



REQUEST FOR PROPOSALS

Consulting Services – Siksika Board of Education Regional Education Agreement

Issued by: Siksika Board of Education

RFP Reference Number:

Date Issued: July 25, 2025

Closing Date: August 22, 2025

Contact: Christopher Scout
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Siksika Board of Education

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1. GENERAL INFORMATION AND INSTRUCTIONS

1.1 Purpose

Siksika Board of Education (“SBE”) is seeking proposals from qualified consultants to provide costing consulting services for the development of a comprehensive and credible K-12 education cost model and accompanying documentation to support Regional Education Agreement negotiations, as set out in Part 3 – SCOPE OF WORK.

This RFP provides the instructions for submitting Proposals and the procedures by which a Proponent will be selected.

1.2 Definitions

In this RFP, unless the context otherwise requires,

- (a) “**Agreement**” means the formal written contract entered into at the conclusions of the RFP process, incorporating this RFP and any amendments thereto, the Consultant’s Proposal, and any amendments executed in accordance with the terms of the Agreement;
- (b) “**Business Day**” means any day other than a Saturday, Sunday or statutory or designated holiday of the Siksika Nation.
- (c) “**Consultant**” means the successful Proponent or Proponents, if any, with whom SBE concludes negotiations and signs an Agreement pursuant to this RFP;
- (d) “**Project Coordinator**” means the individual identified Section in 1.6: Proponent Inquiries.
- (e) “**Proponent**” means any individual or entity that has submitted a response to this RFP in accordance with its terms.
- (f) “**Proposal Deadline**” means the date and time identified in Section 1.4: Proposal Submission.
- (g) “**RFP**” means this Request for Proposals.
- (h) “**Scope of Work**” means the description of the work contemplated by this RFP, as particularly set out in Part 3 - SCOPE OF WORK.

1.3 RFP Schedule

The following schedule is tentative and may be changed by SBE at its sole discretion:

- **RFP Release Date:** July 25, 2025
- **Deadline for Questions:** August 15, 2025
- **Proposal Submission Deadline:** August 22, 2025
- **Consultant Selection & Contract Negotiation:** September 1-5, 2025



- **Project Start Date:** September 2025

1.4 Proposal Submission

Detailed submission of the Proposal requirements shall be in accordance with the project-specific details outlined in Part 4 - PROPOSAL SUBMISSION REQUIREMENTS.

Proposals must be submitted in PDF format via email to the Project Coordinator prior to **August 22, 2025, at 3:00 PM MST** (the “**Proposal Deadline**”).

Failure to submit by the Proposal Deadline shall result in disqualification of the Proposal. Late Proposals will not be accepted. Each Proponent alone bears the responsibility for delivering the Proposal by the Proposal Deadline.

1.5 Proposal Evaluations

The evaluation of the Proposal shall be in accordance with the project-specific details outlined in Part 5 - PROPOSAL EVALUATIONS.

1.6 Proponent Inquiries

All inquiries related to this RFP must be directed in writing through email to Christopher Scout, Superintendent of Education (the “**Project Coordinator**”) at chriss@siksikaboardofeducation.com.

Inquiries shall be made by August 15, 2025. SBE reserves the right to not respond to inquiries made after August 15, 2025. Inquiries and responses shall be recorded and may be distributed to all Proponents at SBE’s sole discretion.

2. TERMS AND CONDITIONS

2.1 Proponent Terms and Conditions

By submitting a Proposal, the Proponent agrees to the following terms and conditions, in addition to any other requirements set out in this RFP.

2.1.1 Rights of SBE

By this RFP, SBE reserves to itself the absolute and unfettered discretion to invite Proposals, consider and analyze Proposals, select one or more Proponents, and attempt to negotiate an Agreement that SBE considers desirable.

Without limiting the foregoing, SBE reserves the right to:

- accept Proposals based on criteria other than the lowest price;
- reject any or all Proposals received in response to this RFP, whether or not compliant with this RFP;
- enter into negotiation with one or more Proponents on any or all aspects of their respective Proposals;
- terminate negotiations with one or more Proponents before an Agreement is entered into for any reason, and enter into negotiations with a different Proponent or any other party;
- accept any Proposal in whole, or in part;
- cancel or re-issue the modified version of a given RFP requirement at any time;



- award one or more Agreements to different Proponents;
- verify any information provided with respect to a given RFP requirement;
- request clarification where a Proponent is unclear prior to an award; and
- waive any irregularities in a Proposal.

2.1.2 Non-Collusion

Proponents shall not discuss or communicate with any other Proponents about the preparation of their Proposals. Each Proponent shall participate in the RFP process fairly and without collusion or fraud.

2.1.3 No Obligation to Proceed

Although SBE fully intends at this time to proceed through the RFP process in order to have the Scope of Work completed, SBE is under no obligation to proceed. There is no guarantee by SBE, its officers, employees or agents that the process initiated by the issuance of this RFP will continue, or that this RFP process or any RFP process will result in an Agreement with SBE for the Scope of Work.

2.1.4 No Obligation to Respond

SBE shall not be obligated to respond to any Proponent and reserves the right to reject any or all Proposals. Unsuccessful Proponents will not be debriefed by SBE.

2.1.5 Requirement for Written Agreement

This RFP process is intended to identify one or more Proponents for the purpose of negotiating an Agreement. No legal relationship or obligation regarding the procurement of any good or service shall be created between a Proponent and SBE by this RFP process until the successful negotiation and execution of an Agreement.

SBE shall award the Agreement to the successful Proponent. In all cases, the award shall be subject to applicable terms and conditions. All contractual terms and conditions may be subject to review by SBE's legal counsel, and such terms will include scope, budget, schedule and other necessary items pertaining to the work.

2.1.6 Costs Incurred Prior to an Agreement

Proponents are responsible for all costs incurred by them in preparing and submitting Proposals. Expenses of any nature, including but not limited to legal and administrative expenses, incurred by any Proponent, including the successful Proponent, prior to the execution of an Agreement shall be the sole responsibility of the Proponent.

2.1.7 Limitation of Liability

SBE shall not be liable for any costs, expenses, loss, or damage incurred, sustained or suffered by any Proponent by reason of the acceptance or the non-acceptance by SBE of any Proposal, or by reason of any delay in the acceptance of a Proposal.

This RFP process is not intended to create and shall not create a formal, legally binding bidding process. For greater certainty and without limitation:



- this RFP shall not give rise to any Contract A based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- neither the Proponent nor SBE shall have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the outcome of the RFP process, including any decision by SBE to enter into an Agreement, any decision of SBE not to enter into an Agreement, any decision of SBE to amend or cancel this RFP, or the decision of any Proponent to withdraw its proposal.

The information contained in this RFP is supplied solely as guidance for Proponents. The information is not guaranteed or warranted to be accurate by SBE, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

2.1.8 Confidentiality

Any Proponent or other person who, through this RFP process, gains access to confidential information of SBE is required to keep strictly confidential all information which in any way reveals confidential business, financial or investment details, programs, strategies or plans, learned through this RFP process. This requirement will continue with respect to such information learned by the Consultant, if any, over the course of any Agreement that arises out of this RFP process.

2.1.9 Ownership

All Proposals and any related materials submitted pursuant to this RFP become the property of SBE. Proposals and supporting materials will not be returned to Proponents.

All services and deliverables carried out as a result of this RFP and any Agreement will be the exclusive property of SBE. SBE will own all rights, title and interest in the services and deliverables resulting from the project.

2.1.10 Conflict of Interest

Each Proponent represents and warrants that, on the date of submitting a Proposal, no conflict of interest exists or is likely to arise in the performance of its obligations under the Agreement, if the Proponent is the successful Proponent.

If, following the close of the RFP and prior to the negotiation of an Agreement, an actual or potential conflict of interest arises, the Proponent shall notify the Project Coordinator immediately in writing to disclose the actual or potential conflict of interest and take any steps SBE may require mitigating the conflict of interest. Any Agreement will contain terms regarding conflicts of interest.

2.2 Consultant's Terms and Conditions

2.2.1 Cost Control

The Consultant shall monitor project costs closely at all times as the services progress. If, due to some unforeseen event or change in services, project costs are expected to exceed contract price or budgeted values, the Consultant shall immediately notify SBE and provide them with the details.



At no time shall the project costs be exceeded without the prior written authorization of SBE. Failure to obtain proper approvals will result in the responsible party bearing any associated costs. For greater certainty, the contract price under the Agreement for the work shall not be exceeded at any time without the prior written authorization of SBE.

2.2.2 Consultant's Responsibilities

The Consultant shall carry out the services in accordance with an accepted schedule that is based on the schedule presented in the Proposal and submit detailed monthly reports of work completed.

The Consultant shall use any existing data and reports to the maximum extent possible.

The Consultant shall provide complete and comprehensive services in the specialty fields required to carry out the work, including any sub-contracting work.

2.2.3 Privileged Information

Any information related to the project made available to the Consultant shall be treated as privileged and confidential by the Consultant and its sub-contractors or consultants, except where the nature of the project requires releasing such information or where SBE authorizes such release.

2.2.4 Property of Documents and Copyright

All materials developed and reports made in connection with the project shall become SBE's property and must be turned over with full copyright to SBE upon completion of the services. This includes all digital files in their original format. The Consultant shall not divulge or use such material other than when performing the activities under the Agreement.

3. SCOPE OF WORK

3.1 Project Background

SBE is a provincially recognized K-12 First Nation school board situated in Siksika, Alberta. Its mission is to inspire a lifelong love of learning with a focus on scholarship, diversity, and citizenship. SBE delivers holistic and inclusive education that blends the Alberta Program of Studies with the Siksika Nation's Language and Culture Program, which is central to the learning experience and identity of its students.

SBE is undertaking the development of a comprehensive education cost model to support its efforts to pursue a Regional Education Agreement ("REA") with Indigenous Services Canada. The REA is intended to replace the current interim provincial comparability funding formula with a needs-based model that accurately reflects the unique educational, geographic, and cultural realities of the Siksika Nation.

REAs provide a means for First Nations to develop their own local, regional, and/or Treaty based education agreements that identify the required funding to implement their envisioned model of First Nations control over First Nations education.

To support the SBE in REA development and advocacy, this project requires a qualified costing Consultant to provide technical costing assistance for the creation of a comprehensive, Nation-informed education cost model. The results will



guide REA negotiations, inform budget submissions to Canada, guide internal planning, and contribute to broader advocacy for education funding equity.

3.2 Services

The Consultant or Consultants will be responsible for the following activities:

3.2.1 Project Development and Planning

- Facilitate a project kick-off meeting with SBE staff to confirm project objectives, timelines, deliverables, and recent developments.
- Review relevant background information, including enrollment data, staffing information, cultural programming, existing cost structures, and prior funding requests.
- Develop a stakeholder engagement and data collection plan, tailored to SBE's operational context.

3.2.2 Development of Costing Framework

- Facilitate a collaborative workshop with SBE to identify required education services, supports, and relevant cost components.
- Refine and adapt a costing framework to build upon the Alberta Region Elementary and Secondary Interim Funding Formula that reflects provincial comparability gaps and needs unique to SBE.
- Design and prepare data collection instruments (e.g., surveys, questionnaires, interview protocols, focus group guides) for internal and external stakeholders.

3.2.3 Data Collection and Stakeholder Engagement

- Conduct structured interviews with staff (e.g., superintendents, administrators, finance officers) and other relevant stakeholders.
- Engage Siksika Nation members, including Elders, and external experts to capture qualitative and quantitative cost data.
- Perform secondary research to contextualize findings (e.g., salary benchmarks, travel costs, infrastructure needs, provincial comparators).

3.2.4 Costing Model Development and Reporting

- Consolidate and analyze cost data, identify key costing assumptions, and incorporate Siksika Nation cultural considerations.
- Develop a dynamic excel-based costing model with adjustable inputs (e.g., enrollment figures, inflation rates, program type).
- Prepare a narrative report outlining the methodology, key assumptions, and funding requirements.



- Present the draft cost model and report to SBE, incorporating feedback and suggested revisions.

3.2.5 Ongoing Support

- Provide ongoing technical support to SBE throughout the development and negotiation of the REA.
- Participate in technical working groups, revisions to narrative report in relation to costing model as negotiations progress, and assisting in development of advocacy and communication materials.

3.3 Deliverables

The Consultant is expected to provide the following deliverables within the timelines proposed by the Consultant and approved by SBE, provided that all deliverables must be completed within the current fiscal year:

1. Kick-Off Meeting and Summary

- Deadline: to be proposed by the consultant and approved by SBE
- Includes: finalized project work plan, stakeholder engagement strategy, and summary of background review following initial meetings with SBE

2. Costing Framework and Engagement Summary

- Deadline: to be proposed by the consultant and approved by SBE
- Includes: summary of the facilitated workshop, refined costing framework, overview of stakeholder engagement activities, and developed data collection tools.

3. Data Collection and Analysis Report

- Deadline: to be proposed by the consultant and approved by SBE
- Includes: compilation of interview findings, members/expert input, and secondary research to substantiate cost assumptions.

4. Draft Cost Model and Summary Report

- Deadline: to be proposed by the consultant and approved by SBE
- Includes: Excel-based cost model and accompanying narrative report outlining methodology, assumptions, and key findings.

5. Final Costing Package

- Deadline: to be proposed by the consultant and approved by SBE
- Includes: Final version of the Excel-based cost model and report, incorporating feedback from SBE, with a formal presentation of results to SBE

6. Ongoing Support

- Deadline: as needed.
- Includes: ongoing technical support to SBE throughout the development and negotiation of the REA.



4. PROPOSAL SUBMISSION REQUIREMENTS

Proponents should submit a Proposal that includes:

1. **Company Profile and Experience** – Provide an overview of your firm, relevant experience, and key personnel. An education background and experience working with and serving First Nations and First Nations citizens are an asset.
2. **Approach & Methodology** – Describe how you will accomplish the Scope of Work and any proposed revisions to the Scope of Work.
3. **Project Timeline and Milestones** – Detail your understanding of deliverables and deadlines. Include any proposed deadlines for each deliverable for discussion and approval by SBE.
4. **Budget Breakdown** – Provide a fee schedule, including travel and other expenses. Provide hourly rates for personnel.
5. **References** – Provide at least three references from similar projects.

5. PROPOSAL EVALUATIONS

SBE shall select the Proponent, which in its sole discretion, believes best serves the overall needs of SBE. The preferred Proponent will not necessarily be the Proponent with the lowest price. The evaluation process will be based on the quality of the response to this RFP and whether it adequately fulfills the requirements of this RFP.

The following is a summary of the general considerations that will be used to determine the Proponent that will be selected for negotiation. These are approximations only and may be altered unilaterally by SBE without notice to the Proponent.

1. **Qualifications & Experience (30%)** – Relevant experience working with First Nations organizations or education systems; developing comprehensive, variable-driven cost models, preferably in the education or public sector; and understanding of cost drivers such as remoteness, enrollment, and specialized student needs.
2. **Approach & Methodology (25%)** – Quality and feasibility of the Proponent's proposed approach.
3. **Cost & Value for Money (20%)** – Competitive pricing within the budget.
4. **Timeline & Deliverables (15%)** – Proposed deadlines and ability to meet timeline.
5. **References & Past Performance (10%)** – Feedback from previous clients.