



OFFICE OF SIKSIKA POLICE COMMISSION

SNPC-RFP-2025-01

March 24, 2025

REQUEST FOR PROPOSALS

Consulting Services – Siksika Nation Police Transition and Governance Support

Issued by: Siksika Nation Police Commission

RFP Reference Number: SNPC-RFP-2025-01

Date Issued: [March 31, 2025]

Closing Date: [May 2, 2025]

Contact: Mariah Little Chief

Email: MariahLC@siksikanation.com



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1. GENERAL INFORMATION AND INSTRUCTIONS

1.1 Purpose

The Siksika Nation as represented by the Siksika Nation Police Commission is seeking proposals from qualified consultants to provide operational consulting services for the establishment of the Siksika Nation Police Service 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 the Siksika Nation concludes negotiations and signs an Agreement pursuant to this RFP;
- (d) **“Ohkinniinaa and Ninaaks”** means the duly elected Siksika Nation Chief and Council.
- (e) **“Project Coordinator”** means the individual identified Section in 1.6: Proponent Inquiries.
- (f) **“Proponent”** means any individual or entity that has submitted a response to this RFP in accordance with its terms.
- (g) **“Proposal Deadline”** means the date and time identified in Section 1.4: Proposal Submission.
- (h) **“RFP”** means this Request for Proposals.



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- (i) “**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 the Siksika Nation at its sole discretion:

- **RFP Release Date:** [March 31, 2025]
- **Deadline for Questions:** [April 28, 2025]
- **Proposal Submission Deadline:** [May 2, 2025]
- **Consultant Selection & Contract Negotiation:** [May 19, 2025]
- **Project Start Date:** [June 1, 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 **May 2, 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 [Leah Bear Chief, Executive Assistant, CFO & Treasury Board] (the “**Project Coordinator**”) at [LBearChief@siksikanation.com].



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Inquiries shall be made no later than four (4) Business Days before the Proposal Deadline. The Siksika Nation reserves the right to not respond to inquiries made within four (4) Business Days of the Proposal Deadline. Inquiries and responses shall be recorded and may be distributed to all Proponents at the Siksika Nation'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 Siksika Nation

By this RFP, the Siksika Nation 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 the Siksika Nation considers desirable.

Without limiting the foregoing, the Siksika Nation 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.



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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 the Siksika Nation fully intends at this time to proceed through the RFP process in order to have the Scope of Work completed, the Siksika Nation is under no obligation to proceed. There is no guarantee by the Siksika Nation, its Ohkinniinaa and Ninaaks, the Siksika Nation Police Commission, 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 the Siksika Nation for the Scope of Work.

2.1.4 No Obligation to Respond

The Siksika Nation 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 the Siksika Nation.

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 the Siksika Nation by this RFP process until the successful negotiation and execution of an Agreement.

Final approval for awarding an Agreement to the successful Proponent will be made by Ohkinniinaa and Ninaaks through a band council resolution, unless within the signing authority of a duly authorized representative, subject to terms and conditions. All contractual terms and conditions may be subject to review by the Siksika Nation'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.



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2.1.7 Limitation of Liability

The Siksika Nation 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 the Siksika Nation 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 the Siksika Nation 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 the Siksika Nation to enter into an Agreement, any decision of the Siksika Nation not to enter into an Agreement, any decision of the Siksika Nation 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 the Siksika Nation, 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 the Siksika Nation 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 the Siksika Nation. 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 the Siksika Nation. The Siksika Nation will own all rights, title and interest in the services and deliverables resulting from the project.



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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 the Siksika Nation 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 the Siksika Nation and provide them with the details.

At no time shall the project costs be exceeded without the prior written authorization of the Siksika Nation. 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 the Siksika Nation.

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 to 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 the Siksika Nation authorizes such release.



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2.2.4 Property of Documents and Copyright

All materials developed and reports made in connection with the project shall become the Siksika Nation's property and must be turned over with full copyright to the Siksika Nation 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

The Siksika Nation, located approximately 100 kilometres east of Calgary, previously operated its own police service from 1992 to 2002 under a 10-year agreement with the federal and provincial governments. This agreement was not renewed due to funding constraints, leading to the dissolution of the service in 2001.

Siksika Nation is now in the process of transitioning from police services provided by the Royal Canadian Mounted Police ("RCMP") to an independent Siksika Nation Police Service under the oversight of the Siksika Nation Police Commission.

In recent months, the Siksika Nation has taken significant steps toward re-establishing its own police service. On June 25, 2024, members of the Ohkinniinaa and Ninaaks were sworn in as members of the newly formed Siksika Nation Police Commission, which will oversee and hold the future police service accountable. Once the service is fully operational, Ohkinniinaa and Ninaaks representatives will be replaced by Siksika Nation members to ensure broader community engagement and oversight.

Since the original police service was dissolved, Siksika Nation has relied on its by-law officers to enforce local laws. However, there is a recognized need for a fully resourced, Siksika Nation-run police service, particularly because the closest RCMP detachment is in Gleichen, Alberta, a community that lacks the capacity to effectively serve Canada's second-largest reserve.

3.2 Services

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

3.2.1 Governance and Policy Development

- Review and refine the draft comprehensive Police Commission Policy and Manual to ensure alignment with Siksikaitsitapi (Blackfoot) cultural components and traditions.



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- Establish governance frameworks in accordance with the *Police Act* (Alberta) and First Nations policing agreements.
- Develop Standard Operating Procedures for police service operations.
- Create Traditional Cultural Policies (Commission and Policing Standards).

3.2.2 Transition Planning and Operational Strategy

- Contribute to the development of an Operational Transition Plan for the new police service.
- Identify key performance indicators to measure operational success.
- Provide expertise on drafting Memoranda of Understanding between the Siksika Nation and the RCMP.
- Establish registries to maintain compliance with established policing standards.

3.2.3 Recruitment and Human Resources Planning

- Support the recruitment of a Chief Constable and other key leadership positions.
- Develop job descriptions, hiring protocols, and performance management frameworks.
- Assist in capacity-building initiatives for newly recruited personnel.

3.2.4 Financial and Infrastructure Planning

- Recommend budgetary requirements for police service operations, including startup funding.
- Advise on necessary information technology and communications infrastructure (e.g., dispatch, radio systems, servers).
- Assess funding and grant opportunities to support ongoing operations.

3.2.5 Stakeholder and Community Engagement

- Preparing reports for the Siksika Police Commission for stakeholders like Alberta Justice, the RCMP, the First Nations Chiefs of Police Association, etc.
- Engage Siksika Nation members to ensure culturally appropriate policing standards.
- Develop communication materials and reports for presentation to Ohkinniinaa and Ninaaks.



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3.3 Deliverables

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The Consultant is expected to provide the following deliverables within the specified timelines:

1. Comprehensive Governance Policy Manual

- Deadline: to be completed within 60 days of effective date of Agreement
- The manual outlines the roles, responsibilities, and governance framework of the Siksika Police Commission, ensuring compliance with the Alberta Police Act and Siksika Nation laws. It establishes oversight, accountability, and ethical standards while ensuring draft policies are reviewed, updated, and approved by the Police Commission as needed.
 - Governance & Structure: Defines the Commission's composition, appointment process, and roles of the Chair, Vice-Chair, and Commissioners.
 - Meetings & Annual General Meeting: Establishes meeting protocols, quorum, agenda setting, decision-making, and public reporting.
 - Duties & Responsibilities: Outlines oversight of police service operations, policy development, and community engagement.
 - Appointment & Succession Planning: Defines the process for appointing the Chief of Police, Acting Chief, and leadership roles.
 - Code of Conduct & Ethics: Establishes conflict of interest rules, confidentiality, and professional standards.
 - Complaints & Discipline: Sets procedures for handling public complaints, officer conduct issues, and disciplinary actions.
 - Policy Review & Strategic Planning: Ensures policies align with policing priorities, are regularly reviewed, and updated.
 - Finance & Budget Oversight: Defines responsibilities for budget approval, financial reporting, and expenditure monitoring.
 - Public Transparency & Information Access: Establishes procedures for public inquiries, media relations, and privacy compliance.
 - Security & Records Management: Covers data protection, IT security, and governance of sensitive police information.
 - Community Engagement & Equity: Develops policies for diversity, inclusion, and public safety priorities.
 - Training & Development: Outlines mandatory training for Commission members on governance and police oversight.



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2. Operational Transition Plan

- Deadline: to be completed within 90 days of effective date of Agreement.
- Develop and prepare a detailed operational transition plan.

3. Recruitment Strategy Report

- Deadline: to be completed within 45 days of effective date of Agreement.
- The strategy report will outline the key areas necessary to support the transition to the Siksika Police Service while ensuring compliance with the Police Act (Alberta) and operational requirements.
 - **Purpose & Scope:** Develop a comprehensive HR strategy to support the transition to the Siksika Police Service while ensuring alignment with the Police Act (Alberta) and operational requirements.
 - **Deployment & Transition Plan:** Establish deployment targets for Siksika Officers and manage the transition from RCMP Regular Members to the Siksika Police Service.
 - **Recruitment of Siksika Officers:** Recruit experienced officers through hiring, background checks, training, and certification. For new police recruits, implement a comprehensive process including intake exams, training, and onboarding.
 - **HR Policies & Performance Management:** Develop HR policies for policing assignments, define evaluation criteria for officer deployment, and secure agreement between Siksika Nation and RCMP on HR strategy and planning.
 - **Internal Recruitment & Recruiting Officer Engagement:** Develop a recruitment website and secure portal, create marketing materials and applicant information packages, conduct site meetings and background investigations, and implement performance-based recruitment processes.
 - **New Recruit Selection & Assessment:** Develop intake exams covering written, comprehension, psychological, and practical skills. Implement physical fitness standards (PARE), conduct security clearance, psychological testing, medical evaluations, and polygraph testing, establish performance-based hiring decisions, job offer structures, training contracts, and transition plans.
 - **Transition & Integration with RCMP:** Develop Standard Operating Procedures (SOPs) for operational transition, address workplace policies, legislative requirements, and RCMP oversight if applicable, and define supervision structures and officer roles within the Siksika Police Service.



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4. Financial and Infrastructure Planning Report

- Deadline: to be completed within 75 days of effective date of Agreement.
- The report should outline the financial and infrastructure requirements for establishing the Siksika Police Service, ensuring compliance with legislative and financial frameworks while supporting long-term operational sustainability.
 - Current RCMP Policing Costs: Assess the financial impact of RCMP services, including whether Siksika Nation currently pays for RCMP policing and the associated costs
 - Operational and Capital Budgeting: Draft a preliminary budget and develop a five-year budget outlining one-time implementation cost for establishing the police service and a multi-year ongoing budget to ensure long-term sustainability. Work with the Police Commissioner to finalize the first-year operational budget and secure necessary approvals.
 - Infrastructure Planning: Identify facility requirements, including office space, detention facilities, communication centers, and fleet management to support operational readiness. Work with the Project Manager to ensure the final design of the Police Station Building meets all operational, security, and administrative requirements.
 - Civilian Support Staffing Costs: Establish budget projections for administrative and support staff required from start-up to full operational capacity.
 - Procurement and Equipment Planning: Allocate funding for uniforms, vehicles, IT systems, communications equipment, and other critical infrastructure necessary for the police service.
 - Financial Strategy & ERP System Integration: Work with the Nation CFO to implement a financial strategy, including updating the current ERP system (Great Plains) to integrate Cost Centers, General Ledger Accounts, and bank account requirements (number and purpose) to ensure accurate financial tracking and reporting.
 - Legislative & Policy Alignment: Ensure all financial planning, budgeting, and infrastructure development align with the Alberta Police Act, Siksika Nation Finance Administration Law, and related policies and procedures to maintain compliance, accountability, and transparency.
 - Financial Efficiencies and Cost Management: Identify cost-saving measures and long-term efficiencies in police service operations, ensuring financial sustainability while optimizing resources.



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5. Stakeholder Engagement Plan and Final Report

- Deadline: to be completed within 120 days of effective date of Agreement.
- Outlines strategies for public consultation, town halls, and reporting mechanisms.
- Establishes procedures for media relations and public communications.
- Strengthens engagement with Indigenous, minority, and vulnerable communities.

6. Transition Development & Plan

- Deadline: to be completed within 120 days of effective date of Agreement
- The transition plan outlines the comprehensive process of moving from RCMP policing to the Siksika Police Service, ensuring a structured and efficient transition. Components of the plan should include the following:
 - External & Internal Scans: Assess Siksika's current policing environment, including geography, agencies, community needs, and patrol areas.
 - Current RCMP Policing: Review RCMP staffing levels, integrated transition staffing, civilian support roles, and infrastructure requirements.
 - Siksika Policing Governance: Establish the Siksika Police Commission, professional standards investigations, strategic planning, and policy development.
 - Operating Model: Define operational structure from start-up to year three, covering patrol, detention facilities, communications, procurement, allied agency support (gangs, drugs, organized crime, major and property crimes), recruitment, HR, information management, and the Office of the Chief, including public affairs and communications.
 - Community Services: Focus on community-based policing, engagement, and public communication strategies.
 - Recruiting & Training: Outline the recruitment process, transition plan, and training programs for officers and staff.
 - Information Technology: Develop the IT framework and transition strategy for policing operations.
 - Transition Plan: Implement a phased approach for establishing the Siksika Police Service, ensuring operational readiness and continuity.



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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. A law enforcement 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 revisions to proposed deadlines.
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

The Siksika Nation shall select the Proponent, which in its sole discretion, believes best serves the overall needs of the Siksika Nation. 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 the Siksika Nation without notice to the Proponent.

1. **Qualifications & Experience (30%)** – Relevant experience in First Nations policing, governance, and operational planning.
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%)** – Ability to meet deadlines.
5. **References & Past Performance (10%)** – Feedback from previous clients.