



Request for Quotation

Mi'Kmaq Commercial Fisheries ***Strategic Business Development Plan***

Background

The Qalipu First Nation (QFN) was officially formed September 22nd, 2011. Currently, QFN has approximately 24,000 members and is acknowledged as the single largest Indian Act Band in Canada. QFN is a landless Band. Its membership is embedded in 67 recognized Mi'kmaq communities across western and central Newfoundland.

The QFN has established the Qalipu Development Corporation (QDC) and Mi'Kmaq Commercial Fisheries (MCF) as arms-length companies, to seek out new investment and commercial opportunities in order to derive revenue for the Band.

MCF has grown into an ongoing concern. It has 17 commercial fishing licences and owns one 60' trawler, the Newfoundland Navigator. The company has a small staff and is headquartered in Corner Brook, Newfoundland. Its financial management is handled through the QFN Band office which is an ISO 9001-2015 certified operation.

MCF is currently broadening its scope of activities. In addition to providing licences and securing revenue through cost-sharing arrangements with its harvesters, it is now pursuing partnership and joint-venture arrangements with established processors. Securing new allocations and quotas, especially for new and emerging species, as well as entering private label, marketing and distribution agreements with established seafood companies are immediate priorities.

A long-term business plan strategy which identifies new opportunities, costs, benefits and potential sources of new revenues, consistent with a modern indigenous fishery, is now required to guide the company's activities.

Project Overview:

The business plan approach will require an overview and analysis of existing operations, human resource capacity, lines of business, market assessment, financial resources required and potential new revenue streams.

The primary deliverable of this project will be to provide MCF with a strategic business plan which will be utilized to guide the long-term commercial activities of the company.

Deliverables/ Scope of Work:

The business plan is required to include the following;

- Best practice review and analysis of similar First Nation fishing entities in Atlantic Canada.
- Review of existing MCF operational management and objectives.
- Review of current human resource capacity and future requirements.
- Consultation with fisheries stakeholders, including provincial, federal and industry representatives to identify potential new allocations, quotas, enterprises or emerging fisheries, especially linked to Canada's indigenous fishery policies, is imperative.
- Identify and prioritize capital equipment and infrastructure with cost estimates over the next 1-3 years.
- Identify market opportunities for emerging new species with an emphasis on ocean perch (red fish).
- Provide analysis of existing MCF legal agreements with existing processors and make recommendations on how to maximize economic benefits related to royalties and revenue sharing arrangements (eg. Red fish, Seal products, etc.).
- Provide market assessment of the fishing industry in the province and make recommendations on a strategic market approach for MCF.
- Develop an MCF marketing and promotion strategy with an emphasis on developing a prominent, indigenous market brand.
- Make recommendations on social media platforms which are best able to promote the MCF brand and image.
- Provide costs of implementation of all recommendations over 1-3 year phases.
- Prepare and present final business plan document complete with a strategic approach to growing the MCF business operation, costs, anticipated new revenues and summarized priorities.
- This document must be consistent with the priorities of the NICFI program and be "final format" ready for submission as a funding proposal.
- One electronic copy, seven (7) hard copies and one summarized PowerPoint copy of the final report and recommendations is required.

Terms of Submission

A formal submission must clearly indicate the name of the firm or individual undertaking the primary scope of work. A detailed resume of company proponents, formal qualifications, experience and similar projects must be provided. Details must also be provided for any sub-contractors, associates or formal collaborations with other proponents or firms. Clear time lines and expected payment schedules are also required

Interested parties must submit quotations no later than **4PM, March 6th, 2020** to the following address:

Mi'Kmaq Commercial Fisheries
1 Church Street, Corner Brook, NL A2H 2Z4
Attention: Mabel MacDonald, Manager, Fisheries Operations
mmacdonald@qalipudevelopment.com

This Request for Quotations is subject to external funding. It is notionally anticipated quotations will be under the \$25k level.

This Request for Quotations will not necessarily be awarded based on lowest quoted price. Rather a combination of price, demonstrated technical expertise and general ability to provide the best outcomes will all be given consideration.

Questions regarding this request for quotations may be forwarded to:

John Davis
CEO Qalipu Group of Companies
/Mi'Kmaq Commercial Fisheries
john.davis@qalipu.ca
(709)634-1053.