

REQUEST FOR PROPOSALS

Facilitator with Strategic Planning Expertise

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 operate by consensus to work as partners in developing consistent environmental standards and practices.

CCME is renewing the strategic priorities and objectives that guide its work. As CCME's Board of Directors, Deputy Ministers Committee (DMC) is responsible for defining CCME's strategic direction based on ministerial priorities. Environmental Planning and Protection Committee (EPPC) is responsible for guiding the work of six issue area working groups to deliver on the strategic direction.

Assisted by a facilitator with strategic planning expertise, EPPC will develop a strategic plan for DMC consideration. A subset of EPPC members (hereafter "the Project Team") will oversee the facilitator's work, with EPPC providing input on major deliverables.

To increase members' understanding of the issues related to the broadening mandates of environment departments, in advance of the workshop EPPC is requesting information from other relevant intergovernmental tables.

2.0 STATEMENT OF WORK

The Contractor will: conduct background research (including interview / direct discussion with members to gather insights, needs and perspectives); design and deliver a two-day strategic planning workshop; prepare a summary of the outcomes of the workshop and a draft three-to five-year strategic plan; and recommend next steps for implementing, monitoring and evaluating the plan.

3.0 SCOPE OF WORK

The project will commence by October 25, 2023 and conclude by March 29, 2024, with a two-day workshop in Toronto, Ontario taking place January 24-25, 2024.

While CCME's established vision, mission and core operating principles are to be referenced, the focus of this project is on coming to consensus on organizational strategic priorities, desired outcomes and objectives that are detailed and specific enough to provide direction on priority-setting while allowing senior committees (DMC and EPPC) to guide the work. This could include developing specific, measurable, achievable, realistic and timebound (SMART) objectives or goals and concrete recommendations for how senior committees can advance and support ministerial discussions. Developing implementation details (i.e., detailed action plan/workplan, etc.) is out of scope for this project.

September 29, 2023

The Contractor will have facilitation and strategic planning expertise. The Contractor will be proficient in English and French. The Contractor will be responsible for communicating, reviewing materials, and interviewing in both English and French. The workshop will be held in English; however, some participants may prefer to speak in French, in which case the Contractor will help facilitate understanding among all participants.

Draft deliverables will be prepared in English. They will be submitted with the same content and quality as if they were final, including grammar, tone, logical process flow, proper citation, consistency and technical contents.

Logistics and technical support such as gathering the information from other relevant intergovernmental tables (concurrent to Task 2), workshop location, participant invitations, audio-visual equipment and workshop room set-up will be provided by the CCME Secretariat.

3.1 Tasks

Without limiting the scope of work, the Contractor shall carry out the main items of work as described herein. All draft and final deliverables must be submitted to the Project Authority and Contract Authority.

The successful bidder will be expected to provide, at agreed upon intervals, updates via email or virtual means to the Project Authority and Contract Authority throughout the project until completion.

Given that several of the tasks could be conducted concurrently, bidders are asked to provide a detailed description of the approach that will be taken to meet the timelines identified in the tasks below.

The Project Team must be provided with the opportunity to review and provide comments on complete draft deliverables prior to receiving the final deliverable for each task. A minimum of one week is required for the Project Team to review and provide comments for each draft deliverable. The Secretariat requires one week to translate deliverables prior to EPPC review. EPPC will review draft deliverables in Tasks 3 and 5. Bidders may include in their approach check-in points to meet with the Project Team to discuss draft deliverables and comments from the Project Team.

The approach must include the following:

Task 1: Project Initiation Meeting

The Contractor, Project Authority and Contract Authority will meet via videoconference within three days 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.

The Contract Authority will provide the Contractor with a list of documents to be considered in Task 2, and the list of EPPC members or alternates to be interviewed.

Task 2: Background Research

The Contractor must develop a deep understanding of CCME and the role it plays in supporting its member jurisdictions in environmental management. This will be accomplished through a review of

pertinent documents such as past organizational strategic priorities and desired outcomes, and discussions with the Project Authority and Contract Authority.

The Contractor will prepare a questionnaire and gather information through methods including but not limited to:

- a scan to
 - identify and summarize federal, provincial and territorial government priorities on issues within the broadening and increasingly complex mandates of environment departments
 - identify priorities other organizations may be addressing and where there may be gaps
- collection and review of environmental data and trends (e.g., Statistics Canada Census of Environment) to identify current and emerging environmental issues and opportunities
- interviews with EPPC members (or alternates) to discuss CCME governance, collective priorities, strengths, weaknesses, opportunities and challenges.

The Contractor will prepare a background report and presentation summarizing the findings of the scan and interviews, to inform EPPC's workshop.

By January 3, 2024 the Contractor will provide to the Project Authority and Contract Authority the final background report and presentation.

Task 3: Workshop Planning

The Contractor will provide for review by EPPC a draft workshop agenda, workshop design/process blueprint and supporting materials.

By January 3, 2024 the Contractor will provide to the Project Authority and Contract Authority the revised workshop agenda, workshop design/process blueprint and supporting materials.

Task 4: Workshop Facilitation

The Contractor will facilitate a two-day hybrid (in-person/remote) meeting of EPPC in Toronto, Ontario on January 24-25, 2024.

The Contractor will facilitate all sessions of the workshop, employing appropriate professional facilitation techniques to encourage constructive discussion and forward momentum on the objectives, adapting as needed to respond to participant needs and discussion direction.

Task 5: Workshop Summary and Draft/Revised Strategic Plan with Recommendations

The Contractor will provide:

- a draft summary of background research (Task 2) workshop outcomes
- initial draft three-to-five-year strategic plan based on the background research and workshop outcomes, which will include:
 - strategic priorities and desired outcomes
 - objectives or goals (may be SMART)
 - recommendations for how senior committees can advance and support ministerial discussions
 - recommendations for implementation, monitoring and evaluation of the plan

- a presentation by videoconference to EPPC of the draft strategic plan and recommendations, with a question and answer session, to inform EPPC's review and written input into draft deliverables
- revised workshop summary and three- to five-year strategic plan that reflects comments provided by EPPC and includes recommendations on next steps for implementation, monitoring and evaluation.

By March 22, 2024 the Contractor will provide to the Project Authority and Contract Authority, the revised workshop summary report, strategic plan, and implementation recommendations.

Task 6: Project Close Meeting

The Contractor, Project Authority and Contract Authority will meet by March 29, 2024 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
Background research, workshop planning, workshop facilitation	70%	January 25, 2024
Workshop summary, strategic plan and recommendations, presentation to EPPC, Project Close Meeting	30%	March 29, 2024

The Contractor agrees to initiate work on the project by October 25, 2023.

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 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 \$35,000.00 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, October 18, 2023; 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 MS 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

Laura Crawford
Canadian Council of Ministers of the Environment
123 Main Street, Suite 360
Winnipeg, MB R3C 1A3
Tel: (204) 918-6881
Email: lcrawford@ccme.ca

6.2 Project Authority

Krista Nazimek
Canadian Council of Ministers of the Environment
123 Main Street, Suite 360
Winnipeg, MB R3C 1A3
Tel: (204) 793-6442
Email: knazimek@ccme.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	10
Work plan feasibility and organization	10
Recognition of possible problems, proposed solutions and additional innovative suggestions	10
Knowledge of complex environmental issues and federal-provincial-territorial jurisdictional authority	10
MANAGEMENT PROPOSAL	
Knowledge and understanding of CCME	10
Demonstrated strategic planning expertise and experience facilitating groups with diverse individual interests to come to consensus on a collective organizational strategic plan	10
Experience engaging with senior leaders on government priorities and facilitating strategic governance discussions	10
Experience working with government(s) and/or non-government organizations through consensus-based dialogue and decision-making	10
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	
Demonstrated ability to communicate effectively in English and French and to provide leadership/ coordination/ management under multi-partnership team setting	10
Value for money	10
COMPLETENESS OF PROPOSAL	
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 October 23, 2023. 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.