRIVILEGE CLAUSES

Curve Lake First Nation reserves its right:

1. Not to award the contract;
2. Not to award the contract necessarily to the lowest priced bidder, but rather to the best "value";

3. To conduct negotiations with one or more bidders in the event the negotiations with the first bidder are unsuccessful;
4. To conduct a survey of potential bidders to obtain clarification of their proposals as part of the evaluation process;
5. To cancel and reissue the RFP; and
6. To extend any deadlines and amend the proposal process.

11. EXCLUSIONARY CLAUSES

The proposal writer shall be liable for all costs associated with preparation and submission of the proposal up to the final award of the contract.

Curve Lake First Nation shall not be liable for any costs, expenses, loss or damage incurred, sustained or suffered by any bidder prior, or subsequent to, or by reason of the acceptance or the non-acceptance by CLFN of any proposal, or by reason of any delay in acceptance of a proposal, except as provided in the tender documents.