



Wolastoqey Nation  
In New Brunswick

## REQUEST FOR PROPOSAL

For professional services to lead the development of an Indigenous Business Landscape Analysis and Strategic Plan. As part of the *Building the Indigenous Supply Chain Supporting SMR Development and Deployment in New Brunswick* project, funded by Natural Resources Canada (NRCan).

**RFP Reference Number:** NSMTC-ES-RFP-25.001

**RFP Title:** New Brunswick Indigenous Business Landscape Analysis and Strategic Plan

**Release Date:** June 19<sup>th</sup>, 2025

**Closing Date:** July 17<sup>th</sup>, 2025

**RFP Contact:**

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## 1. INTRODUCTION

The **North Shore Mi'kmaq Tribal Council (NSMTC)**, in partnership with the **Wolastoqey Nation in New Brunswick (WNNB)**, is leading a multi-year initiative titled *Building the Indigenous Supply Chain Supporting SMR Development and Deployment in New Brunswick*. Funded by Natural Resources Canada (NRCan), this research initiative is structured across three interconnected project Phases:

**Phase 1 (FY24):** The development of a Supply Chain Overview and Gap Analysis that proposed a broad definition of the nuclear supply chain, identified gaps within New Brunswick's existing supply chain, highlighted systemic barriers to Indigenous participation in the emerging SMR economy, and outlined opportunities to address these barriers. **Note:** This Phase is **COMPLETE** and not within the scope of the current RFP. (for reference, the *New Brunswick Small Modular (SMR) Indigenous Supply Chain Overview and Gap Analysis* is available for download on the NSMTC website: <https://nsmtc.ca/publications/>)

**Phase 2 (FY25):** An Indigenous Business Landscape Analysis that documents the current Indigenous business ecosystem in New Brunswick, catalogues capacities, and identifies priority enablers for supply chain growth. Includes the development of an online Indigenous business directory.

**Phase 3 (FY26):** The development of Strategic Plan for Growing the Indigenous SMR Supply Chain in New Brunswick. Informed by research findings of Phase 1 and Phase 2, the Strategic Plan will identify gaps, and the resources required to grow Indigenous business capacity supporting the development and deployment of SMRs in New Brunswick.

Overall, this project aims to:

- Study supply and logistics chain opportunities within the Small Modular Reactor (SMR) sector.
- Daylight opportunities for existing and new Indigenous businesses in the supply chain.
- Identify barriers to participation in the energy sector for Indigenous businesses.
- Define resources required to grow Indigenous business capacity in New Brunswick
- Develop a long-term strategic roadmap to enable Indigenous participation in the energy sector.

## 2. ABOUT US

**NSMTC** is a not-for-profit First Nations Tribal Council formed in 1987 and acts as a technical and capacity resource hub supporting the communities of Ugpi'ganjig (Eel River Bar), Oinpegitjoig (Pabineau), Natoaganeg (Eel Ground), Metepenagiag (Red Bank), L'nui Menikuk (Indian Island), Tjipogtotjg (Buctouche), and Amlamgog (Fort Folly) First Nations.

**WNNB** is the technical advisory body for the six Wolastoqey communities in the province of New Brunswick. Matawaskiye (Madawaska), Wotstak (Woodstock), Neqotkuk (Tobique), Bilijk (Kingsclear), Sitansisk (St. Mary's) and Welamuktok (Oromocto) First Nations, located along the Wolastoq (Saint John River).

As advocates and champions for the betterment of lives for First Nations people in New Brunswick, NSMTC and WNNB recognize the importance of the New Brunswick energy industry and the re-emergence of a Canadian nuclear build-out. Both NSMTC and WNNB are actively pursuing opportunities for their member Nations in the SMR and energy economies in New Brunswick. To support this commitment, both organizations have established Energy technical resource hubs that:

- Position First Nation communities in New Brunswick for opportunities associated with energy sector developments, including but not limited to wind, solar, advanced small modular reactors and hydrogen.
- Engage the current and future Indigenous labour force in New Brunswick and promote opportunities directly and indirectly associated with energy sector developments.
- Work with industry partners to create local, long-lasting employment opportunities for First Nations in New Brunswick within the evolving energy sector.
- Support the expansion of the energy supply chain within New Brunswick, including fostering opportunities for existing and yet-to-be-established Indigenous owned businesses.
- Publicly promote and foster renewable/clean energy projects and initiatives in support of New Brunswick and Canada achieving the target of Net-Zero Emissions by 2050.

### **3. RFP OVERVIEW**

NSMTC and WNNB are soliciting proposals from qualified professional services firms (the “Consultant”) to support the design, analysis and execution of project deliverables over the next two (2) project Phases.

#### **Project Phase 2 – Indigenous Business Landscape Analysis – August 2025 to March 2026.**

**Phase 2** will deliver a stakeholder-validated, data-informed overview of the Indigenous business ecosystem in New Brunswick. It will assess current capacity, identify sectoral strengths and gaps, and evaluate growth potential to support participation in the emerging Small Modular Nuclear Reactor (SMR) supply chain.

Drawing directly on the data collected through Phase 2, the Consultant will develop an Indigenous Business Directory that catalogs Indigenous businesses in New Brunswick.

#### **Project Phase 3 – Strategic Plan: Growing the Indigenous SMR Supply Chain – April 2026 – March 2027.**

**Phase 3** will build on the findings of the Supply Chain Overview & Gap Analysis (Phase 1) and the Indigenous Business Landscape Analysis (Phase 2). The Consultant will develop a Strategic Plan that details policy and program recommendations to advance Indigenous participation in New Brunswick’s emerging Small Modular Reactor (SMR) economy. The Strategic Plan will align with projected SMR deployment timelines, incorporate input from Indigenous businesses and community stakeholders, and provide actionable, fully costed recommendations to grow Indigenous business capacity supporting the development and deployment of SMRs in New Brunswick.

### **4. QUESTIONS AND CLARIFICATIONS**

NSMTC and WNNB will accept content-related questions from interested applicants on an ongoing basis until three (3) days prior to the closing date of the RFP. All questions and clarifications can be submitted via email to Patrick Flood [patrickflood@nsmtc.ca](mailto:patrickflood@nsmtc.ca) and Andrew Uraih at [andrew.uraiah@wolastoqey.ca](mailto:andrew.uraiah@wolastoqey.ca).

## 5. SCOPE OF SERVICES – PHASE 2

The Consultant's scope of services for **Phase 2 – Indigenous Business Landscape Analysis** shall include but is not limited to the following:

### 5.1. Engagement Design and Execution

- 5.1.1. Design of a data collection methodology and framework for the Indigenous Business Landscape Analysis, including research objectives, key indicators, and data collection protocols.
- 5.1.2. Based on the methodology and framework, develop interview guides, surveys, questionnaires, data points, collection methods, surveys, and consent templates ensuring alignment with OCAP® principles.
- 5.1.3. Conduct in-depth, in-person engagements with a minimum target of fifty (50) Indigenous-owned businesses in New Brunswick.
- 5.1.4. Engagement and data collection to adhere to OCAP® aligned data collection principles.
- 5.1.5. Engage a broad range of stakeholders to support and inform the Landscape Analysis, including First Nations leadership, Employment and Training Officers (ETOs), Economic Development Officers (EDOs), and others as appropriate. Attention should be placed on identifying and engaging off-reserve Indigenous-owned businesses to ensure a comprehensive and inclusive analysis.
- 5.1.6. Engage with key ecosystem stakeholders, including but not limited to the University of New Brunswick, Opportunities New Brunswick, NB Power, the Government of New Brunswick – Department of Indigenous Affairs, and the Organization of Canadian Nuclear Industries.

### 5.2. Data Analysis and Report Development

- 5.2.1. The content of the Indigenous Business Landscape Analysis will be developed in close collaboration with NSMTC and WNNB, including regular check-ins to ensure alignment with project goals.
- 5.2.2. A table of contents will be co-developed between the Consultant and NSMTC and WNNB as part of early project deliverables.
- 5.2.3. Review and synthesize data collected through engagements, interviews, surveys, and secondary sources to identify trends, themes, strengths, gaps.
- 5.2.4. Develop and deliver the Indigenous Business Landscape Analysis Report, providing a comprehensive overview of Indigenous business capacity in New Brunswick. The report will include analysis of sector-specific participation potential, geographic distribution and geospatial analysis, business readiness for SMR industry participation and all additional pertinent data.
- 5.2.5. The report should highlight Indigenous business readiness for participation in SMR and industrial supply chains by identifying key strengths, challenges, and opportunities. These insights will inform research priorities for Phase 3.
- 5.2.6. The Indigenous Business Landscape Analysis should reference and draw clear connections to the Phase 1 body of knowledge – [Supply Chain Overview and Gap Analysis](#).

- 5.2.7. Report formatting shall be cohesive with Phase 1. The Consultant will be provided with templates and branding elements but remains solely responsible for ensuring consistency of products and outputs across all Project Phases.

### **5.3. Workshop Design and Delivery**

- 5.3.1. Design and deliver a full-day workshop (Fall 2025) to engage Indigenous businesses and facilitate collection of data. This session will be used to inform future engagement with business owners and key stakeholders (5.1). The session will inform engagement metrics, techniques and the Indigenous Business Directory.
- 5.3.2. Plan and facilitate a full-day research findings validation workshop (Winter 2026) to review draft findings, support continued engagement and inform the scope of research for Phase 3.

### **5.4. Presentations and Knowledge Translation**

- 5.4.1. The Consultant will provide the Indigenous Business Landscape Analysis report in .docx, .pdf and .indd formats.
- 5.4.2. Deliver a final presentation of key findings from the Indigenous Business Landscape Analysis to NSMTC, WNNB, and invited stakeholders.
- 5.4.3. Create a PowerPoint slide deck summarizing key findings for use in briefings, webinars, community sessions, and stakeholder meetings.
- 5.4.4. Develop a written, community-facing summary report (maximum 10 pages) that presents key findings from the Indigenous Business Landscape Analysis in accessible language, incorporating infographics. The target audience for this summary report includes the Indigenous business community, First Nations leadership, and key stakeholders.
- 5.4.5. Design of visual communication tools (e.g., infographics, pop-up banners, roadmap posters) optimized for digital and print sharing.

### **5.5. Project Coordination and Meetings**

- 5.5.1. The Consultant will organize and lead bi-weekly progress meetings with NSMTC and WNNB throughout the lifecycle of the project phase. Written updates are to be submitted a minimum of 24 hours in advance of each meeting.
- 5.5.2. Attend bi-monthly in-person planning and coordination meetings in New Brunswick. These may include
- 5.5.3. Attend project coordination meetings in-person, including but not limited to:
- Project Kickoff
  - Engagement Design Review
  - Presentation of Draft Findings
  - Final handoff of Phase 2 deliverables
  - Presentation to Community Stakeholders

### **5.6. Indigenous Business Directory**

- 5.6.1. Design and develop an Indigenous Business Directory that provides a centralized, searchable resource cataloging Indigenous businesses in New Brunswick.
- 5.6.2. Not all data collected through Phase 2 will be made publicly available. The Consultant will recommend a storage solution that enables both the management of non-public data and the public-facing directory.

- 5.6.3. Define directory structure, including fields such as business name, ownership details, location, sector, contact information, areas of interest, capacity indicators, and readiness for participation in SMR and industrial supply chains.
- 5.6.4. Ensure the design of the directory reflects input from NSMTC and WNNB and supports practical application for use by procurement officials and industry players.
- 5.6.5. Ensure all data collection and storage methods align with OCAP® principles.
- 5.6.6. Include deployment method for the Indigenous Business Directory as part of the RFP submission. The proposed solution should support ease of use, data management, and long-term feasibility.
- 5.6.7. Provide a recommendation for a governance and maintenance model for the Directory. Including responsibility for updates, access considerations, data validation and, guidance on long-term ownership.

## **6. SCOPE OF SERVICES – PHASE 3**

The Consultant's scope of services for **Phase 3 – Growing the Indigenous SMR Supply Chain Strategic Plan** shall include but is not limited to the following:

### **6.1. Strategic Plan Design and Development**

- 6.1.1. The Consultant will develop a Strategic Plan that sets out long-term objectives, priority initiatives, and actionable pathways to foster Indigenous business participation in the New Brunswick SMR supply chain.
- 6.1.2. A table of contents will be co-developed between the Consultant and NSMTC and WNNB as part of early project deliverables.
- 6.1.3. The framework will be informed and create clear links to the findings and recommendations from both previous project Phases.
- 6.1.4. The Consultant shall propose a planning structure and format that effectively communicates a 10-year Indigenous economic participation strategy with defined outcome indicators set at 1-2 year intervals.
- 6.1.5. The Strategic Plan shall include clear policy and program recommendations that reflect Indigenous business owners' capacities and values and are aligned with opportunities in the SMR sector. For each priority area, the Consultant shall propose targeted actions (e.g., procurement reform, capacity-building initiatives, partnership models) and outline recommended timelines for short-, medium-, and long-term implementation.
- 6.1.6. The strategy shall outline resourcing, including financial, human, and technical supports required to implement the proposed strategies. Including where these resources are best situated to make an impact.
- 6.1.7. The Strategy shall define key performance indicators and suggest evaluation mechanisms to track progress.
- 6.1.8. The Consultant will conduct a landscape and resourcing analysis focused on existing programs, funding opportunities, and procurement supports that relate to the goals of the Strategic Plan. This should include, but is not limited to, initiatives led by Opportunities New Brunswick (ONB), Indigenous Services Canada (ISC), Public Services and Procurement Canada

(PSPC), and the Canadian Council for Aboriginal Business (CCAB). Assess the extent to which existing resources align with the Strategic Plan's recommendations. Where gaps are identified, provide clear recommendations to address them and highlight where new supports or adaptations may be required

- 6.1.9. The Consultant shall identify opportunities for collaboration with key ecosystem partners, including post-secondary institutions, trade unions, industry players, and government agencies. Where appropriate, recommend partnership models that could support implementation of the Strategic Plan and address identified gaps in capacity or resources.
- 6.1.10. An iterative development process will be used. The Consultant shall present drafts to NSMTC and WNNB at defined milestones and incorporate feedback to refine the plan for final delivery.

## **6.2. Stakeholder Engagement & Co-Design**

- 6.2.1. Design and facilitate four (4) in-person, stakeholder engagement sessions with Indigenous-owned businesses and other identified stakeholders. The purpose of these sessions is to validate barriers identified in Phase 1 and Phase 2, inform strategic direction and, evolution of research.
- 6.2.2. Document existing industry collaborations and partnerships.
- 6.2.3. Draw clear connections to and incorporate input from previously engaged businesses and community participants from Phase 1 and 2.

## **6.3. Workshop Design and Delivery**

- 6.3.1. Design and deliver a full-day workshop to co-design the Strategic Plan and research priorities with Indigenous business owners. The session will include a detailed agenda, facilitation plan, and supporting materials.

## **6.4. Knowledge Translation & Communication Materials**

- 6.4.1. The Consultant will provide the Strategic Plan in .docx, .pdf and .indd formats.
- 6.4.2. Deliver a final in-person presentation of the Strategic Plan to NSMTC, WNNB, and key stakeholders
- 6.4.3. Create a PowerPoint slide deck outlining core components of the Strategic Plan for use in briefings, webinars, community sessions, and stakeholder meetings.
- 6.4.4. Develop a written, community-facing summary report (maximum 10 pages) that presents key recommendations and findings from the Strategic Plan in accessible language, incorporating infographics. The target audience for this summary report includes the Indigenous business community, First Nations leadership, and key stakeholders.
- 6.4.5. Design of visual communication tools (e.g., infographics, pop-up banners, roadmap posters) optimized for digital and print sharing.

## **6.5. Project Coordination and Meetings**

- 6.5.1. The Consultant will organize and lead bi-weekly progress meetings with NSMTC and WNNB throughout the lifecycle of the project phase. Written updates are to be submitted a minimum of 24 hours in advance of each meeting.
- 6.5.2. Attend project coordination meetings in-person, including but not limited to:
  - Project Kickoff

- Strategic Plan Table of Contents review.
- Presentation of Draft Findings
- Final handoff of Phase 2 deliverables
- Presentation to Community Stakeholders

## 6.6. Marketing and Communications

- 6.6.1. During Phase 3 - provide inputs and direction to a marketing agency selected by NSMTC and WNNB to support the development of a communications and outreach strategy, along with providing supporting materials and project management of this engagement.

## 7. PROJECT SCHEDULE

The RFP and Project Schedule is defined in Table 1 below. The Consultant will be responsible for development of a detailed milestone and deliverable schedule, in consultation with NSMTC and WNNB, as part of Project Kick-off.

The Project Completion deadline is firm and is non-negotiable.

*Table 1 - RFP and Project Schedule*

Item	Date
<b>RFP Release</b>	June 19 2025
<b>RFP Closing</b>	July 17 2025
<b>Project Award</b>	August 6 2025
<b>Project Kickoff</b>	August 12 2025
<b>Phase 2 - Workshop # 1</b>	October 28 2025
<b>Draft - New Brunswick Indigenous Business Landscape Analysis</b>	February 15 2026
<b>Phase 2 - Workshop #2</b>	TBD (Winter 2026)
<b>Final Deliverable Package: Indigenous Business Landscape Analysis</b>	March 15 2026
<b>Phase 3 – Project Kickoff and Coordination</b>	April 2026
<b>Phase 3 – Workshop</b>	October 2026
<b>Draft – Strategic Plan Growing the Indigenous Supply Chain in NB</b>	January 2027
<b>Final Deliverable – Growing the Indigenous Supply Chain in NB Strategic Plan</b>	March 15 2027
<b>Project Completion and Close</b>	February 28 2027

## **8. PROJECT FUNDING**

Funding available for this project is capped:

At a maximum of \$200,000 CAD for Phase 2

At a maximum of \$150,000 CAD for Phase 3

Taxes are exempt for this project. Proposals that exceed this amount will not be considered.

## **9. PROPOSAL REQUIREMENTS**

To ensure a proposal is considered for evaluation it must include all the information requested below. The maximum page limit for proposal submissions is 10 pages not including the cover page, project team and references.

### **9.1. Covering Letter**

- 9.1.1. The Consultant shall provide a Covering Letter, dated and signed by a person authorized to negotiate and make commitments on behalf of the Consultant.
- 9.1.2. Within the Covering Letter, provide:
  - A statement indicating the Consultant's understanding of the proposed project,
  - Acknowledgement of the deliverables required within the defined timelines,
  - A list of sub-Consultant(s), if applicable, that will be used to form the Consultant Team, and the role that each firm will play in this project,
  - Any clarifications or points to be highlighted with respect to the submitted proposal.

### **9.2. Project Understanding and Indigenous Project Experience**

- 9.2.1. The Consultant should demonstrate their understanding of the project scope and how the project objectives shall be met.
- 9.2.2. The Consultant shall demonstrate experience working with First Nation/Indigenous communities and organizations are asked to provide a summary of projects undertaken with First Nation/Indigenous communities and organizations in the past five (5) years.
- 9.2.3. The Consultant should demonstrate their knowledge of Indigenous-Crown relations and how existing policies and practices have led to economic, resource and industrial and supply chain exclusion.
- 9.2.4. The Consultant should demonstrate their knowledge of the Canadian nuclear industry and broader energy sector.
- 9.2.5. The Consultant should demonstrate their knowledge of policy measures that have led to business and economic growth, particularly within Indigenous, rural and remote communities.
- 9.2.6. The Consultant should demonstrate their knowledge of collecting data aligned with OCAP principles.

### **9.3. Proposed Project Plan**

- 9.3.1. The Consultant will provide a proposed project plan. The proposed should be concisely worded with clearly described objectives, methods, budget, schedule, and deliverables. The proposal should include a workplan outlining how all the tasks will be approached.
- 9.3.2. The project plan will also show the assignment of specific team members to project tasks/deliverables. The use of sub-Consultants and/or specialized services (where applicable) should also be shown.
- 9.3.3. The Consultant will designate one individual as the single contact between The Consultant and NSMTC and WNNB throughout the project.
- 9.3.4. The project should be broken into two distinct Phases as defined by the RFP with a clear description of the objectives, scope, deliverables, and timelines associated with each Phase.
- 9.3.5. Proposed costs must be divided by and categorized according to the two distinct project Phases and their district deliverables. Each Phase should include a summary of costs by deliverable.

### **9.4. Consultant Team Qualifications and Experience**

- 9.4.1. The Consultant must identify the lead project manager and provide a breakdown of qualifications for each member of the project team including:
  - Name.
  - Role.
  - Responsibility.
  - Resume showing:
    - Education.
    - Professional Certifications; and
    - Type and length of experience.
- 9.4.2. If the Consultants employing a sub-consultant, a copy of the sub-consultant resume(s) must also be included in the Consultant's proposal. The Consultant should clearly demonstrate their experience working with selected sub-consultant(s), and the role that each organization will play in this project

### **9.5. Reference Projects**

- 9.5.1. The Consultant shall provide Project Summaries for three (3) reference projects completed in the past five (5) years, with similar complexity and scope.
- 9.5.2. For each Project Summary, provide the name, address, phone number and email address for at least one contact person who can speak to the project success.

### **9.6. OCAP®**

- 9.6.1. Throughout the project the Consultant is expected to ensure alignment with The First Nations principles of ownership, control, access, and possession of data – more commonly known as OCAP® and assert that First Nations have control over data collection processes, and that they own and control how this information can be used.

## 10. EVALUATION

NSMTC and WNNB will form a Bid Evaluation Committee. Evaluation criteria are established by Table 2 below.

*Table 2 - Bid Evaluation Criteria*

Factor	Weight
<b>Experience and Knowledge:</b> Qualifications, experience and capabilities of the company and delivery team. Demonstration of knowledge relevant to this project.	30%
<b>Project Plan, Approach and Methodology:</b> Respondent demonstrates an understanding of the project requirements and has outlined a comprehensive and effective work plan. Proposal describes the objectives, methodology, milestones and deliverables, and a sound approach in undertaking this project. Communication format and frequency between the Respondent and Project Leads are clearly described. Respondent describes an achievable schedule and demonstrates the ability to complete the work on or before the desired completion date.	40%
<b>Indigenous Project Experience:</b> Demonstrated experience working Indigenous organizations and businesses.	10%
<b>Value:</b> Value proposed activities contribute to project success is demonstrated in the methodology.	10%
<b>Proposal Presentation and Organization:</b> The proposal includes all RFP requirements and tasks, demonstrates attention to clarity, grammar, presentation, and comprehensibility.	10%
<b>Total</b>	100%

## 11. SUBMISSIONS

Proposals are to be submitted to [patrickflood@nsmtc.ca](mailto:patrickflood@nsmtc.ca) on or before 4:00pm local time on Thursday, July 17, 2025.

A single electronic document is sufficient. Please ensure the proposal or cover letter is signed by an officer or equivalent with authority to bind the respondent to the statements made in the proposal.

## **12. TERMS AND CONDITIONS**

### **12.1. Completion of the Contract: The Project will be completed upon accepted delivery of project documents listed below.**

- 12.1.1. One (1) Indigenous Business and Landscape Analysis in .docx, .pdf and .indd formats.
- 12.1.2. One (1) Indigenous Business Directory. Deployment of the Indigenous Business Directory will be at the sole discretion of NSMTC and WNNB.
- 12.1.3. One (1) Strategic Plan – growing the Indigenous Supply Chain in New Brunswick in .docx, .pdf and .indd formats
- 12.1.4. Two (2) PowerPoint presentations highlighting findings from each project Phase.
- 12.1.5. Two (2) Community-facing Summary Reports. One per project phase.
- 12.1.6. The delivery of three (3) one (1) day workshops.
- 12.1.7. The delivery of four (4) in-person, stakeholder engagement sessions.
- 12.1.8. All communication materials as described in the RFP.
- 12.1.9. All documents, presentations, and communications materials developed under this scope shall be the sole property of NSMTC and WNNB. Additional deliverables may be added at the discretion of NSMTC/WNNB.

### **12.2. Evaluation and Acceptance of Proposals**

- 12.2.1. The RFP neither expresses nor implies any obligation on the part of NSMTC and WNNB to enter a contract with any consultant submitting a proposal or proposals for this RFP
- 12.2.2. The Planning Committee will review the proposals submitted within fifteen (15) days of the deadline date and make a recommendation for awarding based on the proposals received.
- 12.2.3. NSMTC will not be responsible for any costs incurred by The Consultant in preparing and submitting proposals and / or attending interviews.
- 12.2.4. NSMTC accepts no liability of any kind to the Consultant prior to the signing of a contract.
- 12.2.5. After the submission of a proposal for this event NSMTC and WNNB may request further information from the consultants for the basis of decisions in awarding a contract to a consultant.
- 12.2.6. NSMTC and WNNB hold the right to negotiate further with any consultant(s) that have submitted a proposal for acceptance to this RFP, if necessary, in successfully awarding a contract with a consultant(s).
- 12.2.7. RFP Amendments: NSMTC and WNNB reserve the right to amend or supplement this RFP, giving equal information and cooperation by way of issued addendum to the consultants due to such an amendment.
- 12.2.8. Prices quoted are to be held firm for a minimum of 120 days following the RFP closing date and shall remain in effect through the duration of an agreement.
- 12.2.9. Submission of a proposal shall not obligate, nor should it be construed as obligating NSMTC to accept any such proposal or to proceed further with the project. NSMTC may, in their sole discretion, elect not to proceed with the project, and may elect not to accept any or all proposals for any reason.
- 12.2.10. Proposals submitted shall be final and may not be altered by subsequent offerings, discussions, or commitments unless The Consultant is requested to do so by NSMTC and WNNB.
- 12.2.11. Consultants may withdraw their proposals by way of emailed notice to NSMTC.

- 12.2.12. NSMTC reserves the right to cancel and / or re-issue this RFP at any time for any reason without penalty.

### **12.3. Rejection of Proposals**

- 12.3.1. NSMTC, WNNB and the Planning Committee have the right to reject or accept any or all proposals submitted for this RFP.
- 12.3.2. Consultants may be eliminated from consideration if there is a failure to comply with any of the specifications of this RFP.
- 12.3.3. At all times, including after the project has been completed the Consultant has the responsibility to notify NSMTC, in writing, of any ambiguity, divergence, error, omission, oversight or contradiction contained within the proposal as it is discovered.
- 12.3.4. The Consultant must identify any information in its proposal that it considers to be confidential or proprietary.
- 12.3.5. By submitting a proposal, the Consultant acknowledges and accepts all terms and conditions outlined in this Request for Proposal, and these terms shall be deemed incorporated into the Consultant's submission

### **12.4. Budget Specifics**

- 12.4.1. The Consultant's proposed budget must be inclusive of all costs required to complete the work outlined in this RFP. This includes, but is not limited to, professional fees, travel expenses, engagement activities, materials, accommodation, administrative costs, and any applicable sub-consultant costs.
- 12.4.2. No additional funding beyond the stated maximum allocation for each project Phase will be made available. Proposals that do not account for all costs within the specified budget may not be considered.
- 12.4.3. The Consultant shall be responsible for any cost overages incurred during the project.

### **12.5. Contractual Specifics**

- 12.5.1. NSMTC will execute a contract with the organizer for the work to be performed.
- 12.5.2. A contract entered with the successful Consultant may be cancelled by NSMTC for, but not limited to, for defaults in the observance and compliance of any of the conditions set forth in the contract or specifications of the RFP including Terms of Reference; or has become insolvent.

### **12.6. Method of Payment**

- 12.6.1. Payment will be made on the basis of invoices submitted for work completed. The proposal should suggest a payment schedule linked to specific steps in the planning and delivery of the project
- 12.6.2. A final payment schedule will be negotiated between the Consultant and NSMTC and will be included in the project contract.