



Frequently Asked Questions (FAQ)

First Nation – Municipal Capacity Development for Additions to Reserve and Reserve Creation Project

Environmental Scan and National Baseline Report

Q1: What is the budget for this project? Is there a maximum amount, range, or targeted budget that proponents should be aware of?

The Joint Advisory Committee is not setting or disclosing a maximum budget amount for this RFP. Proponents are asked to submit a detailed and fully justified budget that reflects the scope, methodology, and level of effort they believe are required to successfully complete the Environmental Scan and National Baseline Report. Budgets should align with the proposed work plan and demonstrate value relative to the deliverables outlined in the RFP.

Q2: If the budget is not provided, could you provide expectations as to the number of documents to be reviewed through the Environmental Scan and literature review, and the number of interviews to be conducted.

The RFP does not prescribe a minimum or expected number of documents to be reviewed or a required number of key informant interviews. Proponents are encouraged to propose an approach that is appropriate to the scope of work and aligns with the project objectives. Proponents should therefore propose a methodology that demonstrates their understanding of the project's national scope and ensures sufficient depth and representation to support the Environmental Scan, Literature Review, and National Baseline Report.

Q3: Is there any flexibility in the project timeline, including the June 2026 completion date, to allow additional time for document review, interviews, or extended phases of work?

The project timeline outlined in the RFP early May 2026 through the end of June 2026 reflects the original funding window and deliverable schedule for Phase I. Proponents were initially expected to complete all work within this two-month period.

However, the Joint Advisory Committee (JAC) has approved an extension of the project delivery schedule to July 31, 2026. This extension provides additional time for document review, interviews, and ensuring high-quality deliverables.

Q4: Are there any expectations around a minimum number of key informant interviews, regional representation, or inclusion of specific organizations (e.g., NALMA regional associations, provincial municipal associations)?

The RFP does not set a required minimum number of key informant interviews, nor does it mandate representation from specific regions or organizations. The RFP notes that interviews may include national and regional land management associations and Indigenous Services Canada, but this is not an exhaustive or prescriptive list. Proponents are encouraged to propose an approach that captures meaningful regional and national perspectives relevant to Additions to Reserve and Reserve Creation.

Q5: Do you have any preferred software/platforms for the environmental scan database (e.g., Excel, Word, Access, custom format), and will this database need to be readily updatable by Cando/FCM/NALMA staff after the project ends?

At this time, we do not have a strict preference for the software or platform used for the environmental scan database. Common formats such as Excel, Word, or Access are all acceptable, and we are also open to a custom format if it supports ease of use and long-term accessibility.

It is important that the final database be readily updatable by Cando/FCM/NALMA staff once the project is complete. The selected format should allow staff to easily add, edit, and maintain information without requiring specialized software or technical expertise. The goal is to ensure the database remains functional and sustainable beyond the project timeline.

Q6: For the “presentation of findings,” do you anticipate one virtual session with the PM and JAC, or multiple sessions (e.g., preliminary findings plus final presentation)?

At this stage, we are flexible regarding the format of the presentation of findings. A single virtual session with the PM and JAC to present the final findings would be sufficient; however, we are also open to multiple sessions if that approach better supports review, discussion, and refinement. This could include an initial presentation of preliminary findings followed by a final presentation after feedback is incorporated.

The preferred format can be confirmed collaboratively as the project progresses and once the volume and complexity of findings are clearer.

Q7: Are there any expectations for public-facing products (e.g., summary one-pager, infographics) beyond the deliverables listed, or will knowledge mobilization products be developed in a later phase?

The RFP does not require any additional public facing products beyond the deliverables listed. The expected outputs include the Environmental Scan Database, National Baseline Executive Summary Report, National Baseline Final Report, a presentation deck, and a presentation of findings to the Project Manager and Joint Advisory Committee. Any additional knowledge of mobilization products such as one pagers, infographics, or other public facing materials would be developed in a later phase of the project and are not part of the current scope of work.

Q8: What are the expectations for the engagement process, including the number and format of key informant interviews? Are any interviews expected to be in person and are there any travel requirements?

There is no requirement for in-person interviews or travel. Given the national scope of potential key informants and the project's condensed timeline (May–July 2026), virtual interviews (e.g., Zoom, phone, or similar platforms) are expected to be the primary method of engagement. If a proponent believes that in person engagement would add significant value, they may propose this in their RFP submission; however, in person activities are not expected or required.

Q9: We recognize ISC CIRNAC and LABRC <https://labrc.com/> will be valuable resource tools through this process. Should we expect interviews with these organizations as well even though not specifically identified in the RFP?

Proponents may include Indigenous Services Canada (ISC), Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC), and the Lands Advisory Board Resource Centre (LABRC) as potential key informants, but these interviews are not required unless jointly agreed upon with the Project Manager and Joint Advisory Committee (JAC).

This wording (“including but not limited to”) intentionally provides flexibility. ISC is explicitly mentioned; CIRNAC and LABRC are well established organizations in this space and may be highly relevant depending on the resources identified during the environmental scan and literature review.

Q10: Is the focus for this environmental scan on Urban and Rural for the ATR process. Are they equally important for this scan?

Yes, the environmental scan should consider both urban and rural contexts, and both are equally important to this project. To review case studies and resources related to ATR/RC processes broadly, without distinguishing between urban and rural settings.

Because Additions to Reserve and Reserve Creation occur in diverse geographic, governance, and land-use contexts, the scan must capture resources, case studies, and frameworks that reflect this full range. Urban and rural ATR processes often involve different enabling conditions, challenges, and partnership models all of which are relevant to identifying national gaps and informing future resource development.

Q11: Is there anything we need to be aware of in terms of the availability of the Project Manager or the Joint Advisory Committee?

The Project Manager (PM) and the Joint Advisory Committee (JAC) are fully available to support the consultant throughout the project within the structure outlined in the Terms of Reference.

Q12: Is an active Joint Advisory Committee already in place or will the Committee be established specifically to support this project? And can you provide more detail on the composition of the Joint Advisory Committee?

- **If yes, is the Committee guided by an existing Terms of Reference or should this form part of the preliminary project planning stage for the successful consultant?**
- **If there is already a Terms of Reference in place for the Committee, are their roles and responsibilities related to this project clearly defined?**

Yes. An active Joint Advisory Committee (JAC) is already in place and is fully established to guide this project. The JAC is composed of representatives from Cando, the Federation of Canadian Municipalities (FCM), and the National Aboriginal Lands Managers Association (NALMA). Additional staff may participate as needed, and subject-matter experts may be invited with agreement from the Project Manager and JAC members.

A formal Terms of Reference (TOR) has been developed and signed by all three organizations. This TOR outlines the JAC's mandate, membership, meeting procedures, decision-making processes, and intellectual property provisions. It also clearly defines the roles and responsibilities of both the JAC and the Project Manager.

Q13: What are the preferences for AI usage? (We have a policy that emphasizes human-led, machine-supported, but understand different orgs have different preferences and we can adapt)

The project partners do not explicitly encourage or discourage the use of AI tools. Instead, the expectation is that any AI use is responsible, transparent, and firmly human-led. Proponents may use AI to support efficiency, analysis, or drafting; however, they remain fully responsible for the accuracy, originality, cultural appropriateness, and integrity of all submitted work.

Q14: Does this project originate under the CEDI relationship between FCM and Cando or is it a separate process/relationship?

This project is separate from the CEDI (Community Economic Development Initiative) program, although it is informed by the strong collaborative relationship that Cando and FCM have built through CEDI over many years.

The First Nation–Municipal Capacity Development for Additions to Reserve and Reserve Creation project is a distinct initiative jointly led by Cando, FCM, and NALMA. It has its own governance structure, including an established Joint Advisory Committee (JAC) and a dedicated Project Manager and is guided by a formal Terms of Reference specific to this project.

While the history of partnership between Cando and FCM through CEDI contributes to the collaborative spirit of this work, the ATR/RC project operates under its own mandate, funding, and work plan.

Q15: Is there an existing group of materials / documents which have already been collected/identified and that will be shared with the project contractor(s)?

Yes. The project partners have already gathered a preliminary set of materials that will be shared with the successful consultant at the outset of the contract.

Q16: Should the environmental scan be consistent across regions or prioritize areas with higher ATR/RC activities?

The environmental scan should be national in scope and consistent across all regions, while still recognizing that some regions may have more extensive ATR/RC activity or more developed

resources than others. The scan must capture all regions, not only those with higher volumes of ATR/RC files.

Q17: Who is the intended audience for the National Baseline Report, and how will the environmental scan and report be used after the project is completed?

The National Baseline Executive Summary and Final National Baseline Report are intended to be shared broadly, well beyond the core project team and the Joint Advisory Committee (JAC). While the JAC and Project Manager will use the findings to guide subsequent phases of the project, the report is designed to support a wide range of stakeholders involved in or supporting Additions to Reserve (ATR) and Reserve Creation (RC) processes.

Q18: There is no existing database of ATR/RCs in process, only ones that have been completed. Will this information be provided to the Consultant?

The project manager has contacted Indigenous Services Canada (ISC) to confirm whether any information on in-process ATR/RC files can be shared with the consultant. Until we receive clarification, proponents should assume that this information may not be available.

As part of the environmental scan, the consultant may identify what information is publicly accessible and whether any of it can be summarized at a national level. Proponents may also reach out to ISC through publicly listed channels for any additional inquiries.

Thank you in advance for your interest.

Deadline for submissions: Wednesday, April 29th, 2026

To submit your proposal, please contact:

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