



Request for Proposals (RFP)

Setup and Implementation Lead

PTAC Canadian Fuels Compliance Fund (CFCF)

Issued by: Petroleum Technology Alliance Canada (PTAC)

Program: Canadian Fuels Compliance Fund

Engagement Type: Fixed-term contract (individual or firm)

Precedence of documents: This detailed RFP includes all the instructions for prospective proponents to respond. This document takes precedence over any other communication or posting associated with this process. For clarity, prospective proponents must not rely on other communications or documentation to formulate responses to this RFP.

1. Purpose and Background

PTAC is inviting proposals from qualified individuals or firms to serve as the Setup and Implementation Lead for the PTAC Canadian Fuels Compliance Fund (CFCF).

The CFCF is an Emissions Reduction Funding Program established under Canada's Clean Fuel Regulations. PTAC will administer the CFCF, with fiduciary and governance oversight provided by a dedicated CFCF Board.

The CFCF Board's responsibilities include budget oversight, financial controls, independent audit oversight, conflict of interest safeguards, risk management, governance and senior leadership appointment approvals, and approval of annual reports submitted to ECCC. The Board does not select or score projects, as project evaluation is conducted by an advisory committee of independent experts.

This role is intended to establish and operationalize the program, as well as the operating entity and infrastructure, then hand off to a future Program Director once the program is operational.

The anticipated duration of the engagement is up to six (6) months from contract award.

2. Project Objectives

PTAC seeks a Setup and Implementation Lead who can deliver an end-to-end pre-establishment planning and operationalization modelling of the CFCF, including:

- Finalizing the operating model and governance separation (PTAC Board oversight vs CFCF Board governance).
- Establishing the program's legal and financial architecture, including ring-fencing mechanisms where required (for example, dedicated trust or GIC-style accounts), and clarifying whether CFCF operates as a PTAC program, a separate legal entity, or a hybrid approach with defined incorporation triggers.
- Producing the full suite of program documentation needed for launch, consistent with PTAC internal policy frameworks and external comparator practices.
- Delivering an implementation plan with decision gates and a structured transition to a Program Director.

3. Scope of Work (Phased)

PTAC requires a proposal that is explicitly structured into two phases, with separate cost estimates (see Section 8). This mirrors PTAC's internal planning approach, calling for (1) a modest, capped planning phase lump sum cost and (2) an execution phase cost estimate that includes company or program startup.

Phase 1: Planning and Establishment/Operationalization Design (Deliverable-Based)

Phase 1 focuses on final design choices, documentation, and build specifications required to launch. It must include the deliverables below.

Phase 2: Execution and Launch Enablement (within engagement period)

Phase 2 focuses on implementing the Phase 1 design, establishing systems and processes, preparing for the first intake, and enabling a smooth handoff to the Program Director.

PTAC reserves the right to proceed with Phase 1 only. However, if both Phase 1 and Phase 2 are undertaken, proponents must structure their approach such that the full scope of work can be completed within a single six (6) month engagement period. The phased structure is intended to support sequencing, cost transparency, and decision checkpoints, not to extend the overall timeline.



4. Detailed Requirements and Deliverables

4.1 Governance, Oversight, and Operating Model

The proponent must:

1. Produce a clear governance map showing:
 - CFCF Board responsibilities (fiduciary budget and deliverables oversight, audits, Conflict of Interest (COI) safeguards, leadership approvals, annual reports).
 - PTAC Board oversight of PTAC's role, financial exposure, and approval of material decisions related to CFCF.
2. Establish controls for separation between:
 - Program administration
 - Independent project evaluation
 - Governance oversight
3. Operationalize COI safeguards consistent with ECCC expectations and PTAC governance documentation.

4.2 Legal Entity and "Company Setup" (Required)

A core deliverable is a definitive recommendation and implementation plan (and, if approved, execution) for the CFCF legal and organizational structure.

At a minimum, Phase 1 must deliver:

- A structured options analysis addressing:
 - Program within PTAC
 - Separate legal entity
 - Hybrid approach (for example, program launch with independence features and defined incorporation triggers).
- A recommended structure with rationale, risk considerations, and implementation steps.

If a separate entity is selected and PTAC authorizes execution in Phase 2, the proponent must deliver incorporation-ready documentation and, if directed by PTAC, support incorporation and initial setup



within the engagement period, including constituting documentation requirements consistent with PTAC's internal Appendix model (Bylaw articles, certificate of incorporation, annual filing proofs).

4.3 Financial Architecture, Fund Flow, and Ring-Fencing

The proponent must design and implement (as applicable):

- Contribution intake and fund flow design
- Banking and treasury controls
- Ring-fencing approach for contributions (for example, dedicated trust or GIC account options, as relevant to the chosen structure).

The solution must be audit-ready and aligned with the program's independent audit expectations.

4.4 Program Policies, Criteria, and Tools (Launch-Ready Package)

The proponent must produce a launch-ready program documentation set that aligns with:

- PTAC's internal policy framework for an emissions reduction funding program (governance, internal controls, audit readiness, procurement, privacy, records, cybersecurity, risk management).
- PTAC's existing program criteria and procedures structure (eligibility, funding policies, application and evaluation procedures, evaluation scoring matrix, reporting and verification, governance and oversight, stakeholder engagement, and supporting templates).
- Comparator fund practices, including published objectives, criteria, contributor participation concepts, evaluation criteria, and contribution agreements.
- PTAC is seeking practical, fit-for-purpose documentation appropriate for a new program launch, avoiding unnecessary complexity or over-engineering.

Proponents should assume Phase 1 covers design and drafting of all program elements, and Phase 2 covers finalization, implementation, and launch readiness.

At a minimum, the deliverable set must include:

A. Public-Facing Program Materials (suitable for direct posting to website)

- Program overview and objectives
- Eligibility rules (projects, applicants, costs)



- Evaluation approach and criteria overview
- Intake schedule and process description

B. Applicant Tools

- Expression of Interest template
- Full proposal template
- Applicant guidance and FAQs

C. Evaluation and Governance Tools

- Evaluation scoring matrix and reviewer package (for Advisory Committee independent experts)
- Conflict of interest process and forms
- Committee and decision workflows aligned to governance separation

D. Contracting and Reporting Tools

- Funding agreement template
- Service contract templates (as required)
- Reporting templates and verification approach

E. Internal Controls and Assurance

- Procurement and contracting approach
- Financial management and reporting controls
- Audit readiness and assurance plan
- Privacy, records management, data handling controls
- Risk management framework
- Cybersecurity approach



4.5 Risk Register and Compliance Readiness

The proponent must deliver a risk register with mitigations, aligned to PTAC’s readiness expectations for ERF operations.

4.6 Budgeting and Costing Outputs (Mandatory Split)

The proponent must produce, as deliverables:

1. Planning Phase Cost Estimate
A capped estimate for the planning and design activities required to complete Phase 1 deliverables.
2. Execution Phase Cost Estimate
A full estimate of the cost, timing, and resourcing required for Phase 2 execution, including company or program startup requirements.

In addition, the proponent must develop an operating financial model and cashflow view consistent with PTAC internal expectations to include assumptions such as membership fee considerations, GIC interest, expenses, initial fund investment, and breakeven analysis.

4.7 Transition and Handoff to Program Director

The proponent must create and execute a handoff plan to a future Program Director, including:

- Documentation and knowledge transfer
- Implementation status, open items, and recommended first 90-day priorities
- Role clarity and separation from the independent evaluation Advisory Committee

5. What Success Looks Like After 6 Months (Mandatory Outcomes)

Where PTAC elects to proceed with both Phase 1 and Phase 2, all outcomes described below must be achieved within the six (6) month engagement period.

By month 6, PTAC expects the following outcomes to be achieved (or ready for immediate activation):

A. Entity and Governance Readiness

- A finalized decision on the CFCF entity structure with documentation sufficient to proceed (program, separate entity, or hybrid with triggers), consistent with the structural options



described in internal governance discussions.

- CFCF Board operating cadence established with clear workflows for approvals, oversight, and independent evaluation separation.
- D&O insurance approach confirmed for CFCF Board service as required for board seating and ongoing governance.

B. “Launch-Ready” Documentation Set Completed

- A complete, internally consistent suite of program documents produced and ready for publication and use, including applicant intake tools, evaluation tools, contracting templates, reporting templates, and core policies and procedures aligned to PTAC Appendix frameworks.

C. Financial Architecture and Controls in Place

- Contribution intake and fund flow architecture defined, including ring-fencing approach options and audit-ready controls.
- Financial model and cashflow completed, including breakeven logic and key assumptions as outlined in internal next-step expectations.

D. Implementation Plan and Decision Gates Completed

- A detailed implementation plan with decision gates and dependencies, suitable for PTAC and CFCF Board oversight.
- The program is ready to issue its first call for proposals (or equivalent intake process), subject only to PTAC Board approval.

E. Market and Stakeholder Readiness

- A one-page overview and website content outline prepared, along with an initial contributor and stakeholder engagement plan consistent with PTAC’s internal “go-to-market” steps.

6. Required Setup Documentation Checklist (Deliverables)

Proposals must confirm the capability to produce the full documentation package below. This list is grounded in PTAC internal appendices and aligned with typical public-facing and operational elements visible in comparator funds.

6.1 Constituting and Corporate Documents (If Separate Entity or Hybrid Triggered)



- Articles of association or equivalent constituting documents
- Certificate of incorporation and proof of filings as applicable
- Annual return proof of filing approach (where applicable)

6.2 Contract Templates

- Service contract template(s)
- Funding contract template(s)

6.3 Policies and Procedures (Internal Controls)

Must align with PTAC’s policy manual domains, including governance and ethics, segregation of duties, financial management, banking and treasury controls, audit readiness, procurement and contracting, privacy, records retention, IT security, and risk management.

6.4 Program Guidelines and Applicant Package

- Program guidelines including eligibility criteria, funding policies, application procedures, evaluation scoring framework, reporting and verification requirements
- EOI template and full proposal template
- Sample compliance reporting forms and CFR references where required

6.5 Governance and Committee Materials

- Committee terms of reference and membership approach
- Conflict of interest procedures and application: ECCC has explicitly requested committee composition clarity and COI application in the application process.

6.6 Public-Facing Website Content Outline

Comparator funds publish at a minimum: (website ready)

- Program overview, objectives, criteria, and funding structure information

7. Proponent Qualifications

PTAC encourages applications from experienced individual consultants as well as firms.



Proponents should demonstrate:

- Experience establishing and operationalizing funding programs, compliance funds, or regulated program operations
- Experience with governance models that separate administration, independent evaluation, and fiduciary oversight
- Capability to implement audit-ready financial architecture and internal controls (procurement, data handling, assurance)
- Ability to deliver Board-ready artifacts and decision packages

Relevant experience with comparator-style models is considered an asset, including familiarity with:

- Milestone-based funding and stacking concepts
- Contributor participation frameworks and contribution agreements concepts
- Models where an administrator operates a compliance pathway and invests contributions into eligible projects, including subsidiary structures

8. Proposal Submission Requirements (Must Follow)

Proposals must include the sections below, in order:

8.1 Understanding and Approach

- Your interpretation of PTAC's objectives
- Your approach to Phase 1 and Phase 2
- How you will ensure governance separation and independent evaluation integrity

PTAC is open to flexible engagement structures appropriate for the size and experience of the proponent.

8.2 Workplan and Timeline

- A clear workplan with milestones and deliverables
- Identification of PTAC decision points and dependencies



- Proponents should assume a delivery approach where Phase 1 (design and key decisions) is sufficiently completed within the first three months for an execution decision, with Phase 2 execution completed within the overall six (6) month timeline.

8.3 Deliverables Confirmation

- A checklist indicating which deliverables in Sections 4 and 6 will be delivered in Phase 1 vs Phase 2

8.4 Pricing (Two Distinct Cost Estimates Required)

Your pricing submission must include:

A. Phase 1 Planning Cost Estimate (Capped)

- Fixed fee or not-to-exceed amount
- Deliverable-based payment schedule

B. Phase 2 Execution Cost Estimate

- Estimated effort and resourcing
- Cost by workstream (legal/entity setup, financial architecture, systems, documentation finalization, launch enablement)

This split is mandatory and aligns with PTAC's internal requirement for two distinct cost estimates: planning and execution.

8.5 Team and Roles

- Named resources and roles
- Relevant project examples

8.6 References

- Two references for comparable work, and PTAC reserves the right to contact these references as part of the evaluation process.
- PTAC reserves the right to conduct reference checks and other due diligence as part of the evaluation process. By submitting a proposal, proponents authorize PTAC to undertake such reviews.



9. Evaluation Criteria (Scoring Framework)

PTAC will evaluate proposals using the criteria below (for a total of 100%):

1. Relevant experience establishing and operationalizing comparable funds or regulated programs – **20%**
2. Strength and practicality of approach and workplan – **30%**
3. Demonstrated ability to deliver a complete documentation suite (policies, contracts, tools) – **20%**
4. Governance, risk and compliance, including COI rigour and audit readiness – **15%**
5. Cost realism and clarity, including correct split of Phase 1 vs Phase 2 – **15%**

This evaluation will be based solely on the written proposal and mandatory submission materials.

10. RFP schedule

- **RFP Posted** **June 3, 2026**
- **Questions due in writing to info@ptac.org** **June 17, 2026**
Questions received after this date may not be addressed
- **Questions and answers posted** **June 22, 2026**
- **Submission deadline @ 5:00 pm MT to info@PTAC.org** **June 30, 2026**
- **Decision Notification in writing** **July 14-17, 2026**

11. Terms and Conditions

- This RFP is governed by the laws of the province of Alberta and the federal laws of Canada.
- No contract or commitment by PTAC exists until a contract is signed by both PTAC and the successful proponent.
- PTAC reserves the right to:
 - Not award a contract to any proponent
 - cancel, modify, or reissue this RFP.



- disqualify proponents if any of these terms and conditions are not followed.
- Reject any and all proposals
- negotiate with one or more proponents before a contract is signed
- award a proposal that does not receive the highest score
- The successful proponent will be required to sign a confidentiality agreement.
- Currency: Canadian dollars with GST/HST shown separately. Please include your GST/HST number.
- Proponents:
 - Must have the legal authority to bind their organization and enter into a contract with PTAC
 - Must provide proof of insurance and a declaration if sub-contractors are to be used.
 - Are solely responsible for all costs and expenses associated with the development and evaluation of their proposal.
 - Must treat their proposal as confidential and only share it with PTAC.
 - Should clearly label any elements of their proposal that are proprietary, confidential or commercially sensitive
 - Proponents must confirm they are in good standing and in compliance with applicable laws, and able to perform the services described in this RFP.
 - Must declare and document any conflict of interest
 - Proponents must identify any pre-existing intellectual property that will be relied upon, and terms for its use will be addressed in the final agreement.
 - The successful proponent must demonstrate appropriate insurance coverage, including (as applicable) commercial liability and professional errors and omissions insurance.
- By submitting a proposal, the proponent agrees that the proposal is a binding offer to PTAC for 90 days from the date of submission. The proponent also agrees that the proposals become the property of PTAC, which can be used at its sole discretion.
- Only written (hard copy letter or email) communication to or from PTAC is binding on PTAC



and the proponent concerning this RFP. Proponents must not rely on verbal or other communications in the management of their response. After the question deadline has passed and until the award notifications have been made, proponents should not contact PTAC except to submit and acknowledge receipt of the proposal. The only exception is for process clarification, but not for substantive questions about the RFP evaluation.

- Information Sharing: While PTAC is a private non-profit organization, it may be required to share procurement-related information with Environment and Climate Change Canada (ECCC) or other oversight bodies in connection with this program. Proponents acknowledge and accept this possibility by submitting a proposal.
- Unsuccessful proponents may request a debriefing within 10 business days of the decision notification.

