

All enquiries related to this Request for Proposals, including any requests for information and clarification, are to be submitted by June 12, 2026, and directed, in writing, to procurement@bc-er.ca, who will respond if time permits. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and may be distributed to all Proponents at the BCER's option.

RFP# 21227001

Posted / Emailed to RFQ List: June 2, 2026

Senior Business Analyst Services

Closing Time: Proposal must be received electronically
before 2:00 PM Pacific Time on: June 19, 2026

Delivery of Proposals

Proposals must be submitted electronically.

To: <https://procurement.bc-er.ca/>

Organization Overview

The BC Energy Regulator (BCER) is the Province of B.C.'s life-cycle energy resources regulator. The BCER is a Crown agency with a mandate to ensure both the environment and public safety are protected, and those with concerns have the opportunity to have their voices heard in the sustainable development of British Columbia's energy resources.

As a cost recoverable, values driven organization, we prioritize safety, stewardship, and Indigenous interests throughout the full project lifecycle – from exploration to reclamation – and support the transition to clean energy. The BCER is committed to reconciliation with Indigenous Peoples, honouring the Provincial commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Declaration on the Rights of Indigenous Peoples Act, and the Truth and Reconciliation Commission's (TRC) Calls to Action. Through fostering respectful and collaborative relationships with Indigenous partners and stakeholders, the BCER delivers on Government's priorities.

The BCER has an innovative forward-thinking workplace that demonstrates our core values. Through continuous improvement and development, the BCER is agile and responsive to the rapidly changing environment in which we operate. We are diverse and inclusive, with transparency, innovation, and integrity as the foundation of our respectful culture. Secured access to BCER information and systems is a foundational consideration in the management of the BCER's infrastructure.

Table of Contents

SUMMARY OF THE REQUIREMENT	6
ANTICIPATED SCHEDULE	6
BCER SITUATION/OVERVIEW	6
BCER Responsibility	6
Background.....	7
REQUIREMENTS.....	7
Scope of Services.....	7
Deliverables.....	9
Format Requirements.....	9
Content Requirements.....	9
EVALUATION OF PROPONENT RESPONSE	9
Mandatory Criteria	10
Desirable Criteria	10
Informational Interviews.....	10

A. Definitions and Administrative Requirements

1. Definitions

Throughout this Request for Proposals, the following definitions apply:

“Contract” means the written agreement resulting from this Request for Proposals executed by the BCER and the Contractor;

“Contractor” means the successful Proponent to this Request for Proposals who enters into a written Contract with the BCER;

“Must”, or “mandatory” means a requirement that must be met in order for a proposal to receive consideration;

“Proponent” means an individual or a company that submits, or intends to submit, a proposal in response to this Request for Proposals;

“BCER” means British Columbia Energy Regulator;

“Request for Proposals” means the process described in this document; and

“Should” or “desirable” means a requirement having a significant degree of importance to the objectives of the Request for Proposals.

2. Terms and Conditions

Submitting a proposal indicates acceptance of all the terms and conditions set out in the RFP, including those that follow and that are included in all appendices and any addenda.

A proposal must be signed by a person authorized to sign on behalf of the Proponent with the intent to bind the Proponent to the RFP and to the statements and representations in the Proponent’s proposal. A scanned copy of the signed cover page of this RFP is acceptable as is a cover letter identifying the Proponent, identifying the RFP and including a signature of an authorized representative of the Proponent that confirms the Proponent’s intent to be bound. For proposals submitted to an electronic proposal constitutes the signature of an authorized representative of the Proponent and is acceptable without additional signature.

3. Electronic Submissions

For electronic submissions the following applies:

- a) The Proponent is solely responsible for ensuring that the complete electronic Proposal, is received before Closing Time;
- b) The maximum size of each attachment must be 500 MB or less and uploaded in a single attachment;
- c) Proponents should submit proposal submissions in a single upload and avoid sending multiple submissions for the same opportunity;
- d) Attachments must not be compressed, must not contain a virus or malware, must not be corrupted and must be able to be opened. Proponents submitting by electronic submission are solely responsible for ensuring that any emails or attachments are not corrupted. The BCER may reject proposals that are compressed, cannot be opened or that contain viruses or malware or corrupted attachments.

4. Additional Information Regarding the Request for Proposals

All subsequent information regarding this Request for Proposals, including changes made to this document will be posted on the BC Bid website at www.bcbid.ca. It is the sole responsibility of the Proponent to check for amendments on the BC Bid website.

5. Late Proposals

Proposals will be marked with their receipt time once submitted. Only complete proposals received and marked before closing time will be considered to have been received on time. Proposals that are received late will be marked late and will not be considered or evaluated. In the event of a dispute, the proposal receipt time as recorded by the electronic date stamp shall prevail whether accurate or not.

6. Eligibility

- a) Proposals will not be evaluated if the Proponent’s current or past corporate or other interests may, in the BCER’s opinion, give rise to a conflict of interest in connection with the project described in this Request for Proposals. This includes, but is not limited to, involvement by a Proponent in the preparation of this Request for Proposals. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the BCER Contract Management Analyst prior to submitting a proposal.
- b) Proposals from not-for-profit agencies will be evaluated against the same criteria as those received from any other Proponents.

7. Evaluation

Evaluation of proposals will be by a committee formed by the BCER and may include employees and contractors of the BCER. All personnel will be bound by the same standards of confidentiality. The BCER’s intent is to enter into a Contract with the Proponent who has the highest overall ranking.

8. Negotiation Delay

If a written Contract cannot be negotiated within thirty days of notification of the successful Proponent, the BCER may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a Contract with the next qualified Proponent or choose to terminate the Request for Proposals process and not enter into a Contract with any of the Proponents.

9. Debriefing

At the conclusion of the Request for Proposals process, all Proponents will be notified of the award by email. Unsuccessful Proponents may request a debriefing meeting with the BCER.

10. Alternative Solutions

If alternative solutions are offered, please submit the information in the same format, as a separate proposal.

11. Changes to Proposals

By submission of a clear and detailed written notification, the Proponent may amend or withdraw its proposal prior to the closing date and time. Upon closing time, all proposals become irrevocable. The Proponent will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by the BCER for purposes of clarification.

12. Proponents' Expenses

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the BCER, if any. If the BCER elects to reject all proposals, the BCER will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

13. Limitation of Damages

Further to the preceding paragraph, the Proponent, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its proposal and the Proponent, by submitting a proposal, waives any claim for loss of profits if no Contract is made with the Proponent.

14. Proposal Validity

Proposals will be open for acceptance for at least 90 days after the closing date.

15. Firm Pricing

Prices will be firm for the entire Contract period unless this Request for Proposals specifically states otherwise.

16. Currency and Taxes

Prices quoted are to be:

- a) In Canadian dollars;
- b) Inclusive of duty, where applicable; FOB destination, delivery charges included where applicable; and
- c) Exclusive of taxes

17. Completeness of Proposal

By submission of a proposal the Proponent warrants that, if this Request for Proposals is to design, create or provide a system or manage a program, all components required to operate the system or manage the program have been identified in the proposal or will be provided by the Contractor at no charge.

18. Subcontracting

- a) Using a subcontractor (who should be clearly identified in the proposal) is acceptable. This includes a joint submission by two Proponents having no formal corporate links. However, in this case, one of these Proponents must be prepared to take overall responsibility for successful performance of the Contract and this should be clearly defined in the proposal.
- b) Subcontracting to any firm or individual whose current or past corporate or other interests may, in the BCER's judgment, give rise to a conflict of interest in connection with the project or program described in this Request for Proposals will not be tolerated. This includes, but is not limited to, any firm or individual involved in the formulation of this Request for Proposals. If a Proponent is in doubt as to whether a proposed subcontractor gives rise to a conflict of interest, the Proponent should consult with the BCER Contact Person listed on page 1 prior to submitting a proposal.
- c) Where applicable, the names of approved sub-contractors listed in the proposal will be included in the Contract. No additional subcontractors will be added, nor other changes made, to this list in the Contract without the written consent of the BCER.

19. Acceptance of Proposals

This Request for Proposals should not be construed as an agreement to purchase goods or services. The BCER is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal or with any Proponent. Proposals will be assessed in light of the evaluation criteria. The BCER will be under no obligation to receive further information, whether written or oral, from any Proponent.

Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

20. Definition of Contract

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

21. Contract

By submission of a proposal, the Proponent agrees that should its proposal be successful, the Proponent will enter into a Contract with the BCER in accordance with the terms of the BCER's Information Technology Professional or General Service Agreements.

22. Liability for Errors

While the BCER has used considerable efforts to ensure the information in this Request for Proposals is accurate, the information contained in this Request for Proposals is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the BCER, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposals is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposals.

23. Modification of Terms

The BCER reserves the right to modify the terms of this Request for Proposals at any time in its sole discretion. This includes the right to cancel this Request for Proposals at any time prior to entering into a Contract with the successful Proponent.

24. Ownership of Proposals

All proposals submitted to the BCER become the property of the BCER. They will be received and held in confidence by the BCER, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and this Request for Proposals.

25. Use of Request for Proposals

Any part of this document, or any information provided by the BCER in relation to this Request for Proposals may not be used or disclosed, for any purpose other than for the submission of proposals. Without limiting the generality of the foregoing, by submission of a proposal, the Proponent agrees to hold in confidence all information provided by the BCER in relation to this Request for Proposals.

26. Reciprocity

The BCER may consider and evaluate any proposals from other jurisdictions on the same basis that the BCER purchasing authorities in those jurisdictions would treat a similar proposal from a British Columbia supplier.

27. No Lobbying

Proponents must not attempt to convey directly or indirectly with any employee, contractor or representative of the BCER, including the evaluation committee and any elected officials of the BCER, or with members of the public or the media, about the project described in this Request for Proposals or otherwise in respect of the Request for Proposals, other than as expressly directed or permitted by the BCER.

B. Requirements and Responses

Summary of the Requirement

To support the delivery of key regulatory and operational initiatives, the BCER is seeking proposals for the provision of two experienced Business Analysts (BAs) to augment internal capacity from June 2026 through March 2027. These resources will play a critical role in the delivery of one of two key strategic priorities:

1. Strategic Executive Reporting initiative:
2. Permittee Capability Assessment Modernization:

These positions will be fully remote (will not be expected to work in BCER offices), but may be required to meet in person or travel as required.

Anticipated Schedule

The following table outlines the anticipated schedule for this RFP. All times identified in the table are in Pacific Time.

Event	Anticipated Date
Enquiries deadline	June 12, 2026
Request closing time	June 19, 2026
Review, interviews, and reference checks as required	June 22-25, 2026
Preferred Proponent selected by	June 26, 2026
Commencement of work	July 06, 2026

BCER Situation/Overview

The BCER regulates the full life cycle of energy resource activities in B.C., from site planning to restoration. We ensure activities are undertaken in a manner that protects public safety, safeguards the environment, supports meaningful reconciliation, and advances the public interest and contributes to B.C.'s economy. The BCER's current legislated mandate, regulatory framework, core activities and organizational structure are described in the [2023/24 - 2025/26 Service Plan \(PDF\)](#) available on the BCER's website at www.bc-er.ca.

BCER Responsibility

The BCER mission is as follows:

We regulate the life cycle of energy resource activities in B.C. from site planning to restoration, ensuring activities are undertaken in a manner that:

- Protects public safety
- Safeguards the environment
- Supports meaningful reconciliation
- Advances the public interest and contributes to B.C.'s economy

Background

The BCER is currently advancing two priority initiatives that require dedicated delivery support. The first is the Strategic Executive Reporting initiative, which is focused on improving access to timely, accurate, and meaningful executive reporting to support more informed decision-making across priority business areas. To date this work has focused on the development of the Strategy and Reporting App that is focused on replacing a spreadsheet driven process and to enable better reporting capabilities leveraging BCER's Power BI capabilities.

The second is work related to the Comprehensive Liability Management Plan, specifically redevelopment of the Permittee Capability Assessment (PCA) program. PCA is a foundational regulatory tool used to support decisions related to risk classification, corrective action, security requirements, liability estimates, and reporting. This work now requires refresh and validation, stronger controls and governance, and improved system, data, and process integration to reduce reliance on manual activities and improve consistency, defensibility, and operational resilience.

Both initiatives are current BCER priorities and require a structured, disciplined approach to requirements definition, stakeholder engagement, backlog development, and iterative delivery. Given the cross-functional nature of the work and the need to coordinate business, regulatory, data, reporting, and technical subject matter experts, BCER requires dedicated resource support to help advance these projects, maintain momentum, and deliver early value.

Requirements

Scope of Services

Strategic Executive Reporting:

The successful proponent's resource will lead both the business analysis and project management of the Strategic Executive Reporting initiative. Working under the Director, Information Systems and with key subject matter experts, the resource will:

- Lead stakeholder engagement to elicit, validate, and translate business requirements into clear, testable user stories aligned to business needs.
- Own and maintain a prioritized product backlog aligned to strategic objectives, driving continuous improvement in reporting through iterative delivery and early "quick wins".
- Provide end-to-end project management, including planning, scheduling, risk and issue management, capacity alignment, and status reporting to sponsors and leadership.
- Collaborate with developers and technical teams to ensure accurate interpretation and successful implementation of requirements.
- Plan and manage delivery in an incremental or agile fashion, and support change management to enable successful rollout and adoption of new capabilities.

Required Skills and Experience: Candidates must demonstrate a combination of advanced business analysis, delivery, and stakeholder engagement capabilities to support the successful design and implementation of technology-enabled solutions. The following skills and experience are required to effectively translate business needs into actionable outcomes and deliver measurable value.

- **Business Analysis & Requirements Management:** Demonstrated experience in stakeholder engagement, requirements elicitation, and translation into user stories and functional specifications, including the ability to work with senior/executive stakeholders and translate ambiguous needs into actionable requirements.
- **Agile Delivery & Project Management:** Proven ability to deliver using Agile and incremental methodologies (e.g., sprint-based delivery, backlog management, Jira), supported by strong project management discipline (planning, risk/issue management, reporting).
- **Cross-Functional Collaboration:** Experience working with business stakeholders, developers, and technical teams to deliver technology-enabled solutions.

- **Analysis & Continuous Improvement:** Strong analytical capability, including defining reporting requirements with stakeholders, developing **Power BI** dashboards and executive-level reporting, structuring and modelling data to support reporting needs, and translating business requirements into meaningful reporting outputs and KPIs through iterative, outcome-driven delivery
- **Communication & Change Management:** Excellent communication and facilitation skills, with experience supporting stakeholder alignment and adoption of new solutions.
- **Additional Skill:** Experience development of performance dashboards; familiarity with Microsoft 365 tools (e.g., SharePoint, Teams); proven ability to deliver incremental value through iterative delivery and “quick wins”; and strong facilitation, communication, and stakeholder management skills across diverse audiences

Permittee Capability Assessment Modernization:

The successful proponent’s resource will lead the business analysis, offer subject matter expertise and provide project management functions required to stabilize and modernize the PCA operating model. Working under the Director, Information Systems, and in close collaboration with business owners, subject matter experts, and Information & Digital Services, the resource will:

- Bring structure, clarity, and delivery discipline to a complex regulatory program.
- Address reliance on manual processing and spreadsheet-based workarounds through structured approaches, while also establishing a more sustainable and scalable operating approach aligned with program objectives.
- Strengthen and formalize quality controls and review processes.
- Reduce dependency on specialized knowledge concentrated within a small team.

Required Skills and Experience: Candidates must be able to provide strong business analysis expertise, practical project delivery experience, and the ability to bridge regulatory, operational, data, reporting, and technical domains. The work will focus on delivering early improvements while establishing a foundation for a more controlled, scalable, auditable, and defensible PCA operating model.

- **Backlog Development & Prioritization:** Translate audit findings, current-state challenges, and future-state objectives into a prioritized and actionable backlog of requirements and user stories.
- **Requirements Elicitation & Validation:** Lead discovery activities to elicit, validate, and document business and system requirements across stakeholders.
- **Process & Control Design:** Define process improvements and strengthened controls to address identified gaps, risks, and audit requirements.
- **Agile Delivery Coordination:** Coordinate and manage iterative delivery through structured, sprint-based cycles aligned to agile practices.
- **Incremental Value Delivery:** Enable controlled, incremental delivery of improvements aligned to program objectives and audit expectations.
- **Additional Skills:** Experience with Financial systems, regulatory, compliance or Audit-driven environments; proven ability with change leadership in operational programs; hands-on experience with Power BI and advanced reporting, data governance and data quality; process mapping and re-engineering.

Deliverables

In addition to the services outlined above, the successful proponent will be responsible to provide the following:

- Weekly Status reports (format to be approved by Regulator).
- Monthly invoicing including detailed hours worked.

Format Requirements

The following format, sequence, and instructions must be followed to provide consistency in Proponent response and ensure each proposal receives full consideration. With all pages consecutively numbered, the proposals should contain the following parts:

- a) Table of contents with page numbers.
- b) Executive summary.
- c) The body of the proposal in accordance with the above content requirements, to a maximum length of 5 pages.

Content Requirements

Responses should be succinct and should focus on specific services and deliverables being proposed – please be considerate of the time it will take to review the submission.

In order to expedite a fair and unbiased proposal review process, the BCER's preference is for all proposals to use the following outline:

- Summary of proposed resources experience with Regulator platforms and technologies
- Costs (hourly rates) provided in Canadian dollars (CAD).
- Confirmation of availability, including any constraints.
- Resumes (max half page each)

Evaluation of Proponent Response

The evaluation of responses will be conducted by a team consisting of employees and/or contractors of the BCER. All members of the team will be bound by the same standards of confidentiality.

This section details the mandatory and desirable criteria against which proposals will be evaluated. Proponents should ensure that they fully respond to all criteria in order to receive full consideration during the evaluation.

The lowest price proposal will not necessarily be accepted. The BCER reserves the right to refuse any proposal based on quality, service, price, reputation, experience and other criteria.

The Preferred Proponent will be the Proponent scoring the most points after evaluation. The evaluation process will consist of the following stages:

- Stage One – Mandatory Criteria
- Stage Two – Desirable Criteria

Mandatory Criteria

Proposals not clearly demonstrating that they meet the following mandatory criteria will be excluded from further consideration during the evaluation process:

- The Proposal must be received before the designated closing date and time.
- The Proposal must be in English and submitted electronically to <https://procurement.bc-er.ca/>
- The Proponent must confirm that any personal information received, collected or held over the course of the review will be stored and used only in Canada.
- The Proposal must contain an independence and objectivity statement confirming the Proponent is free of any actual or perceived conflict of interest and free of bias with respect to the BCER, its officers and employees.

Failure to meet all mandatory criteria above will disqualify the Proponent’s Proposal from further review. If there are issues uploading to the procurement portal contact procurement@bc-er.ca before the deadline.

Desirable Criteria

The BCER seeks to enter into an agreement with the Proponent who, in the opinion of the BCER, has the resources with the knowledge and competence to provide the greatest value. Proposals meeting all of the mandatory criteria will be further assessed against the desirable criteria.

Desirable Criteria	Weight
Proponent’s Qualifications	30%
Proponent’s Relevant Experience	30%
Proposed Approach and Resource Availability	30%
Pricing	10%
<ul style="list-style-type: none"> • Total price, hourly rates, 	

Informational Interviews

The top ranking (to a maximum of three) Proponents may be asked to attend an interview with the evaluation team. During the interview, the evaluation committee may clarify and/or verify statements made in the written Response.

The requirement for interviews is optional. The BCER reserves the right to complete the evaluation process without Proponent interviews.

Interview Criteria	Weight
Understanding of the requirements.	30%
Understanding of the BCER’s environment and technologies.	15%
Proposed solution.	40%
Project delivery approach.	15%

The highest scoring Proponent (Preferred Proponent) will be selected by adding the scores from the desirable criteria and the interview.