

**Medway Community Forest Cooperative Ltd.
Request for Proposals - Building Efficiencies in Forest Operations and Marketing**

Proposals Due: March 16, 2021 by 4:30 PM AST

Submission Details: Submit proposal documents to MCFC Executive Director, Mary Jane Rodger via email (maryjane@medwaycommunityforest.com)

Background:

The Medway Community Forest Co-op (MCFC) is a for-profit cooperative based in Caledonia, Queens County, NS. In 2015, the MCFC was awarded a three-year pilot project by the Nova Scotia Department of Lands and Forestry (the Department) to become the province's first community forest Crown land area licensee. Today, the MCFC is underway with negotiating a long-term license agreement with the Department, which will help ready the organization for future investment and financing.

The mission of the MCFC is to *support local communities through sustainable and ecologically based forest management*. Fostering high-levels of accountability and public transparency, the MCFC aims to build economic growth while providing a wide array of opportunities for the local community. In the long-term, the MCFC hopes to generate sufficient profits to develop a community investment fund, where all profits will be reinvested in sustainable community and rural economic development projects.

The MCFC manages a 15,000 hectare area license in Annapolis Co. comprised of a variety of forest types, mostly represented by younger forests in early successional stages. During the pilot phase, the MCFC developed a comprehensive interim management plan that exemplifies ecological forestry practices and fosters the multiple values of our local community. Within the pilot project agreement, MCFC was provided with an AAC of 21,000 tonnes, however considering our additional management objectives, our goal is to harvest 10,500 tonnes annually.

Over the past 6 years, the MCFC has experimented with a variety of stumpage sale models, new market opportunities and harvest practices. Through procuring consultant services we are looking for guidance to;

1. develop a direct strategy to build harvesting capacity on the license area *and*;
2. develop new or underutilized market opportunities (both local and export) for our wood products.

The MCFC fosters a collaborative workplace and strongly encourages the successful consultant to leverage partnerships throughout Nova Scotia, the Maritimes and New England.

Objectives:

Under the direction of MCFC staff and the Board of Directors, the successful consultant will assist the MCFC in executing the following:

- 1. Contractor Capacity Feasibility Analysis**

As a Crown land licensee invested in the implementation of ecological forestry, 3 In developing recommendations, careful attention should be paid to leveraging local capacity and the MCFC's role in building the rural economy.

- a. Complete a business feasibility analysis to develop an internal harvesting crew including;
 - i. Purchasing/leasing harvesting equipment & hiring staff or;
 - ii. Incubate an existing business or individual to expand operations to harvest full-time on the MCFC license area.
- b. Complete a business feasibility analysis to expand forest harvesting utilizing external harvesting capacity including;
 - i. Leveraging funding and investment to incentivize MCFC harvest operations and;
 - ii. Examination of MCFC operations to date, including financial analysis of wood sales.
- c. Research and analyze opportunities to build contractor capacity with partner organizations including the Western Woodlot Services Cooperative and the Mi'kmaq Forestry Initiative.

2. Market Development and Analysis

The MCFC is seeking to research new opportunities in local and export wood markets. In addition to log sales, the MCFC is interested in exploring value-added wood products, including development of, or leveraging existing local manufacturing capacity.

- a. Analysis of local market opportunities for MCFC harvested fibre (and where applicable aggregated with partner organizations) including;
 - i. Low-value forest products (emphasis on softwood and hardwood pulpwood);
 - ii. High-value forest products (emphasis on hardwood sawlogs) and;
 - iii. Underutilized forest products.
- b. Analysis of international market opportunities for value-added timber products including;
 - i. Low-value forest products (emphasis on softwood pulpwood)
 - ii. High-value forest products (emphasis on hardwood and softwood);
 - iii. Underutilized forest products (emphasis on large-dimension softwood sawlogs).
 - iv. Sustainability and volatility analysis of international market opportunities (especially as identified under i-iii)
- c. Completion of a high-level budget for the top 3 key opportunities identified through both market analyses.

- d. Research and analyze opportunities to build marketing capacity with partner organizations including the Western Woodlot Services Cooperative and the Mi'kmaq Forestry Initiative.

3. Investment and Funding Research

- a. Research and recommend funding opportunities based on top 3 key opportunities determined in the feasibility analysis for objectives 1 & 2.
- b. Research possible investment opportunities to help develop top 3 key opportunities from market analysis.

Qualifications

At minimum, the successful proponent will possess the following:

- Extensive experience within the Nova Scotia forestry sector
- Experience navigating trade restrictions related to the softwood lumber exemption
- Extensive experience in market development in the forest sector
- Experience obtaining a variety of grants, funding and investment
- Experience with Crown land forestry in Nova Scotia
- Familiarity with community forestry
- Experience in developing forest business planning, budgeting and research
- Fosters innovative thinking beyond traditional market avenues

Additional Assets

- Contacts in foreign markets
- Experience managing a forestry business utilizing a variety of machinery
- Experience developing export markets
- Experience in wood manufacturing
- Experience developing a value-added forest products business

Proposal Submission

In order to be considered, the submission should include the following:

1. Statement of Intent

The proponent should clearly outline their approach and understanding of the various elements of the aforementioned objectives.

2. Project Team

The proponent should list their key team members and their experience and qualifications related to the project objectives and how they meet the minimum qualifications.

The proponent should include the following for each individual staff and subcontractor involved:

- a. Their name, educational background and significant accomplishments
- b. Particular information and experience relevant to the project
- c. Recent resume

3. Work Plan

The proponent should include an outline of their plan to execute project objectives including;

- a. Scope;
- b. Schedule of activities;
 - i. Frequency and extent of meetings with MCFC staff and board of directors.
- c. Potential risks;
- d. Expected deliverables and;
- e. Outcomes/performance measures.

4. Budget

The proponent should include a detailed list of fees and expenses needed to complete the project objectives.

Estimated Timeline and Deliverables

Release Request for Proposals	Feb. 23, 2021
Request for Proposals due	March 16, 2021
Award Contract	March 19, 2021
Draft Report due	May 14, 2021
Final Report due	June 1, 2021

All proponents must include their business registration # and proof of good standing with relevant provincial joint stocks association.