

REQUEST FOR PROPOSALS

Identifying potential areas of collaboration on carbon management

Climate Change Committee Canadian Council of Ministers of the Environment

1.0 BACKGROUND

The Canadian Council of Ministers of the Environment (CCME) is the primary minister-led intergovernmental forum for collective action on environmental issues of national and international concern. The 14 member governments work as partners in developing consistent environmental standards and practices.

CCME's Climate Change Committee (CCC) serves as a collaborative forum to identify, prioritize and effectively address climate change issues and opportunities of strategic importance.

To date, CCME has taken a broad view of carbon management, as an ecosystem of technologies and approaches that help to reduce and remove carbon dioxide emissions. These broadly include two main streams: carbon capture, utilization, and storage (CCUS) and carbon dioxide removal (CDR). CDR, sometimes referred to as negative emissions, can include industrial technologies as well as nature-based processes of removing carbon dioxide from the atmosphere. All these forms of carbon management will be considered in this activity.

The opportunities for carbon management vary across the country and federal, provincial and territorial (FPT) governments are at different stages of researching, developing and investing in carbon management solutions. Moreover, carbon management spans multiple departments/ministries (e.g., environment, energy, natural resources). Consequently, the interests of FPT governments are diverse. FPT governments would benefit from a refined scoping of carbon management and a better understanding and articulation of common priorities.

CCC's Carbon Management Project Team (hereafter "the Project Team") aims to scope potential areas of collaboration on carbon management that align with the mandates and priorities of FPT governments on carbon management and where CCME can have a unique contribution.

2.0 STATEMENT OF WORK

The Contractor will conduct research, evaluation and analysis to prepare a report to assist CCME with identifying potential areas of collaboration across FPT governments and make informed decisions about strategically impactful work to undertake on carbon management.

3.0 SCOPE OF WORK

The project will commence by February 3, 2025 and conclude by August 22, 2025.

To evaluate the merit of existing and emerging carbon management practices and to formulate actionable and evidence-based recommendations tailored to FPT governments, the Contractor will have knowledge and professional expertise of: project risk management; carbon management solutions, including CCUS and technological and nature-based CDR activities; emissions inventories; and offset protocols (see section 7.0 for detailed qualifications).

The Contractor will have proficiency in communicating in English and French (read, write, speak).

All deliverables will be written and structured in a clear, concise and user-friendly manner to inform a broad audience of FPT government decision-makers, practitioners and others involved in carbon management planning and implementation. Information will be presented in a consistent format. Tables, charts, graphs, or other visuals may be used where they aid in clarity and comprehension. All visuals will be correctly referenced and permission to reproduce any visuals in the report will be provided. Unless otherwise specified, all deliverables will be provided in English. Draft deliverables will be prepared and submitted with the same content and quality as if they were final, including grammar, tone, logical process flow, proper citation, consistency and technical content.

This project will build upon an initial carbon management questionnaire that CCC conducted in spring 2024 asking FPT governments about the current status and role of carbon management in their respective climate plans and greenhouse gas (GHG) mitigation pathways; where they have made progress and where they have experienced challenges; and some of the issues and opportunities they would like to explore.

The scope of this work does not include engagement with experts, organizations or interested parties outside of FPT governments. The results of this work may inform a future phase of activities that could include collaboration beyond FPT governments.

3.1 Tasks

Without limiting the scope of work, the Contractor shall carry out the main items of work as described herein.

Task 1: Project Initiation Meeting

The Contractor, Project Authority and Contract Authority will meet via teleconference within a week of the signing of the contract to discuss and agree upon the scope of the project, expectations for deliverables and periodic reports, format of deliverables and expected timelines.

Prior to the project initiation meeting the Contract Authority will provide the Contractor with CCC's initial carbon management questionnaire responses, a draft list of interviewees and example criteria to assess potential areas of collaboration and inform Task 3.

Task 2: Desktop research and interviews

The Contractor will conduct research and develop descriptions of mature and emerging CCUS and CDR approaches (such as subterranean injection, direct air capture, ex-situ mineralization or blue carbon). The descriptions should include: where these approaches may be suitable in Canada, whether GHG quantification methods¹ applicable to the Canadian context are available, feasibility of commercialization or large-scale deployment, and known estimates of expected cost per tonne of carbon removed or avoided. Research sources will include but are not limited to:

- *Canada's Carbon Management Strategy*
- published, peer-reviewed literature including national and international best practices
- carbon management mandates and priorities of each FPT government
- the Contractor's knowledge and expertise.

As part of the research, the Contractor will reach out to other FPT ministerial tables to gather information on current or future work that these fora may be considering on carbon management.

The Contractor will conduct interviews with representatives from each FPT government to understand their respective carbon management priorities, objectives, interests and contexts. The Contractor will design the interviews to enhance the desktop research and to elicit where there are common interests and alignment of priorities across FPT governments.

The Contractor will prepare a draft summary table of findings of the research and the interviews. In a concise format, the summary table of findings will outline common priorities and opportunities across FPT governments and establish a common understanding of the issues and challenges that could be addressed through intergovernmental collaboration.

By February 12, 2025, the Contractor will provide the Project Authority and Contract Authority draft interview questions and may suggest changes or additions to the list of interviewees. The Project Authority will provide the Contractor with the Project Team's comments on the draft interview questions and updated list of interviewees by February 21, 2025. The Contractor will finalize the interview questions and list of interviewees based on the Project Team's comments and provide them to the Project Authority and Contract Authority by February 24, 2025.

By March 24, 2025 the Contractor will provide to the Project Authority and Contract Authority a draft summary table of findings. The Project Authority will provide the Contractor with the Project Team's comments on the draft summary table of findings by April 7, 2025.

Task 3: Criteria to assess potential areas of collaboration

Considering the summary table of findings, the Contractor may propose a well-justified shortlist (if needed) of high-interest carbon management approaches for deeper analysis in Task 4. The shortlist and accompanying rationale should include at least one round of review by the Project Team (minimum 2 weeks) and be completed by May 2, 2025.

¹ GHG quantification methods refer to the required or standard guidance process to calculate greenhouse gas emissions for a particular activity or project

To reach the full potential of carbon management in Canada, governments will need to undertake a vast array of actions or initiatives which could include developing standards and protocols, aligning accounting and reporting mechanisms, and building a better understanding of the flux of carbon stored lands and waters. Some of these actions are particularly suitable for intergovernmental collaboration.

Informed by the example criteria from the Project Team in Task 1, the Contractor will facilitate the development of a set of criteria to help evaluate actions for the (shortlisted) carbon management approaches that are the most suitable for FPT collaboration. The criteria should enable the examination of the carbon management approaches through technical, regulatory and economic lenses to arrive at potential strategic actions to be taken through CCME to address key gaps and improve collaboration on carbon management.

By April 15, 2025, the Contractor will provide to the Project Authority and Contract Authority draft criteria.

During the week of April 25, 2025 the Contractor will host a videoconference at which it will present the draft criteria to the Project Team and other interested CCME members and facilitate a discussion to inform revisions.

By May 2, 2025 the Contractor will provide the Project Authority and Contract Authority with revised draft criteria.

By May 14, 2025 the Project Authority will provide the Contractor with the Project Team's comments on the revised draft criteria. The Contractor will revise the criteria based on the comments and provide the Project Authority and Contract Authority the final criteria by May 21, 2025.

Task 4: Evaluation and Analysis

The Contractor will prepare an analysis of (shortlisted) carbon management approaches including a compilation of issues, needs, gaps and opportunities for Canadian FPT governments and the application of the final criteria from Task 3.

While the analysis itself will be an important output, the Contractor will also synthesize the results into prioritized recommendations of collaborative FPT actions to advance carbon management.

The results of the evaluation and analysis, and the recommendations will be provided to the Project Authority and Contract Authority as part of the draft report (Task 5).

Task 5: Annotated report outline and draft report

By June 16, 2025 the Contractor will provide to the Project Authority and Contract Authority a draft annotated report outline. The outline will include sections on but not limited to:

- a) An overview of established and emerging carbon management approaches (from Task 2)

- b) An assessment of the alignment of FPT government priorities for carbon management (from Task 2)
- c) An explanation of the evaluation criteria and how it was applied (Task 3)
- d) The compilation of the issues, needs, gaps and opportunities for the (shortlisted) carbon management approaches and the analysis of actions that are most suitable for FPT collaboration (Task 4)
- e) Recommendations of strategic actions environment departments could take through CCME to address key gaps and improve collaboration on carbon management (Task 4).

The Project Authority will provide to the Contractor, the Project Team's comments on the draft annotated report outline by June 30, 2025.

The Contractor will draft a report that builds on the annotated report outline and incorporates the Project Team's comments. The Contractor will provide to the Project Authority and Contractor Authority the draft report by July 14, 2025. The Project Authority will provide to the Contractor comments from the Project Team by July 31, 2025. The Contractor will meet by videoconference with the Project Team and other interested CCME members, the week of August 4, 2025 to discuss comments provided and to inform the final report.

Task 6: Final report

The Contractor will provide to the Project Authority and Contract Authority the final report by August 15, 2025.

Task 7: Project Close Meeting

The Contractor, Project Authority and Contract Authority will meet by August 22, 2025 to review the project to identify successes, challenges, and opportunities for improvement.

3.2 Payment and Deliverables

Payments will be based upon the Contractor's completion of tasks and as evidenced by the production of the specified deliverables listed below. Payments will be made only after receipt of such deliverables and acceptance thereof by the Project Authority and the Contract Authority. Except as otherwise specifically provided for herein or in the professional services contract entered into with CCME, CCME will not be required to pay for partially completed tasks or for any additional work that may be required that the Contractor may not have budgeted for in its proposal. CCME shall not be committed to any other basis of payment by virtue of CCME having requested or received information regarding the Contractor's method of determining its bid for the completion of the Project, including, without limitation, any information regarding estimates of time spent and hourly rates of the Contractor's employees, contractors and agents involved in the Project.

Payment will be made by CCME via electronic funds transfer (TelPay is CCME’s current provider) to the Contractor according to the following schedule, subject to the deliverables listed below having been received and accepted by the Project Authority and the Contract Authority, and invoices having been submitted by the Contractor, and approved by the Project Authority and the Contract Authority and received by CCME. The Contractor will provide all necessary information to enable electronic funds transfers before initiating work on the project. If the electronic payment information provided by the contractor is incorrect and results in a returned payment, the Contractor will be responsible for reimbursing CCME for the service fees charged by CCME’s electronic funds transfer provider.

Deliverables	Payment Amount (% of contract value, inclusive of all applicable taxes)	Target Date
Project Initiation Meeting (Task 1) and Desktop research and interviews (Task 2)	40%	March 24, 2025
Criteria (Task 3), Evaluation and Analysis (Task 4), Annotated report outline and draft report (Task 5)	50%	July 14, 2025
Final Report (Task 6) and Project Close Meeting (Task 7)	10%	August 22, 2025

The Contractor agrees to initiate work on the project by February 3, 2025.

The Contractor must provide all deliverables in electronic format to the Project Authority and Contract Authority no later than the dates specified above. All records, including but not limited to documents, reports, briefing notes and correspondence, generated by the Contractor during the course of this project must be prepared and provided in English using *Microsoft Word* for word processing, *Microsoft Excel* for data management, and *Microsoft PowerPoint* for presentations and other graphics.

All deliverables are the property of CCME and CCME reserves the right to publish them. The copyright in all materials produced as a product of the services shall belong exclusively to CCME. The Contractor shall waive all moral rights to all materials produced as a product of the services. The Contractor must advise the Project Authority of any information provided by a third party on a confidential basis for the purpose of the study and is to transmit the original documents containing any such information to the Project Authority under separate cover.

All discussion papers, reports and correspondence produced by the Contractor are subject to review by people designated by the Project Authority. The Contractor must perform all work to the satisfaction of the Project Authority and the Project Team.

Sufficient flexibility is required of the Contractor to respond to changing schedules and developments.

3.3 Budget

The maximum budget for this project is \$50,000.00 Canadian, inclusive of all fees, expenses and applicable taxes; proposals in excess of the maximum budget will not be considered. Proposed professional fees must be inclusive of all office and administrative costs. Project-specific expenses such as travel costs, where required, must be estimated and included in the total estimated cost of the project. These project-specific expenses may be billed on an “as incurred” (or monthly) basis and payment will be made after written confirmation from the Project Authority that the expenses were authorized and approved. The Contractor must supply reasonable and adequate documentation to support the expense claims. Travel-related expenses must follow *CCME Guidelines for Reimbursement of Expenses*.

Bidders from HST jurisdictions are advised that CCME’s office is located in Winnipeg, Manitoba and accordingly only GST should be applied.

4.0 PROPOSALS

4.1 The proposal shall not exceed a maximum of 10 pages in length, excluding appendices. The proposal must:

- Provide an outline of the intended approach including basic tasks, schedule of activities, and budget.
- Describe the personnel of the project team, areas of responsibility, time allotted and charge out rates.
- Document contingent procedures and personnel to be used if key team members become unavailable.
- Provide a brief description of any similar projects undertaken. Include the timeframe that the work was undertaken and key individuals involved in its completion.
- Include the names and contact information of three references.
- Include as an appendix *curricula vitae* and contact information of key team members.
- Include as an appendix:
 - the bidder’s legal name and mailing address
 - the name and contact information of the bidder’s authorized signing officer
 - the name and contact information for the bidder’s administrator of the contract if different from the signing officer
 - the bidder’s GST registration number or if exempt, proof of exempt status.

4.2 Personal information requested above is required to enable CCME to evaluate the proposal. All individuals noted in the proposal should be advised of and approve the release of personal information for the purpose of the proposal and the bidder is responsible for obtaining such approval.

4.3 The Contractor shall not, without written consent of CCME, subcontract any obligation of the Contractor.

5.0 CONDITIONS

5.1 CCME reserves the right in its sole discretion to consider or reject any and all proposals. CCME reserves the further right to extend the deadline for proposals and to add, delete and/or change the terms of this Request for Proposals (RFP) and issue corrections and amendments to it. CCME has made every effort to ensure the completeness and accuracy of the information contained in this RFP. CCME shall not be liable for any errors or omissions or responsible for any bidder interpretations or conclusions regarding the information contained in this RFP. Contractors who submit proposals will not acquire any legal or equitable rights or privileges whatsoever until a contract is signed with CCME. CCME will not pay any compensation for the preparation of the proposal and all proposals become the property of CCME.

5.2 The successful bidder is required to agree to a professional services contract with CCME. A sample CCME professional services contract is posted with this RFP. Bidders must identify in their proposals any changes requested to CCME's sample professional services contract and CCME reserves the right in its sole discretion to consider, accept, reject or amend such requested changes. CCME further reserves the right to revoke any offer to enter into a professional services contract. As part of a commitment to environmentally-sound business practice, it is CCME's practice to prepare, sign and transmit contracts electronically.

5.3 Proposal Deadline

The Contract Authority must receive proposals no later than 12:00 noon Central, January 17, 2025; proposals received after the deadline will not be considered. The time stamp on CCME's email server shall be deemed to be conclusive evidence of time of receipt.

5.4 Method of Submission

Bidders must submit proposals by email to the Contract Authority in an unsecured electronic format, file size to be no larger than 5.0 MB, compatible with *Microsoft Word or Adobe Acrobat*.

5.5 Ineligible Bidders

The following organizations and individuals, and organizations proposing such individuals as part of a project team, are ineligible to bid on this project:

- 5.5.1 Federal, provincial and territorial governments and all their departments and ministries and Crown corporations, boards, commissions and agencies and any officials and employees of them.
- 5.5.2 Members of the House of Commons and provincial and territorial legislative assemblies.
- 5.5.3 Persons providing administrative and related services to the CCME group responsible for the project.
- 5.5.4 Members and participants of CCME committees and groups, and for a period of six months after such membership ends.

5.5.5 Any company that is ineligible to bid on federal, provincial or territorial government contracts.

6.0 CONTACTS

Prospective bidders should direct questions to the Contract Authority.

6.1 Contract Authority

Natalie James
 Canadian Council of Ministers of the Environment
 123 Main Street, Suite 360
 Winnipeg, MB R3C 1A3
 Tel: (204) 948-792-7712
 Email: njames@ccme.ca

6.2 Project Authority

Natasha Staffeldt-Jost
 Climate Action Secretariat
 Ministry of Energy and Climate Solutions
 PO BOX 9486 STN PROV GOVT
 Victoria, BC V8W 9W6
 Tel: (778) 698-4005
 Email: Natasha.Staffeldt-Jost@gov.bc.ca

7.0 PROPOSAL EVALUATION

All assessments and weighting of criteria is at the sole discretion of CCME. The Project Team will evaluate proposals based on the following criteria:

Technical and Management Proposal Evaluation Criteria

TECHNICAL PROPOSAL	Score
Demonstrated understanding of the project scope and objectives	10
Technical approach and methodology to meet project objectives <ul style="list-style-type: none"> • The Project Team expects the work described in the proposal to: <ul style="list-style-type: none"> ○ effectively articulate common carbon management priorities across FPT governments ○ develop effective criteria for prioritizing actions 	10

<ul style="list-style-type: none"> ○ effectively synthesize complex technical policy data into actionable insights 	
Work plan feasibility and organization	10
Recognition of possible problems, proposed solutions and additional innovative suggestions	10
Demonstrated knowledge of carbon management solutions (both CCUS and CDR, technological and nature-based)	10
Knowledge of GHG reduction and removal quantification methods including: measurement, reporting, and verification, national and international standards, accounting and emissions inventories and offsets	5
MANAGEMENT PROPOSAL	
Experience and qualification of Program/Project Manager	10
Experience and qualifications of project team members, and alternate team members in case of unforeseen availability:	10
(a) qualifications of team members	
(b) depth and breadth of the team’s experience	
(c) depth and breadth of individual team members experience in similar assignments	
Experience of organization in similar assignments, including large-scale, multi-phase research projects under tight timeline	5
Familiarity with identifying and mitigating risks, including economic, environmental, and political considerations of carbon management	5
Ability to communicate effectively, respond promptly to comments and input, and to provide leadership/ coordination/ management under multi-partnership team setting	5
Value for money	5
COMPLETENESS OF PROPOSAL	
All information described in section 4.1 has been provided	5

8.0 AWARD OF CONTRACT

The Project Team will determine award of the contract by January 27, 2025. The lowest or any bid will not necessarily be accepted.

Upon award, the work must proceed on a timely basis as outlined in the table of deliverables. The successful proponent must not commence work until a contract is in place.

Contractors can view the status of this project on the CCME website, www.ccme.ca, on the What's New page.