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TLA'AMIN NATION

REQUEST FOR PROPOSAL (RFP)

TLA'AMIN NATION SELF-DETERMINATION IN HIGHER LEARNING PROJECT: ENFORCEMENT/COMPLIANCE ANALYSIS

TLA'AMIN NATION
4779 KLAHANIE ROAD, TLA'AMIN, BC, V8A 0C4

ISSUE DATE: 20 FEBRUARY 2026

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REQUEST FOR PROPOSAL (RFP)

COVER PAGE

Company Name:

Contact Person Name:

Address: _____

City: _____

Prov: _____ Postal: _____

Email: _____

Phone: _____

Fax: _____

Issue Date:

20 February 2026

Closing Date:

20 March 2026

GUIDELINES FOR PROPOSAL DELIVERY

An electronic copy of your proposal must be delivered by email to:

Russell Brewer, CAO: Russell.Brewer@tn-bc.ca

Cc: Tabatha Berggren, Director of Legislative Services and Intergovernmental Relations:

Tabatha.Berggren@tn-bc.ca

Losa Luaifoa, Director of Community Services: Losa.Luaifoa@tn-bc.ca

Denise Smith, Director of Lands and Resources: Denise.Smith@tn-bc.ca

Attention: Russell Brewer, CAO

Tla'amin Nation

Email attachments should be clearly marked with the name of the applicant.

1. INTRODUCTION

1.1 Purpose

Tla'amin Nation invites qualified planning, legal, and/or multidisciplinary consulting firms ("Proponents") to submit proposals to complete an Enforcement and Compliance Analysis. The purpose of this study is to create a baseline understanding of the current state, grounded in data, legislation, and Tla'amin's own priorities. This information will support Tla'amin Nation to make decisions in relation to enforcement authority and models across key areas of responsibility.

2. INSTRUCTIONS TO PROPONENTS

2.1 Proposal Language

The Proposal must be in English.

2.2 Submission Location/Method

The Proposal must be sent via email in pdf format to Russell.Brewer@tn-bc.ca cc: Tabatha.Berggren@tn-bc.ca, Losa.Luaifoa@tn-bc.ca, and Denise.Smith@tn-bc.ca. Submission requirements as outlined below.

2.3 Format, Number of Copies, and Labeling of Proposal

The Proposal must meet the following requirements.

- i. Must be in PDF format.
- ii. One (1) copy required.
- iii. Documentation should include the following:
 - a. Cover Page; and
 - b. Name of the Proponent

2.4 Submission Deadline

A Proposal must be received by the Nation before the RFP Closing Date. Proposals received after the RFP Closing Date may not be considered.

2.5 Amendments to Proposals

A Proposal that is submitted before the RFP Closing Date may be revised by written amendment at any time up to, but not later than, the RFP Closing Date. Such a written amendment must be delivered to the RFP Contact Person at the email provided. An amendment should be signed by an authorized signatory of the Proponent. The amendment should indicate the change(s) only and not full resubmission.

2.6 Withdrawal of a Proposal

A Proposal can be withdrawn at any time up to the Agreement being entered into by written notification of such withdrawal to the RFP Contact Person.

2.7 No Fax Proposals

Proposal, including amendments to Proposals, received by facsimile will not be considered by the Nation.

2.8 No Public Opening

There will be no public opening of Proposals.

2.9 Enquiries

Any time before the Enquiries End Date, Proponents may request explanation or clarification regarding this RFP by email to the RFP Contact Person. The email should reference the title of this RFP in the subject line of the email.

Enquiries and responses will be recorded and may be distributed by addendum to this RFP to all Proponents at the Nation's sole and absolute discretion. All inquiries regarding the services of the anticipated contract or the administrative details of the RFP are to be directed at:

Russell Brewer
CAO
Tla'amin Nation
Russell.Brewer@tn-bc.ca
Cc: Tabatha.Berggren@tn-bc.ca

2.10 Questions and Addenda

The Nation may, in its sole discretion, but is not required to, provide a response to a question or request for an explanation or clarification by a prospective Proponent. Any such response (including additional information) will be provided in the form of an Addendum to be posted on the Tla'amin Nation's Website.

2.11 Examination of RFP

Proponents will be deemed to have carefully examined the RFP, including all attached schedules, prior to preparing and submitting a Proposal with respect to any and all facts which may influence a Proposal.

3. EVALUATION AND SELECTION

All Proposals received not later than the RFP Closing Date will be subject to evaluation as set out in this section.

3.1 Evaluation Committee

The evaluation of Proposals will be undertaken confidentially on behalf of the Nation by the Evaluation Committee. The Evaluation Committee may be assisted by other people as the Evaluation Committee, in its sole discretion, may determine, including technical, financial, legal and other advisors to, or employees of the Nation.

3.2 Evaluation Criteria

The Evaluation Committee will evaluate each Proposal in accordance with the following Evaluation Criteria. Tla'amin Nation reserves the right to keep evaluation documentation confidential.

EVALUATION CRITERIA

Proposals meeting the minimum criteria will be evaluated as follows	Weight
Understanding of the requirements and completeness of proposal	20%
Qualifications and experience, including references	20%
Overall project approach and timeline	25%
Proposed Fees	30%
Value Add	5%
Total	100%

NOTES:

1. These are the ONLY factors which will be used to evaluate the submission.
2. The highest scoring or any submission will not necessarily be accepted.
3. The lowest price proposal will receive full marks in the proposed fees criteria. Other proposals will receive reduced scores based on the proportion higher than the lowest price.

Upon the evaluation of a Proposal, supplementary information and information obtained from references, interviews, demonstrations the Evaluation Committee may adjust points to the Proponent based upon the application of the Evaluation Criteria.

3.3 Reference Checks

Tla'amin Nation will conduct reference checks after the proposal is submitted. Tla'amin Nation will not enter a contract with any applicant whose references, in the opinion of Tla'amin Nation, do not confirm the information provided in the RFP.

3.4 Clarifications and Additional Information

To assist in the evaluation of the Proposals, the Evaluation Committee may, but is not required to, request clarifications or additional information from some or all Proponents about a Proposal and may consider and rely on such information in an evaluation of a Proposal.

3.5 Interviews and Demonstrations

The Evaluation Committee may request interviews and/or demonstrations from some or all Proponents and may use any resulting information in its evaluation. However, the Nation is not obligated to offer these opportunities to any Proponent.

3.6 Negotiation and Execution of Agreement

The Nation and the preferred Proponent may, but neither is obligated to, negotiate the terms of the Agreement including scope and price of the Goods or Services being provided.

3.7 General Conditions

- The Nation reserves the right to award the assignment in whole or in part or to add or delete any portion of the work. Throughout the evaluation process, the evaluation committee may seek additional clarification on any aspect of the proposal to verify or clarify the information provided and conduct any background investigation and/or seek any additional information it considers necessary.
- By submitting a proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind is formed until a fully executed contract is in place.
- The lowest cost or any proposal may not necessarily be accepted.
- This RFP does not commit the Nation, in any way, to select a preferred Proponent, or to proceed to negotiate a contract, or to award any contract. Tla'amin Nation reserves the right in its sole discretion to cancel this RFP, up until the award, for any reason.
- Proponents are solely responsible for their own expenses in preparing and submitting a proposal and for any meetings, negotiations, or discussions with Tla'amin Nation. The Nation will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damage, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a proposal, or participating in negotiations for a contract, or other activity related to or arising out of this RFP. Proponents agree that by participating in the RFP process they have no claim for compensation.

3.8 No Collusion

Each Proponent, by submitting a proposal, represents and warrants that its proposal has been prepared without collusion with any other Proponent, and in particular the elements of its proposal have been arrived independently of and without discussion with any other Proponent, and the Proponents will refrain from any such collusion or discussion during the entirety of this RFP process.

3.9 Freedom of Information and Protection of Privacy Act

The Nation is subject to the Freedom of Information and Protection of Privacy Act (British Columbia) and associated Regulations (collectively, "FOIPPA").

SCHEDULE A – SCOPE OF GOODS OR SERVICES

1. Introduction

- 1.1. Tla’amin Nation invites qualified planning, legal, and/or multidisciplinary consulting firms (“Proponents”) to submit proposals to complete an Enforcement and Compliance Analysis.
- 1.2. The purpose of this study is to make evidence-based and feasible recommendations, grounded in data, legislation, and Tla’amin’s own priorities, to inform decision-making in relation to enforcement authority across key areas of jurisdiction.
- 1.3. Through this Request for Proposals (RFP), the Tla’amin Nation seeks a qualified Proponent with demonstrated experience in legislative analysis, First Nations governments, governance, and planning. The successful Proponent will assess current authorities, identify future priorities, potential pathways, and develop practical recommendations for enforcement and compliance.

2. Community background

- 2.1. The Tla’amin Nation is a modern, forward-thinking First Nation government at an exciting point in its history. In April 2016, the Nation restored self-governance through a tripartite Treaty.
- 2.2. Tla’amin Lands are owned by the Tla’amin Nation in restricted fee simple, and the Nation has law-making authority with respect to management, planning, zoning, and development on Tla’amin Lands. Federal and provincial law will also apply to all lands owned by Tla’amin Nation.
- 2.3. Tla’amin Nation is part of the Northern-most Coast Salish ʔayʔajuθəm speaking peoples. Our people today have inherited rich territories and teachings from our Ancestors who have cared for these Lands since time immemorial.
- 2.4. ʔišosəm is where approximately half of our population lives, and we also have a presence throughout our Treaty Settlement Lands and our traditional territory.
- 2.5. Tla’amin Nation has a fast-growing administration team and strong leadership, and will support the successful Proponent throughout the project.
- 2.6. For more information on the Tla’amin Nation, refer to the Tla’amin Nation website: www.tlaaminnation.com.

3. Project Background

- 3.1. Tla’amin Nation, in partnership with Vancouver Island University (VIU) and with support from the Mastercard Foundation, is undertaking a broader project to analyze, assess, and chart a path to enhance self-determination in higher learning, within the context of rebuilding and restoring Tla’amin law-making and jurisdiction as described in the Tla’amin Comprehensive Nation Plan (CNP). This includes advancing robust law and policy tools, strengthening Tla’amin institutions, and supporting Tla’amin citizens to thrive through education and training.
- 3.2. Within this broader effort, compliance and enforcement are recognized as critical elements of exercising and implementing jurisdiction. This study will examine how Tla’amin Nation currently approaches compliance and enforcement, what authorities and capacities exist, what gaps and opportunities currently exist.
- 3.3. This work is a sub-component of the broader project objective to “Develop a pathway for Tla’amin self-determination in higher learning, and implementation,” while intentionally taking a cross-cutting view of enforcement and compliance throughout Tla’amin jurisdiction, not only in the post-secondary space.

4. Project Objectives

The project seeks to deliver a comprehensive current-state assessment of enforcement and compliance within Tla’amin Nation’s jurisdiction and functional responsibilities, specifically to:

- Describe the role of compliance and enforcement in the exercise of jurisdiction, and outline the full spectrum of approaches (from education and prevention to investigation and formal enforcement).
- Document all current authorities Tla’amin Nation possesses to ensure compliance with its laws, regulations, and policies.
- Document current practices, capacities, institutional arrangements, laws, and agreements used to support compliance and enforcement.
- Identify key gaps and priority areas related to enforcement and compliance.
- Outline areas in which Tla’amin Nation may choose to explore expanded or new jurisdiction, and identify the compliance and enforcement implications in each area.
- Undertake an environmental scan to identify relevant models of enforcement undertaken by other Nations.

5. Scope of work

The Proponent’s work shall include, but not be limited to, the following tasks:

Phase 1 – Project initiation and workplan

- Kick-Off Meeting
 - Meet with Tla’amin project leads and relevant partners (e.g., VIU) to confirm scope, expectations, timelines, and ways of working.
 - Confirm key focus areas of jurisdiction for analysis (e.g., post-secondary, child and family services, lands and resources, environmental, bylaw/traffic, housing).
- Detailed Workplan
 - Prepare a project workplan outlining activities, timelines, engagement methods, and milestones.
 - Align the workplan with the broader project timelines (January–December 2026) and internal Nation processes.

Phase 2 – Current state analysis

- Document and Legislative Review
 - Review relevant Tla’amin laws, regulations, policies, agreements, and governance documents related to compliance and enforcement.
 - Identify existing enforcement authorities, mechanisms, and constraints.
- Institutional and Practice Mapping
 - Map current Tla’amin institutions, departments, and roles involved in compliance and enforcement (e.g., governance, lands, community services, social services, education, finance, etc.).
 - Describe how compliance and enforcement are currently carried out, including informal and formal practices.
- Data Collection and Engagement
 - Consolidate and analyze existing Tla’amin enforcement/compliance-related data (quantitative and qualitative where available).
 - Conduct interviews, small group conversations, or focus sessions with Tla’amin staff, leadership, and relevant Nation partners to understand current practice, challenges, and aspirations for expanded jurisdiction and associated compliance / enforcement.
 - Summarize themes related to strengths, challenges, risks, and opportunities.

Phase 3 – Comparative and jurisdictional research

- Comparative Scan – Indigenous and Treaty Nations
 - Conduct research on enforcement and compliance models used by other First Nations and Indigenous governments, with an emphasis on:
 - Treaty Nations and self-governing Nations.
 - Indigenous-led policing, compliance, and regulatory models.
 - Enforcement related to education, child and family services, lands and resources, environmental protection, and bylaws.

- Identify lessons learned, risks, promising practices, and relevant models for Tla’amin Nation.

Phase 4 – Reporting & presentations

- Risk & Mitigation Analysis
 - Identify key risks (legal, operational, financial, community, intergovernmental) and suggest mitigation strategies.
- Reporting & Presentations
 - Prepare draft and final written reports (see Deliverables below).
 - Present findings to project leadership and, as directed, to Tla’amin Executive Council, staff, or community forums.

6. Deliverables

6.1. The deliverables are:

Deliverable	Description
Project Work Plan	<ul style="list-style-type: none"> ● Detailed tasks, methods, milestones, and timelines
Current State Report	<ul style="list-style-type: none"> ● Description of current authorities, institutions, practices, and data related to enforcement and compliance ● Summary of engagement findings and key gaps
Comparative & Compliance Models Report	<ul style="list-style-type: none"> ● Overview of comparative research ● Description of potential compliance/enforcement models relevant to Tla’amin ● Options analysis, including pros/cons and implications
Summary Report(s)	<ul style="list-style-type: none"> ● Plain-language summary for leadership and/or community audience
Key Findings Briefing Materials	<ul style="list-style-type: none"> ● Slide deck and/or briefing notes to support presentations to Tla’amin leaders, staff, and community

All deliverables become property of Tla’amin Nation upon completion.

7. Anticipated timeline

7.1 The anticipated timeline for the RFP process is as follows:

- RFP Release Date: 20 February, 2026
- Deadline to Submit Questions: 6 March, 2026
- Response to Questions (Addendum): 13 March, 2026
- Proposal Submission Deadline: 20 March, 2026
- Expected Award Date: 10 April, 2026

7.2 The anticipated timeline for the project is as follows:

- Phase 1 – Initiation & Workplan: April-May 2026
- Phase 2 – Current-State Analysis: May–August 2026
- Phase 3 – Comparative & Jurisdictional Research: July–December 2026
- Phase 4 – Reporting & Presentations: January-February 2027

7.3 Final deliveries, responsibilities, and completion dates will be agreed upon between the Tla’amin Nation and the successful Proponent, and may be subject to change.