

Request for Proposals

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Workforce Readiness Roadmaps – Accelerating the Workforce Transition in Net-Zero Buildings

RFP Release Date: **January 30th, 2025**

Proposal Due Date: **February 28th, 2025 @2PM AT**

Contact:

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1.0 Introduction

Building to Zero Exchange (BTZx), acting under [Net Zero Atlantic \(NZA\)](#) is a collaborative organization focused on enabling net-zero buildings in Atlantic Canada. By connecting the full spectrum of the building sector including industry, government, academia, Indigenous communities, and non-government organizations, BTZx drives action to construct new net-zero buildings and retrofit existing ones at scale. Through research, events, resource development, skills training, and communications, BTZx builds capacity and fosters partnerships to support Atlantic Canada's low-carbon future.

With funding from the Nova Scotia Department of Energy the Workforce Readiness Roadmap project will assess and address the skills and workforce needs required to meet the region's net-zero building goals. As the building sector holds immense potential for economic growth through innovation, investment, and job creation, it is also a major contributor to greenhouse gas (GHG) emissions. By advancing low-emission construction and retrofitting, we can reduce emissions, generate jobs, and stimulate investment. Meeting Canada's climate targets will require that all new buildings achieve net-zero standards and that existing buildings undergo deep retrofits.

BTZx seeks proposals from qualified respondents to undertake Phase 1 of the Workforce Readiness Roadmap project. This phase will establish a foundation by identifying workforce gaps, creating development pathways, and laying the groundwork for a skilled and sustainable building sector aligned with the Nova Scotia's climate goals and the 2020 National Building Code and National Energy Code for Buildings.

2.0 Context

The building sector brings significant economic growth to communities through innovation, investments, and job creation. However, the current built environment is also a major contributor to greenhouse gas (GHG) emissions. By altering our approach to constructing low-emission buildings and retrofitting existing building stock, we can reduce emissions, create new jobs, and foster expanded investments and innovation.

National Mandate

Canada is committed to achieving net-zero energy-ready (NZER) buildings by 2030, as outlined in the [Pan-Canadian Framework on Clean Growth and Climate Change](#). This commitment requires that all new buildings meet high energy efficiency standards.

A **net-zero building** produces as much energy as it uses through clean energy sources or renewable systems.

A **net-zero energy-ready building** is built with the potential to achieve net-zero once renewable energy sources are installed.

A **zero-carbon building** uses clean energy sources, and its materials and construction are net-zero, too.

A **deep retrofit building** is one that undergoes a comprehensive upgrade incorporating multiple energy efficiency, building envelope, and renewable energy measures to achieve significant reductions in energy consumption, with the goal of achieving 70% energy savings and reducing greenhouse gas (GHG) emissions by 80% to 100%.

In response, Canada's [National Building Code](#) has introduced a tiered approach to energy performance, providing a pathway toward NZER compliance. These codes also include new standards for accessibility, safety, and environmental performance.

Provincial Mandate

Nova Scotia's [Environmental Goals and Climate Change Reduction Act \(EGCCRA\)](#) outlines bold climate objectives, targeting to reduce greenhouse gas emissions by 53% below 2005 levels by 2030 and striving to achieve net-zero emissions by 2050. These reduction targets include transitioning to net-zero buildings, which will significantly advance the province's climate objectives. According to [Nova Scotia Climate Change Plan for Clean Growth](#) buildings account for 12.4% of Nova Scotia's greenhouse gas emissions. To address this, the province has adopted the 2020 National Building Code and National Energy Code for Buildings, to be in effect April 1, 2025.

3.0 Background

Green Jobs – Impacts on the workforce

The building sector is already a major driver of workforce demand. To establish workforce needs, it is helpful to understand what constitutes a green job including emerging roles, the current landscape of building sector jobs, and the necessary changes in workforce as we approach 2030 and 2050 climate targets.

To support the corresponding workforce transition, a review is required to identify and prioritize what workforce skills will be needed to deliver net-zero buildings. This review will entail the following:

- establishing baseline workforce capabilities and assessing existing training and certification programs;
- comprehensive gap analysis; and
- strategies to close identified gaps.

Additionally, establishing an industry-wide understanding for workforce development needs based on collaboration among industry stakeholders and training providers will help create a coordinated approach to preparing the workforce for a net-zero future.

Focus on retrofitted buildings

As part of this project, we will conduct a focused analysis of retrofitting buildings across Atlantic Canada in support of The ReCover Initiative and their Deep Retrofit Accelerator Initiative. This analysis will examine current retrofit efforts, assess workforce needs specific to retrofitting existing buildings, and identify gaps in skills and training. By targeting retrofit activities, this project aims to contribute to a robust, region-specific understanding of workforce requirements necessary to support ReCover's objective of advancing deep retrofit projects throughout Atlantic Canada.

Diversity, Equity, Inclusion and Accessibility in Workforce Development

A transition to net-zero buildings presents not only an environmental imperative but also an opportunity to foster greater diversity, equity, inclusion, and Accessibility (DEIA) within the building sector workforce. Ensuring that underrepresented and equity-deserving groups including women, people of Indigenous Nations, African Nova-Scotians, people with disabilities, and immigrants have equitable access to emerging roles is critical for creating a truly inclusive workforce. By embedding DEIA into every aspect of workforce development, this project will aim to identify systemic barriers, enhance participation from diverse groups, and ensure equitable opportunities in the net-zero building sector.

4.0 Intended Outcome

The intended outcome of this project is to advance workforce readiness for net-zero buildings by guiding workforce training, supporting industry collaborations, and helping policymakers and training providers effectively prepare.

The resulting publications are:

- A comprehensive policy document for government policy makers, providing insights and strategic, actionable recommendations on workforce development strategies to support net-zero building transitions.
- A public report for broader access by the region's building sector, offering clear definitions, strategic actionable recommendations for workforce readiness, and next steps for implementation.

This project will be executed in a phased approach. The scope of work outlined in the next section represents Phase 1 of the Workforce Readiness Roadmap development. Phase 2 will be strategically informed by the findings of Phase 1 and be focused on implementation and action.

5.0 Objective

The objective of this Request for Proposal (RFP) is to secure the services of a qualified consultant (the Proponent) to develop a comprehensive Workforce Readiness Roadmap for Nova Scotia's building sector, focusing on the transition to net-zero buildings. This roadmap aims to provide clear context and definitions regarding the current state of the workforce, identify skill gaps, and outline the necessary competencies required for net-zero building practices. The consultant will deliver actionable recommendations to bridge these gaps, including strategies for training, education, and policy initiatives. Additionally, the consultant will formulate a strategic action plan (roadmap) detailing specific steps to enhance workforce readiness, ensuring that industry stakeholders are equipped to meet the demands of constructing and retrofitting buildings to achieve net-zero performance as province progress with newly adopted National Building Code 2020 and related Energy Codes. With provincial climate targets set for 2030, this initiative aims to align workforce capabilities and industry cooperation to meet these critical targets.

6.0 Scope of Work

The Workforce Readiness Roadmap must include findings from the following five distinct project tasks:

1. Existing workforce analysis
2. Net-zero building jobs analysis
3. Skills gap analysis and future workforce needs
4. Retrofit lens integration
5. Conclusions and recommendations

Task 1: Existing Workforce Analysis

The Proponent will conduct a comprehensive analysis of the current state of the building workforce sector in Nova Scotia. This work will involve performing a jurisdictional scan, synthesizing existing research, and developing forecasting criteria for trades, design professionals, and business professionals in the building industry. The findings from this task will form the foundation for subsequent tasks, ensuring that the Workforce Readiness Roadmap is built on a clear and accurate understanding of the current workforce landscape.

Steps	Step Title	Step Description	Deliverables
1.1	Conduct Jurisdictional Scan	The Proponent will conduct a jurisdictional scan of the building workforce sector in Nova Scotia, analyzing regional demographics, current workforce distribution, and design and trade professionals in the building industry. This desk-based assessment will identify areas of strength and gaps in the workforce.	<p>A synthesized report combining the jurisdictional scan and existing research findings, addressing the following:</p> <ul style="list-style-type: none"> • The current workforce demographics in Nova Scotia’s building sector including equity-deserving groups. • Areas of strength and gaps within the building workforce sector are identified, with consideration of their alignment to net-zero goals. • Regional sectoral policies and initiatives significantly impact workforce readiness. • Insights from existing research • Opportunities to enhance workforce alignment with Nova Scotia's 2030 climate goals and building codes.

<p>1.2</p>	<p>Research Synthesis</p>	<p>Synthesize existing research and studies related to the building workforce sector in Nova Scotia and any specific to net-zero buildings. The Proponent will compile, review, and present these findings to BTZx, identifying gaps and trends that will inform future workforce development strategies.</p>	
<p>1.3</p>	<p>Understanding Net-Zero Buildings</p>	<p>Proponent will define the scope and progress of current net-zero construction and retrofits in Nova Scotia. The Proponent will apply this understanding to workforce demands in the building sector.</p>	<p>An analysis report detailing the scope, progress, and workforce needs related to constructing new net-zero buildings and retrofitting existing building stock to align with Nova Scotia's 2030 net-zero emissions targets. The report will:</p> <ul style="list-style-type: none"> • Quantify the number of net-zero buildings (new and retrofitted) completed to date and forecast future requirements. • Assess the pace of construction and retrofitting activities and their alignment with regional targets. • Identify workforce demands, including specific skills, professions, and training needs critical for achieving net-zero and retrofitting goals.

<p>1.4</p>	<p>Defining Green Jobs in Building Sector</p>	<p>Green jobs address the building sector’s greenhouse gas emissions and foster economic growth by focusing on sustainability, energy efficiency, and climate resilience. These roles align with net-zero objectives, specifying responsibilities, skills, and inclusivity metrics to meet workforce and equity goals.</p>	<p>A green jobs definition document with role descriptions, criteria, and percentage metrics</p>
<p>1.5</p>	<p>Available Training</p>	<p>Compile a comprehensive list of available training programs for both design and trades professionals focused on the construction and the retrofitting of buildings to meet net-zero building standards in Nova Scotia.</p>	<p>A comprehensive list of available training programs for the workforce in net-zero construction in Nova Scotia.</p>
<p>1.6</p>	<p>Develop Workforce Forecasting Criteria</p>	<p>Develop a set of forecasting criteria focusing on critical aspects such as trade skills availability, emerging design professions, and the impact of regional policies on workforce demands.</p>	<p>A workforce forecasting criteria document based on insights from previous steps that allows decision-makers to:</p> <ul style="list-style-type: none"> • Identify criteria to anticipate workforce demands for net-zero and retrofitted building initiatives in Nova Scotia. • Align workforce development strategies with regional policies, building codes, and net-zero goals for 2030. • Understand the role of training programs and policy interventions to meet immediate and long-term workforce requirements.

			<ul style="list-style-type: none"> • Ensure inclusivity and diversity by incorporating DEIA considerations into workforce projection criteria, fostering equitable opportunities for underrepresented groups.
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Expectations:

- The proponent is encouraged to deliver a comprehensive jurisdictional scan that provides a detailed breakdown of workforce demographics segmented by trade and design professions, with diversity, equity and inclusion lens.
- Comparative benchmarking with at least three other jurisdictions should be included to highlight regional strengths and gaps.
- The research synthesis should critically analyze findings from at least five studies, identifying actionable insights.
- The overview of net-zero and retrofitted buildings should include quantitative data on construction activity, segmented by building type and regional progress.
- A comprehensive directory of training opportunities, along with identified gaps, is expected.
- The definition of green jobs must provide detailed criteria and real-world examples.
- Workforce forecasting criteria should be developed using a sophisticated model that incorporates policy changes, building code updates, and economic trends.

Task 2: Net-Zero Building Jobs Analysis

The Proponent will identify and evaluate the types of professions required to support the transition to net-zero buildings in Nova Scotia, with a particular focus on ensuring diversity, equity, inclusion, and accessibility (DEIA) within the workforce. This task involves analyzing relevant professions in the building industry, clarifying their roles in achieving net-zero targets, and identifying gaps that may affect workforce diversity and inclusivity.

Steps	Step Title	Step Description	Deliverables
2.1	Profession Identification	Identify professions essential to achieving net-zero building targets, covering trade and design professionals with roles, responsibilities, and skill requirements. Highlight excluded professions and reasoning	A comprehensive list of professions essential to net-zero targets.
2.2	Diversity, Equity, Inclusion and Accessibility (DEIA) on Workforce	Conduct a focused analysis on DEIA, identifying ways to engage equity-deserving groups including women, people with disabilities, people of Indigenous Nations, African Nova Scotians and immigrants in net-zero professions. Assess participation levels, barriers, and propose strategies to enhance representation, ensuring workforce opportunities are inclusive and equitable.	A standalone DEIA summary that will be a key reference for integrating DEIA into other deliverables.
2.3	Role and Demand Forecasting	Provide a clear outline of the number and type of roles required for both design and trades professionals to meet net-zero building objectives. Include an estimation of demand over time, considering immediate and long-term workforce needs based on building code advancements and climate goals. Ensure this estimation reflects DEIA considerations, addressing equitable representation and opportunities for equity-deserving groups.	A workforce demand analysis outlining roles, demand trends, and DEIA considerations.

Additional DEIA Integration Across All Tasks

The DEIA lens established in Task 2 will be consistently applied throughout the project to ensure equitable opportunities and inclusivity are embedded in all workforce development activities. By integrating DEIA into all subsequent tasks, this project will ensure that its findings and recommendations reflect the principles of equity and accessibility, promoting meaningful participation from underrepresented groups across every stage of the transition to net-zero buildings.

Expectations:

- The proponent is expected to identify and detail professions, including emerging roles in design and trades, with a matrix mapping of required skills, certifications, considering net-zero standards.
- The DEIA analysis should go beyond identifying barriers by developing a robust DEIA framework, supported by actionable strategies or case studies.
- Advanced forecasting of workforce demand should include projections for all identified roles, segmented by time horizon of the tiered based approach of 2020 code, providing stakeholders with clear, actionable insights.

Task 3: Skills Gap Analysis and Future Workforce Needs

The Proponent will conduct a thorough analysis of current and future skills gaps in the building sector, focusing on both design and trades professionals in Nova Scotia. This task will assess current workforce and project future needs, identifying new skills that will need to be developed for effective implementation of net-zero buildings. The findings will inform strategies for addressing skill shortages and preparing a sustainable workforce for net-zero buildings.

Steps	Step Title	Step Description	Deliverables
3.1	Skills Gap Analysis	Perform a comprehensive analysis of existing skills gaps in the building sector, specifically for professions crucial to achieving net-zero goals. This analysis should build on professions identified in Task 2 and identify the specific skills currently lacking in the workforce and those that will be essential in the next 5 years as building code progresses.	A detailed skills gap analysis report highlighting existing and future skills requirements.
3.2	Future Skill Training Needs	From the forecasting of future workforce needs, projecting demographic shifts, and identifying skills requirements, identify training and skill development pathways to fill identified gaps. This should include strategies to attract and retain talent in underserved areas and insights on potential barriers to workforce entry for diverse groups.	A skills and training development document detailing future needs, possible regional considerations, and strategies for inclusion.

Expectations:

- The Proponent is encouraged to deliver a detailed skills inventory, identifying gaps for key skills essential to achieving net-zero goals.
- Workforce demographics should be presented with detailed data, including DEIA lens, supported by visual aids.
- Future workforce needs should be forecasted using a comprehensive model that predicts demands, with strategies for targeted recruitment, retention, and training programs.

Task 4: Retrofit Lens Integration

The Proponent will integrate a retrofit perspective into workforce development strategies across Atlantic Canada, with a focus on identifying the skills and workforce required to upgrade the existing building stock to retrofit goals. This task involves assessing the current retrofit initiatives of Atlantic Canada’s building stock and defining the specific workforce competencies necessary to address retrofit demands effectively.

To accomplish this task, the Proponent will develop a strategic pathway to equip the workforce with essential skills, addressing current gaps and enabling support for large-scale retrofit initiatives. This work will be undertaken in partnership with The ReCover Initiative to align with and enhance their ongoing retrofit efforts across Atlantic Canada. Upon completion, the findings and recommendations will be shared with The ReCover Initiative to support their objectives in advancing retrofit projects in Atlantic Canada. The geographic scope of this specific task is across Atlantic Canada, where the rest of the work is focused on Nova Scotia.

Steps	Step Title	Step Description	Deliverables
4.1	Understanding Retrofit Work in Atlantic Canada	The Proponent will assess the scope and progress of retrofitting existing buildings in Atlantic Canada, information to be provided by The ReCover Initiative. This assessment includes analyzing current deep retrofit initiatives, identifying the approaches taken to fulfill regional retrofit needs, evaluating the pace of retrofit activities.	A comprehensive document integrating the findings from all three steps, including an assessment of retrofit work, skills identification, and a pathway to address workforce gaps for deep retrofits in Atlantic Canada. These 3 steps commutatively will form interim report 2.
4.2	Skills Identification for Retrofits	Identify the specific skills and training needed to undertake deep retrofits to buildings across Atlantic Canada.	

<p>4.3</p>	<p>Pathway Development</p>	<p>Develop a clear pathway for addressing workforce and skills gaps, including recommendations for region-specific training programs, certification requirements, and workforce initiatives. The pathway should consider strategies to attract new talent into retrofit-focused roles throughout both urban and rural areas in Atlantic Canada.</p>	
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Expectations:

- The Proponent should provide a comprehensive analysis of deep retrofit initiatives across all Atlantic provinces, including quantitative data on annual retrofit rates and building types. To be supported by work done by The ReCover Initiative.
- Specific skills and certifications must be identified, along with recommendations for developing new training programs tailored to regional needs.
- The roadmap must include a phased plan for addressing workforce gaps, detailing short-term and long-term initiatives, collaboration opportunities with stakeholders, and measurable KPIs for success.

Task 5: Conclusions and Recommendations

The Proponent will synthesize findings from all previous tasks and develop a set of actionable conclusions and recommendations to guide workforce development toward achieving net-zero goals in Atlantic Canada. This task will involve summarizing key insights, addressing challenges, and providing strategic recommendations that support the transition to a skilled, inclusive workforce for the region’s building sector.

Steps	Step Title	Step Description
5.1	Conclusions	Summarize findings from each task, contextualizing these insights within the building sector and net-zero goals. This summary should highlight major challenges, trends, and gaps identified throughout the project, linking them to workforce readiness and climate targets.
5.2	Strategic Recommendations	Develop a set of specific, actionable recommendations based on the analysis. These recommendations should address workforce training, skills development, inclusivity for equity-deserving groups, and strategies for urban and rural workforce distribution. A timeline to guide workforce should align with the tiered approach of 2020 Building Codes, allowing industry to anticipate workforce shifts needed to meet these targets. Emphasis should be placed on creating sustainable workforce pathways to support deep retrofits, net-zero new builds.

Expectations:

- The Proponent is expected to deliver a detailed synthesis of findings from all tasks, supported by data visualizations and cross-referenced insights.
- The report should include a comprehensive list of recommendations, each linked to specific stakeholders, timelines, and expected outcomes.
- A detailed analysis for major recommendations must be included, along with an implementation framework to guide workforce development efforts.

Note to Proponent

The expectations outlined for each task represent the anticipated thresholds for deliverables as part of this project. These are designed to provide clarity on the baseline requirements and the potential depth of analysis and outputs we seek. However, they are not intended to constrain your approach or creativity. Proponents who demonstrate originality and an ability to exceed expectations will be viewed favorably. This project is an opportunity to push the boundaries of workforce readiness strategies, and we welcome solutions that reflect fresh perspectives and industry-leading practices.

7.0 Stakeholder Approach

The Proponent will develop a framework for engaging appropriate stakeholder groups. This framework should outline the engagement process structure and implementation strategies. They will also be responsible for developing materials for meetings. BTZx will support the Proponent throughout the engagement process by reviewing materials and attending meetings, and maintaining relationships with key individuals and organizations, as well as assisting in providing responses to questions that arise. The engagement plan will require approval from BTZx. The Proponent will carry out the plan in close collaboration with BTZx.

The engagement framework should consider the following components:

- The framework should address when and how to involve stakeholders in consultation or information sharing.
- The Proponent should develop a stakeholder list, with input from BTZx and identify stakeholder groups to engage for each project task.
- Engagement should be tailored to the needs of varying groups, considering EDIA.
- Engagement efforts must consider travelling to stakeholders' location or events where possible.

Integrated into the stakeholder approach, the Proponent should also propose a communications plan for the project. This plan should discuss necessary communications tools and recommend an approach and timeline for their creation and use. The plan will require time allotted for gaining approval from BTZx. Executing the communications plan will be a collaborative effort between the Proponent and BTZx.

8.0 Overall Deliverables

The Proponent is required to attend the project status meetings and provide updates on the project at a frequency suggested by the Proponent and approved by BTZx. As the project progresses, the Proponent will provide:

- i. **An Interim Report 1** presenting the deliverables/results of task 1, 2, and 3. A report with the BTZx having the opportunity to provide comment and recommendations ahead of proceeding with conclusions and recommendations.
- ii. **An Interim Report 2 – Deep Retrofits** presenting the deliverables/results of Task 4. A report with the BTZx having the opportunity to provide comments and recommendations ahead of proceeding with conclusions and recommendations. This report will be reviewed and approved by The ReCover Initiative as well as BTZx.
- iii. **A Final Report** presenting the results of the scope of work stated above (Task 1 through Task 5). Both draft and final versions of these reports are required, with BTZx having the opportunity to recommend reasonable modifications to the draft report for inclusion by the Proponent in the final version. As the Final Report will be communicated to audiences of varying levels of knowledge, the content should be presented clearly and attractively.
- iv. **Public Facing Summary Report** presenting the results of the scope of work stated in scope of work section. Both draft and final versions of these reports will be provided, with BTZx and key stakeholders having the opportunity to recommend reasonable modifications to the draft report for inclusion in the final version. As the Summary Report will be communicated to stakeholders internal and external to the building sector, including the general population, the content should be presented clearly and attractively.
- v. **Infographic or Info Sheet** outlining key findings in an easy-to-access medium and with professionally designed graphics.
- vi. **PowerPoint Presentations** for use by BTZx and other key stakeholders to accompany the submissions of the final report versions.
- vii. **All relevant data** files supporting the study.

9.0 Quality Expectations for Deliverables

The success of this project depends on the quality of the deliverables produced, as they will guide workforce development and strategic initiatives toward achieving net-zero building goals in Atlantic Canada. To ensure high-quality outcomes, the following standards and expectations must be met across all deliverables:

Accuracy and Rigor:

- All findings, analyses, and recommendations must be thoroughly researched and evidence-based, drawing from reputable sources and best practices.
- Data sources and methodologies must be clearly cited, and any assumptions or projections must be transparently documented to ensure credibility.

Clarity and Accessibility:

- Deliverables must be clear and professionally written, ensuring accessibility for diverse audiences, including technical experts, policymakers, and general stakeholders.
- Reports should use plain language where possible, supplemented by visuals such as charts, graphs, and tables to simplify complex information.

Actionability and Relevance:

- Recommendations must be practical, actionable, and tailored to the unique context of Nova Scotia, ensuring alignment with regional policies and workforce realities.
- Each deliverable must provide clear, actionable next steps that stakeholders can use to drive progress toward workforce readiness for net-zero goals.

Professional Presentation:

- All deliverables must be polished and professionally formatted and designed to reflect the high standards of BTZx and its stakeholders.
- Content should be logically structured and visually appealing to enhance engagement and comprehension.

Engagement of a Professional Graphic Designer:

- The proponent must have on the team or hire a professional graphic designer to develop the designed reports and infographic/info sheet. This ensures the final product is visually compelling, professionally designed, and suitable for a diverse range of stakeholders.
- The infographic or info sheet must use high-quality visuals and clear, concise text to convey complex ideas effectively.
- The design must consider the needs of a broad audience, ensuring that the information is accessible, understandable, and appealing to both technical and non-technical readers.

Innovative and Original Approaches:

- Proponents are encouraged to demonstrate originality and creativity in their work, delivering solutions and insights that push the boundaries of conventional workforce readiness strategies.

10.0 Timeline

Project Timelines	
Item	Date
RFP Release Date	30 January 2025
RFP Q&A Close Date	17 February 2025 at 2 pm AT
Proposal Due Date	28 February 2025 at 2 pm AT
Proposed Project Award Date	13 March 2025
Project Status Meetings with BTZx	Monthly at minimum
Interim Report 1	30 September 2025
Interim Report 2	1 December 2025
Final Report	2 March 2026
Public Facing Summary Document	30 March 2026
Infographics or Info Sheet	30 March 2026
PowerPoint Presentation	30 March 2026

Engagement sessions, meetings, and presentations will occur through virtual and/or in-person delivery. The Proponent is expected to provide an updated timeline showing details of these sessions to the extent possible.

11.0 Project Funding

Funding available for this project is capped at a maximum of CAN \$100,000.00, plus 15% HST, including all project expenses such as travel expenses. Proposals exceeding this amount will be taken into consideration for review.

Note that proposals will be evaluated primarily based on the experience, qualifications of the team, and the quality of the proposed workplan, with value and cost-effectiveness considered as secondary criteria.

12.0 Respondent Qualifications

The successful applicant must have:

Experience in Workforce Development and Analysis

- Demonstrated experience in workforce research, analysis, and strategic planning
- Previous work on workforce development projects related to sustainability, construction or energy-efficient industries is an asset.

Analytical and Research Skills

- Ability to conduct sectoral scans, identify workforce trends, and perform gap analyses.
- Experience in synthesizing research into actionable recommendations and establishing data-driven baselines and forecasts for workforce capabilities.

Understanding of Regional and National Policies

- Familiarity with regional (Nova Scotia and Atlantic Canada) and national building policies, climate goals, and timelines for net-zero and energy efficiency standards.
- Knowledge of regulations and incentives affecting workforce development in net-zero construction and retrofitting.

Engagement and Communication Skills

- Ability to collaborate with diverse stakeholders, including government, industry associations, educational institutions, and training providers.
- Strong reporting and presentation skills, capable of delivering detailed, professional reports and findings.
- Ability to generate and showcase innovative ideas, think ambitiously and creatively, and advance actions collaboratively with a multi-stakeholder group.

Project Management and Strategic Planning

- Experience managing complex projects, ideally multi-phased or research-focused, with clear objectives and deliverables.
- Demonstrated capability in developing strategic roadmaps and phased approaches that align with immediate and long-term project objectives.

13.0 Proposal Requirements

- The proposal should be concisely worded with clearly described objectives, methods, budget, schedule, and deliverables. The proposal should include a workplan outlining how all the tasks will be approached. Section 15 – Evaluation can be referred to for detailed understanding of proposal expectations.
- The proposal should include description of the Respondents’ organization and its relevant experience with similar project. The Respondent must also describe the relevant work of the key staff assigned to this project and their roles on the project. This material should be summarized in the body of the proposal and can be presented in more detail, if needed, as an appendix.
- Proposals from local proponents will be considered favorably if they demonstrate partnerships with experienced organizations or individuals. This collaboration will ensure that local insights are complemented by the technical accuracy, resources, and expertise needed to meet the project’s complex requirements.
- Experienced proponents outside the region are strongly encouraged to establish partnerships with local organizations to integrate regional knowledge and ensure alignment with the unique workforce dynamics of Atlantic Canada.
- The Respondent should provide a detailed budget including project tasks, team member daily or hourly rates, and their intended number of days/hours allocated to each project component. The detailed budget should provide a breakdown of cost by task and a separate line item for any applicable taxes.
- Submit a single electronic document in PDF format. Ensure that the proposal or cover letter is signed by an officer or equivalent with authority to bind the Respondent to the statements made in the proposal.
- Upload the electronic copy to the Net Zero Atlantic-FTP site available at <https://netzeroatlantic.sharefile.com/r-r8a334006091740978f37bb1c0045849e>.

14.0 Questions and Clarifications

Building to Zero Exchange will accept content-related questions from interested applicants on an ongoing basis until 17 February 2025 at 2 pm AT. Please email the project team, at info@buildingtozero.ca with any questions prior to this date. Additionally, a Q&A page will be available on the Net Zero Atlantic [website](#). The name and organization of those submitting questions will remain anonymous; only the question and the response will be posted. Interested parties are encouraged to check the Q&A page for updated information and/or clarifications that may help in completing their proposal. The Q&A page will only be available if content-related questions have been received.

15.0 Evaluation

The rubrics below demonstrates the weighting associated with each proposal component. Proposals will be evaluated against a set of criteria developed by BTZx. Respondent should demonstrate good value for money but note the lowest cost will not necessarily be selected.

Criteria	Weight
<p>Executive Summary: Provide 1–2 page summary of your technical response, highlighting the key features of your proposal. It should allow the evaluation team to quickly gain an overall perspective of your proposal, prior to reviewing it in detail.</p>	10%
<p>Proponent Experience and Knowledge: Qualifications, experience, and capabilities of the company and delivery team; demonstration of knowledge relevant to this study. Provide a separate resume for each project team member, confirming and providing additional details regarding the cumulative experience and education/training pursued. Appendix section of the Proposal can be used for this.</p>	15%
<p>Proponent Project Experience – Related and/or Comparable Projects: The Proponent should showcase experience and technical capacity to interpret and develop meaningful actionable recommendations (e.g. directing industry to bring change, providing policy recommendations, data analysis, etc.)</p> <p>Experience directly engaging client staff/stakeholders in the development of actionable recommendations.</p> <p>Experience coordinating meaningful engagement with equity deserving groups on sustainability or economic projects in Atlantic Canada and/or Nova Scotia.</p> <p>The Proponent should have substantial experience, education and/or trainings in the following key areas of expertise:</p> <p><i>Facilitation and stakeholder engagement</i></p> <ul style="list-style-type: none"> • Experience in a facilitation and stakeholder engagement related role, applying collaborative and/or facilitation tools, techniques, and /or methods to engage with clients and/or stakeholders to solicit information, identify priorities, and develop recommendations. <p><i>Atlantic Canada’s workforce knowledge</i></p> <ul style="list-style-type: none"> • The Proponent must demonstrate substantial knowledge of Atlantic Canada’s workforce, particularly in relation to the building and construction sectors, climate change, and net-zero transition. This knowledge should include a clear understanding of regional labor market challenges, 	20%

workforce skill gaps, training needs, and industry-specific workforce readiness for net-zero building initiatives. The evaluation team will assess the Proponent’s familiarity with Atlantic Canada’s unique workforce dynamics and their approach to leveraging this knowledge to meet the objectives of this study.	
Project Risks – Mitigation and management: The Proponent should have a substantial understanding of the risks associated with the project which can hinder the completion of the project and provide reasonable plan to address these risks through specific measures.	10%
Project Management: The Proponent should demonstrate experience in initializing, planning, budgeting, setting milestones, executing, monitoring, and successfully closing projects, including experience with projects involving multiple stakeholders.	15%
Project Plan, Approach and Methodology: Respondent should demonstrate an understanding of the project service requirements and outline a comprehensive and effective work plan. Proposal describes the objectives, methodology, milestones, and deliverables, and a sound approach in undertaking this project. Communication format and frequency between the Respondent and BTZx are clearly described. The Proponent describes an achievable schedule and demonstrates the ability to complete the work on or before the desired completion date.	20%
Added Value: The project offers good value for the proposed budget. The budget is clear, convincing, and well-described. Some examples of services which can be included are references, resources, tools and/or methodologies, etc.	10%
Total:	100%