

Request for Proposal (RFP)

Line 3 IAMC Emergency Management Planning Initiative

Consulting and Training Services for Indigenous Communities in the Prairie Region (AB, SK, MB)

Issued by: Line 3 Indigenous Advisory and Monitoring Committee (IAMC) – Emergency Management Subcommittee

1. Background

The Line 3 Indigenous Advisory and Monitoring Committee (IAMC) Emergency Management Subcommittee is seeking proposals from qualified consultants or consulting firms to support First Nations and Métis communities in Alberta, Saskatchewan, and Manitoba, who have been impacted by the Enbridge Line 3 Replacement Project, in developing or updating community-specific Emergency Management Plans (CEMPs) and/or Emergency Response Plans (ERPs).

While the IAMC was created, in part, to oversee pipeline safety, communities benefit most from an all-hazards approach. Pipeline emergencies rarely occur in isolation and are addressed by the company that owns the pipeline; however, communities require comprehensive, culturally grounded plans to strengthen resilience to all emergencies (e.g., floods, fires, severe weather). This approach ensures communities are better prepared for pipeline incidents within the broader context of overall emergency preparedness and resilience.

2. Scope of Work

The successful proponent(s) will deliver services to 6–10 communities or organisations within the Prairie Region. Services may include:

A. Community Risk Assessment

- Conduct in-person and desktop assessments of hazards, vulnerabilities, and capacities.
- Integrate federal and provincial legislative frameworks and Indigenous knowledge.
- Produce a written report owned by the community.
- Provide training for community members on conducting future assessments.

B. Community Emergency Management Plan (CEMP) Development or Substantive Update

- Develop new CEMPs/ERPs where none exist.
- Provide substantive updates where existing plans are outdated (older than 3 years, not exercised/reviewed in 2 years, or requiring significant revision).
- Incorporate risk assessment findings.
- Include:
 - Incident Command System (ICS)-based structure
 - Hazard-specific response procedures
 - Plan maintenance processes
 - Activation protocols
 - Emergency contact lists and resource inventories

- Deliver editable digital and hard copies.

C. Emergency Management Training & Exercises

- Provide ICS 100 and ICS 200 training (online or in-person) in alignment with provincial standards.
- Deliver at least one tabletop exercise per community.

D. Emergency Quick Reference Guidebook

- Develop a simplified, quick-access guide as a supplement to each CEMP/ERP, drawing on the [IAMC's 2021 Guidebook for Community Emergency Response](#) as a reference tool, while tailoring the content to the specific needs of each community.

E. Cultural and Seasonal Considerations

- Engagement must respect Indigenous cultural practices, values, and seasonal calendars (e.g., avoiding fall hunting and harvesting periods).

3. Deliverables

- Community risk assessment reports.
- Completed or updated CEMPs/ERPs.
- Training session records and materials.
- Tabletop exercise reports.
- Emergency Quick Reference Guidebooks.
- Final program summary report to IAMC.

4. Proposal Requirements

Proposals must include:

- Consultant/firm profile, qualifications, and direct relevant service experience with Indigenous emergency management.
- Demonstrated knowledge of provincial EM frameworks (AB, SK, MB).
- Approach to integrating Indigenous knowledge, cultural practices, and seasonal considerations.
- Work plan and timeline aligned with program schedule.
- Pricing structure per deliverable or service, with clear breakdowns.
- Confirmation that IAMC's 2021 Guidebook for Community Emergency Response will be used as a reference but adapted to each community.
- Statement confirming no duplication of costs within the consultant's own proposal (i.e., the activities and deliverables proposed here are not already funded through another source).
- References from similar projects.

Note: Community eligibility and non-duplication of funding will be confirmed at the Expression of Interest (EOI) stage with participating First Nations and Métis governments, not through consultant proposals.

5. Delivery Model

The IAMC EM Subcommittee is open to:

1. One consultant/firm for all three provinces, or
2. Separate consultants per province.

Proponents should clearly state their model and demonstrate how they will ensure both consistency and regional appropriateness. The evaluation framework allows for fair comparison of both models; final selection will prioritize best fit with program objectives, regional realities, and community needs.

6. Budget

Total program budget is \$600,000 CAD for all communities and services. Pricing must be provided in Canadian dollars, exclusive of applicable taxes. Per-community allocations may vary depending on whether a new plan is being created or a substantive update is required.

7. Timeline

- Procurement (RFP period): Nov 2025
- Community intake (EOIs): Dec 2025 – Nov 2026
 - Continuous intake will be open throughout this period, with periodic outreach and reminders to ensure all communities have sufficient opportunity to apply.
- Community engagement & plan development: Jan–Dec 2026
- Wrap-up and evaluation: Jan–Feb 2027
- Final reporting: March 31, 2027 (hard stop for eligible expenditures)

8. Evaluation Criteria

Proposals will be evaluated in two stages:

- **Written Submission (80% of total score)** – assessed against the criteria below.
- **Interview Stage (20% of total score)** – conducted only with the highest-ranked proponents, in order of ranking, as determined by the evaluation committee.

Stage 1: Written Submission (80%)

Criterion	Description	Weight
Experience with Indigenous Emergency Management	Demonstrated success supporting Indigenous communities in EM planning/training.	High (×3)
Jurisdictional Knowledge	Understanding of provincial EM frameworks in AB, SK, MB.	High (×3)
Cultural Competency	Integration of Indigenous knowledge, cultural practices, and seasonal calendars.	High (×3)
Capacity & Coverage	Ability to serve 6–10 communities within program timelines; feasibility of delivery model.	Medium (×2)
Consistency of Deliverables	Plans are standardized while tailored to each community.	Medium (×2)
Value for Money	Transparent pricing aligned with program budget.	Medium (×2)
References	Track record on similar projects.	Low (×1)

Stage 2: Interview Stage (20%)

Following written evaluation, only the top-ranked proponents, in order of ranking as determined by the evaluation committee, will be invited to participate in a structured virtual interview.

The number of interviews conducted will depend on competitiveness and available resources (typically one to three).

Interview Format:

Virtual session (30–60 minutes) including a short presentation, Q&A, and one scenario-based question.

Criterion	Description	Weight
Communication & Clarity	Clear explanation of approach, methodology, deliverables.	Medium (×2)
Cultural Responsiveness	Understanding of Indigenous knowledge systems, cultural protocols, and seasonal engagement realities.	High (×3)
Team Capacity & Fit	Ability to work across regions and collaborate with communities, Secretariat, and IAMC structures.	Medium (×2)
Scenario Response	Practical and thoughtful response to a posed EM challenge involving Indigenous communities.	High (×3)

Total Interview Score: up to 50 points (weighted 20% of total evaluation score).

Overall, proponents will be scored out of 70 points (written) and 50 points (interview). The interview score will be converted to 20% of the total evaluation score, combined with the 80% written submission score.

Final scores will be used to rank proponents. In the case of a tie, the IAMC’s established tie-breaker protocol will apply. The highest-ranked proponent(s) based on combined written and interview scores will be recommended for contract award, subject to IAMC Subcommittee approval.

9. Submission Instructions

Applicants must disclose any potential conflicts of interest in writing.

Please email your PDF proposal no later than **Nov 21, 2025, at 11:59 p.m. local time** to info@iamc-line3.com with the subject line:

RFP Submission: Line 3 IAMC Emergency Management Planning Initiative – Consulting Services (Prairie Region)

For any questions regarding this posting, please contact:

Jennifer Wolfe – IAMC Secretariat

jennifer@iamc-line3.com

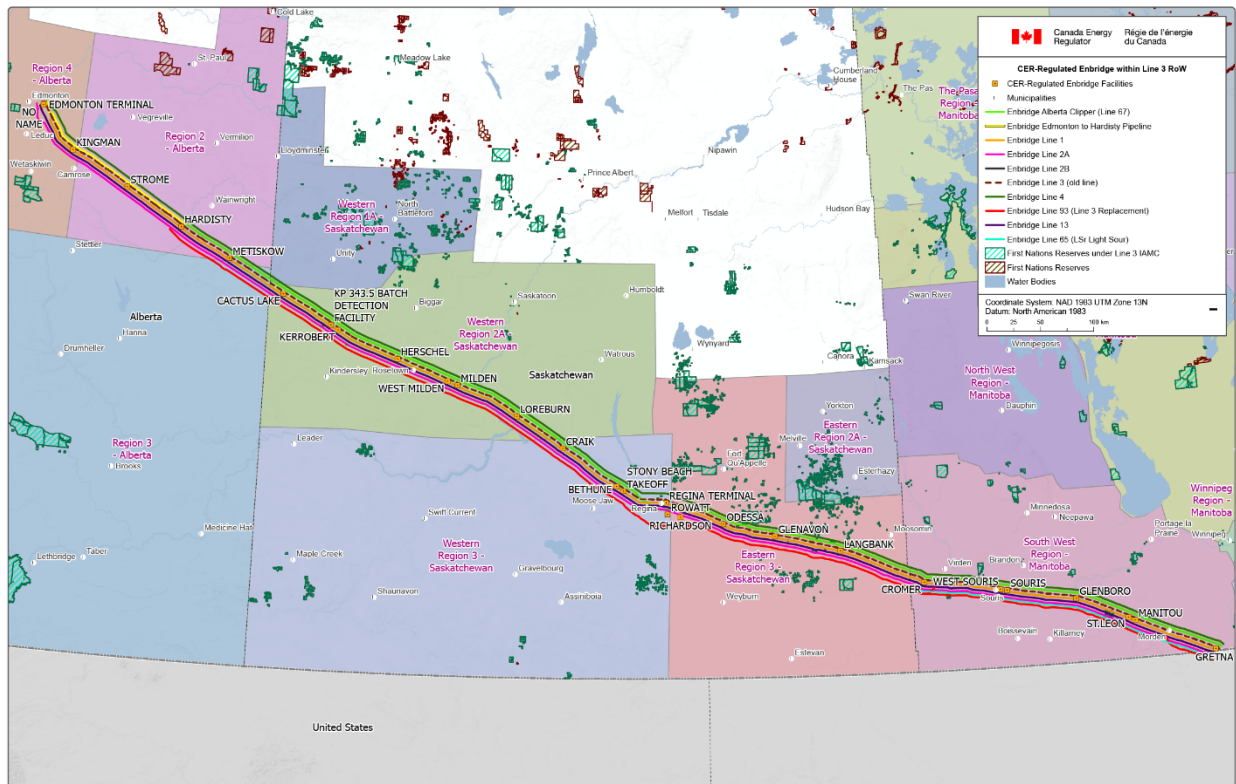
and copy info@iamc-line3.com.

For more information on the Line 3 IAMC, please visit:

<https://iamc-line3.com>

Attachments

Appendix A: Map of Line 3 Impacted Regions



Appendix B: Example CEMP Structure

1. Introduction & Purpose
2. Community Profile (geography, demographics, infrastructure)
3. Risk Assessment Summary (key hazards, vulnerabilities, capacities)
4. Emergency Management Organization (ICS structure, roles/responsibilities)
5. Response Procedures (hazard-specific protocols, activation triggers)
6. Communication Plan (internal, external, media, partners)
7. Resource Inventory (equipment, facilities, mutual aid agreements)
8. Training & Exercise Schedule
9. Plan Maintenance & Review Process
10. Appendices (maps, contact lists, forms)

Appendix C: Proposal Submission Form

Proponent Information

- Name of Organization: _____

- Address: _____
- Contact Person: _____
- Phone: _____
- Email: _____

Company Profile & Experience

- Summary of relevant qualifications and prior projects (especially with Indigenous communities).

Proposed Approach & Methodology

- Overview of delivery model, engagement process, and integration of Indigenous knowledge.

Work Plan & Timelines

- Key phases, milestones, and alignment with program timeline.

Budget & Pricing

- Cost breakdown per deliverable/service.

Declarations

1. No Duplication of Consultant Costs – The activities and deliverables proposed in this application are not already fully funded by another program.
2. Accuracy of Information – All information provided is accurate to the best of the Applicant’s knowledge. Providing false or misleading information may result in denial, termination, or recovery of funding.

References

- Minimum of two from similar projects.

Signature: _____ **Date:** _____

Name & Title: _____

Organization: _____

Appendix D: Budget Submission Template

All amounts in CAD; exclude applicable taxes.

Cost Category	Unit Cost	# Units	Subtotal	Notes / Description
Consultation / Project Management (hourly or daily rate)				Include project management, coordination, reporting to IAMC Secretariat
Community Risk Assessment (per community)				In-person and/or desktop assessments
CEMP/ERP Development – New Plan (per community)				For communities with no existing plan

CEMP/ERP Development – Substantive Update (per community)				For plans >3 years old, not exercised in 2+ years, or requiring major revision
ICS 100/200 Training (per participant)				Indicate if online or in-person; align with provincial standards
Tabletop Exercise (per community)				At least one per community
Emergency Quick Reference Guidebook (per community)				Simplified, quick-access tool tailored to each community
Final Program Summary Report (program-level)				Consolidated reporting to IAMC at program close
Travel and Disbursements (per trip or lump sum)				Must follow National Joint Council rates unless otherwise approved
Other Costs (specify)				E.g., translation, design, community honoraria (if applicable)
TOTAL				

Notes:

- It is expected that not all communities will require all deliverables. Proponents must provide unit costs for each deliverable (e.g., per community, per participant) to allow flexibility in funding allocations.
- Where package pricing is proposed, proponents must also provide a breakdown of component costs.
- Travel/disbursement costs must follow National Joint Council (NJC) rates unless otherwise approved.
- The IAMC reserves the right to request a revised budget breakdown before awarding a contract.
- The total budget for the program is \$600,000 CAD across all communities and services; proposals must not exceed this ceiling.