

REQUEST FOR PROPOSALS:

# **2024-2029 STRATEGIC PLAN**

FOR



**Nokiiwin**  
**TRIBAL COUNCIL**

**Proposals Due: June 16, 2023 at 4:00 PM EST**

Nokiiwin Tribal Council  
384 Fort William Road  
Thunder Bay, ON  
P7B 2Z3

Attn: Audrey Gilbeau, Executive Director  
Email: [director@nokiiwin.com](mailto:director@nokiiwin.com)  
Phone: 807-474-4230  
Fax: 807-474-4238

# 1 INTRODUCTION:

Nokiiwin Tribal Council is seeking proposals from interested and qualified companies and individuals to develop a 5-year 2024-2029 Strategic Plan for all Nokiiwin operations.

## 1.1 BACKGROUND:

Nokiiwin Tribal Council (Nokiiwin) is a non-profit organization that provides advisory services to five member First Nation communities within the Robinson-Superior Treaty Area: Animbiigoo Zaagi'igan Anishinaabek, Biinjitiwaabik Zaaging Anishinaabek, Bingwi Neyaashi Anishinaabek, Fort William First Nation, and Netmizaaggamig Nishnaabeg. Nokiiwin provides core advisory services to its affiliated First Nations including Governance, Finance, Technical Services, Community Planning, and Economic Development. Nokiiwin also provides services related to education, health and safety, disabilities, justice, and the environment. Nokiiwin was incorporated in 2006 and was fully staffed and operational in 2009.

## 1.2 NOKIIWIN MISSION

Nokiiwin Tribal Council is dedicated to working in unity with our member First Nations to enhance growth and prosperity.

## 1.3 NOKIIWIN'S VISION

Nokiiwin is building a new reality, together, with our member First Nations. A reality where each individual within our communities has the support systems and resources, they need to sustain a vibrant, healthy and prosperous way of life.

## 1.4 NOKIIWIN GUIDING IDEAL

Nokiiwin believes the pathways towards growth, wellness and prosperity should be shared with every member of our collective communities.

For further information about Nokiiwin Tribal Council, please visit our website at [www.nokiiwin.com](http://www.nokiiwin.com)

It is important that any individual or firms seeking to work with Nokiiwin demonstrate an understanding our foundational goals and values and how these fit with the project we are seeking to complete.

## 2 TERMS OF REFERENCE

### 2.1 OBJECTIVE:

The final result of this project is a 5-year strategic plan for all of Nokiiwin Tribal Council's operations. In particular, it must cover:

- An overall strategic plan for Nokiiwin Tribal Council;
- Strategic plans for each department at Nokiiwin;
- An analysis of Nokiiwin's current partnerships;
- Updating the Nokiiwin Research Toolkit and the Nokiiwin Information Technology Needs Assessment; and
- A plan for Nokiiwin's role in the restoration of Anishinaabe language and culture.

### 2.2 SCOPE OF WORK:

- Carry out a community engagement process in collaboration with the Nokiiwin management team, designated representatives from community leadership, and the Nokiiwin board of directors.
- Ensure that the perspectives of all stakeholders are included in the final product including elders, members of Nokiiwin steering committees, community staff and leadership, and general community members.
- Use a needs assessment, environmental scan, SWOT analysis, and/or similar tools to determine the best goals and strategies for Nokiiwin Tribal Council.
- Consider the impact of the COVID-19 Pandemic and Substance Use Crisis on the operations of Nokiiwin Tribal Council, and what Nokiiwin's response should be.

Funding for this process has been secured from a variety of different sources and through that process some preliminary plans have been made for a community engagement approach. The successful proponent should plan to incorporate these plans into their approach.

- Extensive engagement with community members at the 2023 Unity Gathering from August 15 - 17, 2023.
- A two-day Anishinabemowin speakers gathering to inform a language and culture plan will be held in the early fall of 2023.

The Board of Directors and Leadership of Nokiiwin Tribal Council are holding a meeting on June 28-29, 2023. If possible, it would be appropriate for the successful proponent to be present at that meeting.

It is expected that additional meetings and engagement activities with stakeholders will be part of the successful proponent's plan.

Due to the broad nature of the plans required, it is anticipated that the successful proponent will engage a team of people to carry out different components of the work. In consultation with the successful proponent, Nokiiwin may directly hire additional consultants to complete (for example) the work on the Anishinaabe language or Information Technology. It would then be the responsibility of the successful proponent to integrate the results of that work into the larger strategic plan.

### 2.3 TIMELINE:

<b>Timeframe</b>	<b>Milestone</b>
May 25, 2023	Request for Proposals posted
June 5, 2023	Deadline for questions to be submitted to <a href="mailto:learning@nokiiwin.com">learning@nokiiwin.com</a>
June 7, 2022	All substantive questions and answers posted to <a href="http://www.nokiiwin.com/stratplan">www.nokiiwin.com/stratplan</a> .
June 16, 2023	Full proposals due
June 20, 2023	Successful bidder chosen - all bidders notified.
June 28 - 29, 2023	Joint Board/Leadership Meeting
July 2023 - February 2024	Consultations and engagement sessions; strategic plan development according to consultant proposal
August 15-17, 2023	2023 Unity Gathering
Fall 2023	Anishinaabemowin Speakers Gathering
February 29, 2024	Draft Final 2024-2029 Strategic Plan presented for approval and comment to the Nokiiwin management and board of directors.
March 29, 2024	All substantive work completed

### 2.4 INTELLECTUAL PROPERTY:

Ownership and copyright of all data, drafts and final products will be the sole and exclusive property of Nokiiwin Tribal Council Inc.

### 2.5 SUBMISSION:

The successful proponent shall provide a proposal by email to Audrey Gilbeau at [director@nokiiwin.com](mailto:director@nokiiwin.com) by 4:00 pm on June 16, 2023. The proposal should contain:

- Cover letter including consultant's name, address, and contact information;

- Summary of the proponent's background and experience in similar projects;
- Contact information for three references;
- A description of the proposed plan to achieve the scope of services, scope of services as understood by the proponent;
- A detailed and itemized budget;
- Professional resume for each member of the project team; and
- Any other information deemed pertinent by the proponent.

## 2.6 EVALUATION CRITERIA:

Proposals will not be evaluated solely on the basis of lowest cost. The following criteria will be considered:

- Degree to which proponent demonstrates competencies.
- Appropriateness of methodology.
- Ability to integrate the work of a team.
- Experience in strategic planning.
- Experience working with First Nations.
- Ability of the consultant to meet the desired timeframe for the completion of work.
- Value for money.

## 2.7 QUESTIONS:

Questions can be presented to Scott Baker by email at [learning@nokiiwin.com](mailto:learning@nokiiwin.com).

Questions must be submitted by June 5, 2023. Questions and answers of a substantive nature will be posted on [www.nokiiwin.com/stratplan](http://www.nokiiwin.com/stratplan) by June 7, 2023 so that all proponents have equal access to the information.

## 2.8 CONDITIONS

- 1.** This request does not commit Nokiiwin to award a contract. Nokiiwin reserves the right to accept or reject any or all of the proposals it receives as a result of this RFP.
- 2.** This RFP does not commit Nokiiwin to pay any cost incurred in the preparation of the proposal – the proponent agrees that all costs incurred in developing this proposal is the sole responsibility of the proponent.
- 3.** Contract will be awarded based on the competitive selection of proposals received.

4. Nokiiwin may require the potential contractors selected to participate in negotiations, and submit revisions to pricing, technical information and or other items in the proposal that may arise from negotiations. The contents of the proposal, if awarded the contract, become contractual obligations, subject to negotiation and failure to accept these obligations in a contractual agreement may result in cancellation of the award.
5. Submission of a proposal shall constitute acknowledgement and acceptance of all the terms and conditions contained in this RFP, unless otherwise stated in the proposal.
6. The final authority to award the contract rests with the Board of Directors and Executive Director of Nokiiwin Tribal Council.