

## REQUEST FOR PROPOSALS

### Synthesis of Drought Management in Canada

#### Water Management 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.

Rising temperatures and prolonged heat events mean that Canadian jurisdictions are more frequently dealing with climate-induced water scarcity and drought conditions (including hydrological, meteorological and agricultural droughts). Across Canada the risk of drought varies regionally. Areas that historically have experienced drought events are experiencing more severe and prolonged water security issues, while other areas are facing these risks for the first time. As drought becomes more common in Canada, federal, provincial and territorial (FPT) governments are uncertain whether their current drought and water allocation policies and tools will be effective in future periods of drought and water scarcity.

Drought management is an emerging and quickly evolving topic of concern in Canada. Given the complexity associated with droughts, varying degrees of experience, and the diversity of water rights and allocation mechanisms in place in different jurisdictions, the Climate Change and Water Availability project team (hereafter “the Project Team”) is developing a synthesis of drought management practices in Canada.

### 2.0 STATEMENT OF WORK

The Contractor will develop a synthesis of how drought is currently managed by FPT governments in Canada including key observations (e.g., drought management approaches, limitations to current approaches), challenges and opportunities.

### 3.0 SCOPE OF WORK

The project will commence by January 31, 2025 and conclude by December 19, 2025.

The Contractor must have knowledge in drought management and experience conducting literature reviews, qualitative (including comparative) analyses and reviews, expert interviews and surveys.

Working knowledge of French and expertise in water management, drought preparedness or a related field will be considered an asset during evaluation. While the Contractor will provide most

deliverables in English, the Contractor will be responsible for communicating with FPT governments in both English and French. Some materials will only be available in French.

All deliverables will be written and structured in a clear, concise and user-friendly manner. The primary audience for the deliverables will be FPT governments. 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 deliverables will follow the CCME style guide, which will be provided to interested bidders upon request.

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 contents.

### **3.1 Tasks**

Without limiting the scope of work, the Contractor shall carry out the main items of work as described herein. A complete schedule of activities (including all tasks and deliverables, as well as timelines for review) should be included in the proposal.

#### 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 Project Authority will provide the Contractor with a draft list of jurisdictional contacts and the results of an initial scoping survey to develop a general understanding of current drought preparedness and management across Canada in the context of a changing climate.

The Contractor will provide the Project Authority and Contract Authority with a written summary of decisions and action items from the meeting (including notes on any mutually agreed adjustments to the project plan based on the discussion) for confirmation by the Project Authority and Contract Authority.

#### Task 2: Lists of Sources and Contacts

Building on their proposal and the project initiation meeting, by February 21, 2025 the Contractor will provide the Project Authority and Contract Authority with a draft list of the sources to be reviewed as part of the literature review, and a proposed list of contacts for the survey and interviews (Task 4) that includes one or more representatives from each FPT jurisdiction (likely between 15-20 individuals). The Project Authority will provide Project Team comments on the lists by March 7, 2025. The Contractor will update the draft list of sources to be reviewed as part of the literature review, and list of contacts based on comments from the Project Team and will provide revised lists to the Project Authority and Contract Authority by March 14, 2025.

As part of their proposal, bidders should include specific examples of materials to be reviewed.

### Task 3: Literature Review

The Contractor will provide the Project Authority and Contract Authority with a completed literature review that addresses each of the elements ‘a’ to ‘i’ outlined in Task 6 (Drought Management Profiles) by March 28, 2025. The literature review will include an investigation of materials from every province and territory in Canada and may also include materials from comparable jurisdictions (e.g., United States, Australia). The literature will include, but need not be limited to, government publications and third-party publications (e.g., peer-reviewed academic studies). The Contractor should only consider documents published within the past 15 years.

The Project Authority will provide the Contractor with Project Team comments on the literature review by April 11, 2025. The Contractor will revise the literature review based on comments from the Project Team and will provide the Project Authority and Contract Authority with a final version by April 25, 2025.

### Task 4: Survey and Interviews

To complement the literature review (Task 3), the Contractor will survey the list of contacts agreed in Task 2 to fill information gaps for the drought management profiles.

The Contractor will provide a draft of the survey questions to the Project Authority and Contract Authority by March 28, 2025. The Project Authority will provide the Contractor with Project Team comments on the survey by April 11, 2025.

The Contractor will provide a revised set of survey questions, which addresses comments provided by the Project Team, to the Project Authority and Contract Authority by April 25, 2025.

The Contractor will translate and conduct the survey in both official languages and follow up to conduct interviews with each individual on the contact list.

The Contractor will incorporate the resulting information from the surveys and interviews into the drought management profiles (Task 9).

### Task 5: Template for Drought Management Profiles

The Contractor will submit a template for the drought management profiles that includes each of the elements ‘a’ to ‘i’ outlined in Task 6 (Drought Management Profiles) by February 28, 2025. The template will illustrate the layout, identify headings, and include a short description of what will be included in each section. Profiles will be in a format that can be easily updated by jurisdictions in the future.

The Project Authority will provide the Contractor with Project Team comments on the drought management profiles template by March 14, 2025. The Contractor will revise the template based on comments from the Project Team and will provide a final version by March 28, 2025.

#### Task 6: Drought Management Profiles

The Contractor will develop draft drought management profiles based on the literature review, surveys and supplemental interviews (Tasks 3 and 4). Each jurisdictional profile will be approximately 5 to 10 pages in length, though variability between jurisdictions is expected. The drought management profiles will include:

- a) laws, policy frameworks, strategies, approaches, decision-making criteria for water allocation, and regulatory and non-regulatory tools currently in place, including consideration of Indigenous Knowledge Systems or Indigenous-led drought initiatives
- b) how drought risk and vulnerability are assessed including use of drought monitoring and indices
- c) drought definitions and drought level triggers for response
- d) data requirements and methods for forecasting drought
- e) implementing priorities for water use in times of scarcity
- f) management of transboundary waters in times of scarcity
- g) water conservation and efficiency practices and the communication of them
- h) drought contingency planning
- i) drought management governance structures and models (e.g., incident command structures, *ad hoc* drought task forces).

The Contractor will provide the Project Authority and Contract Authority with final drought management profiles for all FPT jurisdictions in Canada, as well as the raw survey results and interview data collected used in the development of the profiles by August 22, 2025.

The finalization process for the drought management profiles will include two rounds of Project Team review of the completed draft, with the second draft and final deliverable incorporating comments from the Project Team. A minimum of two weeks is required for the Project Team to review and provide comments for each draft deliverable.

#### Task 7: Proposal for Potential Drought Case Studies

The Contractor will propose five potential drought case studies for further investigation to the Project Authority and Contract Authority by June 20, 2025. Potential case studies will be selected because they relate to innovative drought management practices currently in use in Canada and/or international jurisdictions that are analogous to the Canadian context. The selected case studies should be recent, and illustrate, in practice, how jurisdictions have applied tools for drought management. The case studies should exclude impacts of drought that are outside the purview of FPT water managers (e.g., wildfire). Each proposed case study will include one paragraph with

details explaining the case study, why it is applicable to Canada, and why it is a good candidate as a drought case study.

The Contractor will meet with the Project Team by June 27, 2025 to present and discuss the five proposed case studies. Project Authority will provide the Project Team's selection of two to three case studies for further development in Task 8 by July 11, 2025.

#### Task 8: Drought Case Studies

The Contractor will prepare case studies for each of the two to three topics selected by the Project Team in Task 7. Each case study will be approximately one page in length.

The Contractor will provide drafts of the case studies to the Project Authority and Contract Authority by July 25, 2025. The Project Authority will provide the Contractor with Project Team comments on the drought management profiles template by August 8, 2025.

The Contractor will revise the case studies based on comments from the Project Team and provide a final version to the Project Authority and Contract Authority by August 22, 2025.

#### Task 9: Final Report

The Contractor will provide the Project Authority and Contract Authority with the final version of an overview report that summarizes key observations, challenges and opportunities for drought management in Canada, which includes a summary of the literature review, jurisdictional profiles and case studies by October 24, 2025. The report will be approximately 10 to 15 pages, excluding the jurisdictional profiles.

The finalization process for the report will include two rounds of Project Team review of the completed draft, with the second draft and final deliverable incorporating comments from the Project Team. A minimum of two weeks is required for the Project Team to review and provide comments for each draft deliverable.

#### Task 10: Translation of Drought Management Profiles and Case Studies

The Project Team will be responsible for hiring a third-party translator to translate the final document into French by December 12, 2025. The Contractor will respond to questions from the translator and adjust the final English document for clarity as necessary.

#### Task 11: Project Close Meeting

The Contractor, Project Authority and Contract Authority will meet by December 19, 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.

<b>Deliverables</b>	<b>Payment Amount</b> (% of contract value, inclusive of all applicable taxes)	<b>Target Date</b>
Project initiation meeting (Task 1), lists of sources and contacts (Task 2), first draft of literature review (Task 3), draft survey (Task 4) and template for drought management profiles (Task 5)	22%	March 31, 2025
Drought management profiles (Task 6) and drought case studies (Tasks 7 & 8)	50%	August 22, 2025
Final report (Task 9) and Project Close Meeting	28%	December 19, 2025

The Contractor agrees to initiate work on the project by January 31, 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 \$45,000.00 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 Standard Time, January 10, 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

Charlotte Thrift  
Canadian Council of Ministers of the Environment  
123 Main Street, Suite 360  
Winnipeg, MB R3C 1A3  
Tel: (204) 793-0291  
Email: clthrift@ccme.ca

### 6.2 Project Authority

Lucy Rodina  
Canada Water Agency  
351 Saint-Joseph Blvd  
Gatineau, Quebec, K1A 0H3  
Tel: 343-573-1110  
Email: lucy.rodina@ec.gc.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

<b>TECHNICAL PROPOSAL</b>	<b>Score</b>
Demonstrated understanding of the project scope and objectives	10
Technical approach and methodology to meet project objectives	20
Work plan feasibility and organization	10
Recognition of possible problems, proposed solutions and additional innovative suggestions	10
<b>MANAGEMENT PROPOSAL</b>	
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	10
Experience working with a range of stakeholders	10
Ability to communicate effectively and to provide leadership/ coordination/ management under multi-partnership team setting	10
Value for money	10
<b>COMPLETENESS OF PROPOSAL</b>	
All information described in section 4.1 has been provided	10

## 8.0 AWARD OF CONTRACT

The Project Team will determine award of the contract by January 24, 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](http://www.ccme.ca), on the What's New page.