

# REQUEST FOR PROPOSALS

**Project Title: The development of a business plan for (TYPE OF BUSINESS) in (COMMUNITY), NU**

## **Statement of Request:**

XXXX with the support of (Kakivak, KPID or KIA), is inviting qualified consultants/firms to submit a proposal for the development of a business plan for the (establishment/expansion) of (TYPE OF BUSINESS) in (Community), NU. Based on consultation with the owner/operator, the business plan will include and examination of existing services/products available in (COMMUNITY), a review of the context in which the business will operate, recommendations and specifications for the development and operation including staffing, marketing and financing of the business.

## **Submission Information:**

Proposals to undertake this work will be received until **DATE** at 5:00 p.m. TIME ZONE. Proposal must quote "NAME OF PROJECT" on the envelope or cover sheet.

Proposals may be submitted to **(SELECT YOUR CEDO delete the others):**

Kakivak Association  
P.O. Box 1419  
Iqaluit, Nunavut  
X0A 0H0

Phone: 867-979-0911      Fax: 867-979-3707  
email: [jpaton@kakivak.ca](mailto:jpaton@kakivak.ca)

Kivalliq Partners in Development  
Box 709  
Rankin Inlet, Nunavut  
X0C 0G0

Phone: 867-645-2122      Fax: 867-880-8809  
Email: [kpidgeo@netkaster.ca](mailto:kpidgeo@netkaster.ca)

Kitikmeot Inuit Association  
PO Box 18  
Cambridge Bay, NU

Phone : 867-983-2458      Fax 867-983-2701  
Email : [kiabdo@qiniq.com](mailto:kiabdo@qiniq.com)

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

**(SELECT YOUR CEDO Delete the others):**

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Email : [kiabdo@qiniq.com](mailto:kiabdo@qiniq.com)

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***

NAME OF BUSINESS is an (a) COMMUNITY based, incorporated company owned and operated by NAME OF OWNER. OWNER has been involved in the business for several years, first as XXX and now, as 100% sole shareholder. NAME OF COMPANY is considering the opportunity to expand into a XXXX

The development of the proposed business plan/expansion plan will enable the client to:

- make informed decisions regarding current operations and alliances of **NAME OF COMPANY**.
- make informed decisions regarding establishment/expansion of the business
- confirm market share, product lines, expansion opportunities
- strategically plan it's **establishment/expansion** and growth
- approach funding agencies for loan and contribution funds consideration for the **establishment/expansion/purchase of the business**, and its continued operations and expansions

### ***Purpose and Objectives***

The plan will serve to:

1. **Identify services/products, pricing and target markets resulting in a marketing strategy** which will provide realistic projections of sales expectations with associated costs.

Outputs of the marketing plan will include:

- Assessment of market opportunities in xxx industry and related services/products. Market assessment will include a complete SWOT analysis (opportunities, competitive threats, strengths and weaknesses)
- A detailed analysis of local and regional competition in the chosen markets with a realistic estimate of the total market and potential market share for this business
- Preliminary revenue and expense projections for identified opportunities
- A three-year marketing strategy including yearly sales projections and direct costs
- Specific marketing options and promotional strategies with associated costs and time frames, cost effectiveness assessment of advertising alternatives
- Recommendations on the most appropriate forms of promotion

2. **Provide a detailed assessment of available human resources** to determine if the skills of the owners are adequate to deliver the products and services identified.

Outputs of human resources analysis will include:

- An assessment of capacity of management and staff to deliver current and future identified products
- An organisation chart and job descriptions for all positions
- Identification of current and future training requirements of management and staff

- Training requirements identified will include sources where the specific types of training can be accessed.

3. **Provide a detailed assessment of the location, infrastructure and equipment.** This would include cost quotations for building, fixtures, furniture, equipment and vehicles.

Outputs of the fixed asset and equipment assessment:

- Assessment of potential location(s) and desirability as a location for **xxxx** business
- Detailed floor plan, elevations and building specifications
- Cost estimates of per square foot for construction costs of a **xxxx**
- Detailed list and cost estimate for required fixtures, furniture, equipment and vehicles
- Detailed list and valuation of appropriate fixtures, furniture, tools and equipment currently owned by the client

4. **Provide an after care plan** which will assist the business with the implementation of the marketing and business plan to give the shareholders the greatest chance for success and achieving projected sales.

Outputs of the aftercare plan:

- Requirements for legal assistance and registration or incorporation including estimated legal costs
- Requirements for a financial management system with costs for purchasing equipment, software, set up, training and maintenance
- Requirements for an office administrative system with costs for equipment, furniture, systems set-up and training (including a client tracking database)

5. **Provide an Implementation Plan** will be prepared monthly for the first year and a “to do” checklist for each of the next two years.

Outputs of the implementation plan:

- A monthly critical path that addresses the needs in marketing, sales, product development, human resources, training, equipment and capital requirements, aftercare, legal, administration and bookkeeping
- An annual “to do” listing for years two and three including requirements in marketing, sales, product development, human resources, training, equipment and capital requirements, aftercare, legal, administration and bookkeeping

6. **Provide a complete set of pro forma financial statements** for a three-year period.

Outputs of the pro forma financial statements:

- A monthly income and expense statement for year one followed by yearly income and expense statements for years two and three
- A cash flow statement monthly for year one and annually for years two and three
- Three years of balance sheets
- A complete set of financial ratios including: liquidity ratios (current ratios, quick ratio); debt ratios (asset coverage, debt/equity, cash flow/debt); and profitability (gross profit

- margin, operating profit margin, net profit margin, return on equity, return on investment) including appropriate explanations and conclusions
- Appropriate notes, lists, assumptions, charts and schedules supporting financial statements
  - Recommended financing plan for the purchase of assets and the launch of the business
7. **Provide an analysis of community and economic benefits** for a 5 year period including aboriginal/non aboriginal; full time/part time jobs maintained/created; training community members; value of community and territorial purchases; and value of payments to community and territorial government, taxes or rents.
8. **Prepare a business/marketing plan report** documenting study findings and recommendations.

### ***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 due xxxx
- Final Report due xxxx

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

### ***Budget***

The budget for this project will not exceed \$xxx. This amount must cover all professional and legal services and administrative costs, including all fees, travel, telephone, postage, printing, accommodations, meals (if applicable) and GST.

***You can leave out a budget if you want, however it is not a bad idea to include it so that the firms bidding can ensure they provide you the best value for money***

### ***Time Frame***

The project will begin **WRITE IN START DATE** (or sooner) and the final report shall be submitted by **WRITE IN END DATE**. Specific Project deadlines are:

Request for Proposals	xxx
Closing date for Proposals	Two to three weeks after RFP goes out
Award of Contract	Within two weeks of closing
Project Start	Within two weeks of award of contract
Final Report	Within three months from Project Start

## ***Minimum Methodological Requirements***

The shareholders/owner/operator invite 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 analyse findings related to the terms set out in this document. This will involve a **NUMBER OF DAYS Trip** to meet personally with the clients and other stakeholders; conduct research; review and assess the market.
3. Summarize findings of research in a report.

## ***Reporting***

The Project Managers will be:

**(SELECT YOUR CEDO Delete the others):**

Kakivak Association  
P.O. Box 1419  
Iqaluit, Nunavut  
X0A 0H0

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Email : [kiabdo@qiniq.com](mailto:kiabdo@qiniq.com)

***Or it could be you or your Hamlet***

### ***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 **DATE AND TIME, TIME ZONE** Proposals received after this time shall be rejected and returned unopened.

Proposals should be submitted to:

**(SELECT YOUR CEDO Delete the others):**

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**OR TO YOU AND OR YOUR HAMLET**

### ***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,



- if 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 e-mail message.

THE CEDO nor the Client will 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 YOUR CEDO 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 BBDC.

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
  - Appendices including proponents' business profile and curricula vitae/resume of project personnel, and any other information which proponents believe would be useful

### ***Inquiries***

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

**(SELECT YOUR CEDO Delete the others):**

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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 NAME OF YOUR CLIENT and will not be returned.

### ***Additional Guidelines***

- a) The CLIENT reserve 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) The CLIENT reserve the right to request 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 the CLIENT .

## ***EVALUATION OF PROPOSALS***

A point system will be used to rate each proponent's technical and organisational competence to undertake this project. Ratings will be confidential and no details will be released to any of the other proponents. The CLIENT may also consider such other criteria as appear reasonable to it.

<b>The evaluation criteria and weighting will be as follows:</b>	<b>Total Maximum Weight Criteria</b>
Proposed methodology to achieve project objectives	25
Aboriginal participation	10
Evidence of successful completion of business plans for small/medium enterprises	25
Evidence of successful completion of business plans for service/retail/hospitality industry in the Nunavut	20
Business development experience	10
Cost	10
<b>TOTAL MAXIMUM SCORE:</b>	<b>100</b>