



REQUEST FOR PROPOSAL

IT Infrastructure Plan

Introduction

The First Nations Housing Professionals Association (FNHPA) is seeking a qualified consultant to assess current IT infrastructure and data assets, and to design a fully costed IT infrastructure plan that supports operational needs, strategic growth, and weaves in mechanisms that protect First Nation data sovereignty.

Budget

\$50,000 CAD - inclusive of all taxes and expenses

Contracts are awarded through a competitive bidding process. Consultants are invited to submit proposals that demonstrate the best value for investment within the budget.

Proposals exceeding \$50,000 will not be considered.

Reservation of Rights Clause

The reader is advised that the FNHPA reserves the right to:

1. Accept a proposal without negotiation.
2. Negotiate changes to the technical or financial content of the successful proposal.
3. Cancel or reissue this RFP at any time.

Contact

Submissions are accepted in PDF format via email at mindy@fnhpa.ca.

Wela'lin/ Thank you.

Mindy Denny, BACS, OCAP®, FNHPA - Data Manager
First Nations Housing Professionals Association
473 Kokomis Inamo, Unit #1
Pikwakanagan, Ontario
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The deadline for submission is **October 5, 2025, at 11:59 p.m. EST.**
Late submissions will not be considered.





Background

The First Nations Housing Professionals Association (FNHPA) is the only national organization in Canada dedicated exclusively to supporting current and aspiring First Nations housing professionals. As the central hub for professional standards, certification, and support services, FNHPA plays a vital role in strengthening housing capacity within First Nations communities.

As the leading authority in First Nations housing education and capacity development, the FNHPA develops professional standards and provides certification, training, and knowledge exchange to housing professionals working in First Nation communities across Canada. Our efforts help to advance the goals of First Nations housing departments on-reserve, ensuring housing professionals are well-equipped to serve their communities effectively.

At the FNHPA, we value the critical importance of responsible data governance in supporting our mission and protecting First Nations information. We are committed to upholding the principles of OCAP®—Ownership, Control, Access, and Possession—as foundational to our data governance practices. These principles affirm the inherent rights of First Nations to govern their own data and ensure that all First Nation data is managed in a manner that respects and reinforces First Nation data sovereignty.

FNHPA Directive

Vision:

FNHPA is the centre for professional standards, certification and other services for existing and future First Nations housing professionals across Canada.

Mission:

FNHPA supports existing and future housing professionals in serving their communities by:

1. Providing national standards
2. Delivering education and certification programs
3. Facilitating communication and knowledge-sharing

FNHPA Goals and Objectives

To develop capacity for housing professionals in First Nations through standard setting, certification and training.

1. To attract members to FNHPA who have a desire to obtain and maintain a professional designation.
2. To engage, promote and communicate while enhancing credibility.
3. To support First Nations with timely and relevant products and services to enhance housing capacity.
4. To obtain government, business and political support, and develop partnerships with like-minded organizations.
5. To pursue the vision and mission in an innovative, effective and financially responsible manner.





Project Purpose

Since our inception in 2019, FNHPA has grown considerably and has generated a substantial and diverse body of data, including administrative records, research findings, publications, educational materials, and a curated database of resources accessible to our membership. This data is central to the organization's operations, knowledge-sharing efforts, and strategic development.

The Contractor will support the FNHPA by conducting a comprehensive review of FNHPA's existing IT and data environment, design a scalable, secure, and culturally appropriate IT infrastructure plan ensuring alignment with OCAP® and data governance frameworks, and provide a detailed implementation roadmap and cost estimate.

The infrastructure plan must reflect a deep understanding of the cultural, legal, and ethical dimensions of First Nations data governance, and demonstrate a clear commitment to upholding these standards throughout the design and implementation process. The Contractor will report directly to the Data Manager and collaborate with internal teams as required.

Key Deliverables

1. Current State Assessment
 - Inventory and evaluate existing IT assets, including hardware, software, network components, and other services.
 - Assess current bandwidth capacity and limitations, with specific attention to the organization's inability to host servers in its head office located in Pikwakanagan, Ontario.
 - Identify gaps, risks, and inefficiencies in the current infrastructure.
2. Needs Analysis
 - Engage with organizational stakeholders to understand business requirements, user needs, and projected growth.
 - Determine infrastructure requirements based on operational goals, compliance obligations, and data governance priorities.
 - Define performance requirements, business continuity needs, and integration specifications.
3. Infrastructure Design
 - Develop a scalable, secure, and resilient IT infrastructure plan that reflects the organization's technical constraints and strategic direction.
 - Recommend solutions that ensure data accessibility, security, and sovereignty.
 - Incorporate network architecture, data storage, backup and recovery, cybersecurity, and user access management.
4. First Nations Data Sovereignty Integration
 - Ensure that all proposed solutions align with the principles of First Nations data sovereignty, including:
 - Respect for community Ownership, Control, Access, and Possession (OCAP® principles).





- Data residency and governance models that prioritize First Nations control over data.
 - Recommendations for partnerships or platforms that support First Nations-led data stewardship (First Nation Data Centres).
5. Cost Estimation
 - Provide a detailed and itemized cost estimate for the proposed infrastructure, including hardware, software, licensing, implementation, and ongoing maintenance.
 - Identify potential cost-saving opportunities and scalable options.
 - Deliver IT budget planning templates and cost tracking tools.
 6. Implementation Roadmap
 - Outline a phased implementation plan with timelines, milestones, and resource requirements.
 - Include change management, training, and capacity-building recommendations.
 7. Knowledge Exchange and Capacity Building
 - One day Knowledge Transfer with six FNHPA staff.
 - One day training on plan implementation strategy – include training materials.
 8. Documentation and Presentation
 - Deliver a final report summarizing findings, recommendations, and infrastructure plan, including documented key deliverables.
 - Present the plan to senior leadership and respond to questions or feedback.

Proposal Requirements

Proposals require:

- Detailed structure of project collaborators including bios, roles, credentials and samples of work.
- Methodology and workplan aligned with deliverables.
- GANTT chart describing timeline and key milestones.
- Examples of similar works and references.
- Itemized budget including travel.
- Alignment with FNHPA data governance practices.
- Disclosure of conflicts of interest.
- Proof of insurance and incorporation.

Data Governance

The First Nations Housing Managers Association (FNHPA) enforces a strict and unwavering commitment to the OCAP® principles—Ownership, Control, Access, and Possession—as the foundation of its data governance practices. Consultants and service providers must comply with mandatory data sovereignty protocols. Requirements are binding within both the Request for Proposal (RFP) process and any resulting contractual agreements.

FNHPA asserts full intellectual and cultural ownership rights over all frameworks, methodologies, and knowledges developed or co-developed under its direction. Consultants are prohibited from copying





files, retaining files outside of the FNHPA environment, and are required to permanently delete project files produced on behalf of FNHPA upon completion. They are required to ensure all data remains within Canadian jurisdiction, and adhere to OCAP®, secure handling, access, and transmission protocols. Unauthorized use, adaptation, or dissemination of FNHPA intellectual property is strictly prohibited.

FNHPA retains the right to require partners to enter into Data Governance Agreements with the FNHPA and consult legal experts to uphold First Nation data sovereignty to ensure full compliance with OCAP® standards.

Qualifications

Attributes

- Extensive collaboration with First Nations organizations developing IT Infrastructure Plans.
- Deep understanding of Information Management and Information Technology solutions.
- Deep understanding of First Nations Information Governance and Data Sovereignty.

Education

- Bachelor's degree in computer science, Computer Systems Engineering, Software Engineering, or Business Administration with an IT focus
- College diploma in Computer Science or a related field may be acceptable with relevant experience

Certifications

- Information Systems Professional (I.S.P.) – Recognized by law in Canada, issued by CIPS
- Information Technology Certified Professional (ITCP) – Internationally accredited, issued by CIPS
- Certified Information Systems Auditor (CISA) – Focused on IT governance and audit
- Certified Information Systems Security Professional (CISSP) – Advanced cybersecurity leadership
- Project Management Professional (PMP) – Managing complex IT infrastructure projects
- TOGAF Certified – Enterprise architecture planning
- ITIL Expert or Master Level – IT service management and operational excellence

Key Skills

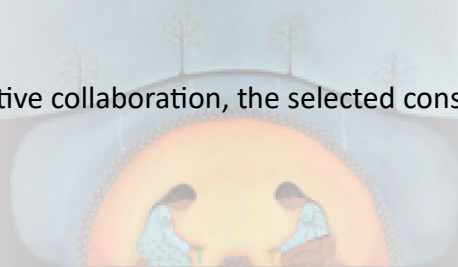
- Critical thinking and analysis
- Leadership and strategic planning
- Technical knowledge of systems, networks, and cloud platforms
- Management of IT operations and teams
- Communication and collaboration across departments
- Awareness of work environment and adaptability to technical challenges

Assets:

- First Nation Housing Professional (FNHP) designation.
- OCAP® certification.

Cultural Competency

To ensure respectful and effective collaboration, the selected consultant must demonstrate:





- Proven experience working with First Nations organizations or communities, particularly in IT infrastructure and data governance contexts.
- Understanding of First Nations data sovereignty principles, including OCAP® or equivalent frameworks.
- Commitment to culturally safe practices, including respectful engagement and co-development of solutions.
- Ability to incorporate First Nations perspectives into technology planning and decision-making.
- Willingness to collaborate with First Nations leadership and community representatives throughout the project lifecycle.

Project Timeframe

72 days – October 10, 2025, to December 20, 2025.

Request for Proposal Selection Process

Proposals are assessed against several criteria, such as experience working with First Nations organizations; cultural relevance, approach; clarity, feasibility, and budget by the FNHPA Data Manager, Human Resources and Chief Executive Officer.

Preference is given to consultants with a strong commitment to First Nations principles of self-determination, respect, and collaboration.

Proposal Evaluation Criteria (Total: 100%)

- Technical Expertise and Experience – 10%
- Methodology and Approach – 20%
- Budget and Value Demonstration -10%
- Team Qualifications – 10%
- Understanding of Requirements – 10%
- Innovation and Value-Added Features – 10%
- Capacity Building and Knowledge Transfer Approach -10%
- Risk Management and Quality Assurance – 10%
- Deep Understanding of First Nations Data Governance and Data Sovereignty – 10%

Proprietary Information Clause

Any information contained herein is proprietary to FNHPA and may not be divulged to any third party.

