



Request for Proposal First Nation Strategic Planning Consultant Team

As the organization enters a critical phase of development and continued expansion, the First Nations Housing Professionals Association (FNHPA) seeks to engage a First Nation-led strategic planning team to help chart its course for the next five years. Combining the National and Regional work and ensuring that the resulting plan is relevant, forward-looking, and embedded in the broader context of First Nation housing priorities across Canada.

This is a request for proposal (RFP) and not an invitation to tender. The reader hereby is advised that we reserve the right to:

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

The information contained in this document is proprietary to FNHPA and may not be divulged to any third party.

The contact for the purposes of this response to this request for proposal is:

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All proposals must be submitted in PDF format via email to the contact listed above. The deadline for submission is **September 19th, 2025 at 12:00 p.m. EST. Late submissions will not be considered.**





Background

The First Nations Housing Professionals Association is a national not-for-profit professional association exclusively serving the needs of individuals working for or aspiring to housing management positions with First Nations organizations or those working within the First Nation Housing Industry.

This Association's purpose is to expand housing capacity for First Nations in Canada by providing leadership to support housing professionals with services such as developing, promoting and delivering quality standards, practices, research, certification, education and capacity development services, and networking. Services will be provided to individuals and organization members who share the purpose of the association and meet criteria established by the Board of the association.

Housing professionals are key partners with their communities. They work with community members to help them access new homes and support them in maintaining healthy and safe homes as well as act as an information portal on housing trends, legislation and regulations applicable to on reserve housing. First Nations Housing requires fully trained staff in each community. Staff need education and experience to design, finance, build, operate, manage and maintain housing assets. This means a national and regional capacity building organization is required to provide housing staff with learning opportunities to expand their competencies to do so successfully. FNHPA is the organization to lead capacity development for First Nations housing. FNHPA will help to prepare individuals to work with new knowledge and skills and assist its members and their organizations to set strategic goals, successfully implement business plans, and deliver quality housing service programs as well as advise members, whether tenants or homeowners within the community.

As a national professional association FNHPA provides members with the following types of services:

- Competency and Ethical Standards
- Certification: courses and examination
- Education and Training





- National Conference and AGM
- Seminars/workshops
- Website/social media/networking
- Job listing service and other career supports
- Publications
- Research
- Housing and Wellness Programs
- Website Knowledge Centre, with tools, practice, articles, reports, etc.
- Promotion of both the designation and the profession
- Awards, scholarships and member discounts

FNHPA Mandate

The following strategic statements have been developed and approved by the Board.

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:

- Providing national standards
- Delivering education and certification programs
- Facilitating communication and knowledge-sharing





To assist in providing greater direction towards achieving the vision and mission, goals have been established. These goals are numbered but not prioritized:

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

*Government support includes but is not limited to: First Nations, Municipal Regional/Local), Provincial/Territorial, Federal

Project Purpose

The purpose of this RFP is to select a qualified strategic planning team that can work collaboratively and respectfully with both the FNHPA Board of Directors and its management team. The goal is to create a unified and comprehensive multi-year Strategic Plan that reflects the voices and insights of leadership and staff, while anchoring the organization's priorities within national and regional strategic frameworks. The planning process will culminate in one final, actionable strategic plan that supports FNHPA's mission and strengthens its role within the broader First Nations housing ecosystem.





Scope of Work

The selected team will be expected to carry out a culturally relevant and inclusive planning process, beginning with separate sessions with the FNHPA Board of Directors and the FNHPA Managers, followed by a joint session with both groups together. These strategic planning sessions will be conducted in person in Ottawa, Ontario, on December 9th and 10th, 2025. Facilitation methods should be grounded in First Nations knowledge systems, cultural protocols, and trauma-informed practices.

As part of this work, the team will review and analyze the National 10-Year First Nations Housing and Infrastructure Strategy as well as applicable Regional 10-Year Housing Plans. This review should inform the strategic planning process by identifying areas of alignment, divergence, and opportunity for FNHPA to support and enhance these larger frameworks through its own strategic direction.

The final deliverable will be a Strategic Plan covering a five-year horizon (2025–2030). This plan should be concise, visually engaging, action-oriented, and practical. It must incorporate measurable goals, implementation strategies, and evaluation mechanisms. Most importantly, it must reflect the perspectives of both the Board and management, and be grounded in First Nations values, culture, and community realities.

Proposal Requirements

The First Nations Housing Professionals 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. All vendors 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. Vendors 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. All practices must be culturally informed, inclusive, trauma-aware, and grounded in First Nations knowledge systems.

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. Refer to Appendix A - Data Governance and OCAP® Compliance Clause.

Interested proponents should submit a proposal that includes a detailed introduction to the consulting team, including bios and roles of key members, with an emphasis on First Nations leadership. The proposal should outline the proposed methodology and approach to the engagement process, describe relevant past experience, and include a realistic work plan with an estimated timeline.

A detailed budget should also be included, showing a breakdown of costs by phase, including professional fees, travel, materials, and any other anticipated expenses. Given that the in-person strategic planning sessions will take place in Ottawa, Ontario on December 9–10, 2025, travel and accommodation costs for these dates should be factored into the proposal. Proposals must also include at least two references from clients for whom the proponent has completed similar work.

Qualifications

FNHPA seeks a First Nation-led organization or consulting team with proven experience in facilitating strategic planning processes for Indigenous organizations. Applicants should demonstrate a deep understanding of First Nations housing issues, governance structures, and community contexts. Proposals should reflect a strong capacity to incorporate Indigenous worldviews and methodologies into planning processes, as well as clear, effective communication and consensus-building skills. Prior experience working with not-for-profit Boards and senior management teams is considered a significant asset. Proposals should include the following:

- Provide a list of the Consulting Teams experience indicating the type of service performed, the number of years served and identify the First Nation/ First Nation





Association served.

- Provide three relevant client references.
- Disclose any potential conflicts of interest.
- Elaborate on the Consulting team's collective relevant knowledge and any other value-added service it can bring to the engagement not addressed in this document.
- Understanding of First Nation Housing processes, procedures and protocols including but not limited to housing tenures and housing agreements
- Assets include:
 - First Nation Housing Professional (FNHP)
 - OCAP® certified

Project Timeframe

The anticipated project timeline is as follows: the RFP will be released on **August 25, 2025** with questions accepted until **September 5th, 2025**. The proposal deadline is **September 19th, 2025**, with the successful proponent notified by **October 3, 2025**. The project is expected to begin shortly thereafter.

In-person strategic planning sessions will take place in Ottawa, Ontario on December 9th and 10th, 2025. The final Strategic Plan should be submitted no later than **January 5th, 2026 at 12:00 p.m. EST.**

Request for Proposal Selection Process

All proposals will be reviewed by the Corporate Manager and the Chief Executive Officer who will be responsible for the preliminary selection of the Consulting Team.

All proposals will be evaluated based on several criteria, including whether the team is First Nations-led; the cultural relevance and integrity of the proposed approach; the team's experience with similar projects; the clarity and feasibility of the work plan; and the overall value for money demonstrated in the budget.

Preference will be given to teams with a strong record of working with First Nation/First Nation





associations and a clear commitment to First Nations principles of self-determination, respect, and collaboration.

Notes

FNHPA strongly encourages submissions from First Nation-led and owned firms. All aspects of this engagement must reflect the principles of cultural safety, respect for First Nation knowledge and governance, and a deep commitment to supporting First Nations housing professionals and the communities they serve. In-person facilitation is a required component of this engagement and must be accounted for in the proposed budget and timeline.



Appendix A:

Data Governance and OCAP® Compliance Clause

Acknowledgement

The First Nations Housing Managers Association (FNHPA) is committed to upholding the First Nations Information Governance Centre (FNIGC) principles of [OCAP®](#)¹ - Ownership, Control, Access, and Possession - as foundational to its data governance practices. These principles affirm the rights of First Nations to govern their data and ensure that all First Nation data is managed in a manner that respects First Nation data sovereignty.

As part of this commitment, FNHPA requires all vendors and service providers to comply with specific data governance protocols outlined in this appendix. These requirements are non-negotiable and form an integral part of both the Request for Proposal (RFP) process and any resulting contractual agreement.

By responding to FNHPA RFPs and/or entering into an agreement with FNHPA, vendors, including sub-vendors, acknowledge and accept their responsibility to uphold the OCAP® principles and ensure the secure, ethical, and jurisdictionally appropriate handling of all data associated with First Nations and FNHPA projects.

Requirements

All data, frameworks, methodologies, and knowledges developed by or in collaboration with the FNHPA are considered the intellectual property of the organization and the First Nations in which the product(s) is derivative of. This includes but is not limited to First Nation housing and management data, frameworks, strategic tools, training materials, platforms, software, and organizational insights. These assets are rooted in First Nations perspectives and must be treated with care, respect, and appropriate attribution.

In accordance with the FNHPA's commitment to the OCAP® principles, all vendors and service providers are required to adhere to the following data governance requirements:

1. Data Governance Roles

- Data governance roles are clearly stated within respective Data Governance Agreements to ensure adequate protection of the FNHPA and First Nation data assets.
 - OCAP® certification is required.
 - Proof as in insured registered business in good standing is required.

¹ First Nations Information Governance Centre <https://fnigc.ca/>

- Built in fees for the legal review of contracts is required.

2. Access Clause

- Vendors are considered guest users of FNHPA data. They are granted temporary, role-based access to designated SharePoint workspaces within our managed environment, using FNHPA credentials and email accounts provisioned solely for the duration and scope of the project.
 - Google and other cloud-based workspaces are not permitted.
- The vendor accesses and interacts with data only within the parameters outlined in the Data Governance Agreement and the boundaries of the shared workspace and project scope of work.
- Guest users are forbidden to extract, replicate, export, download, or share data beyond the approved FNHPA's workspace without explicit written authorization.

3. Data Residency

- All data and information related to services provided to the FNHPA is required to reside within the FNHPA environment and within Canada.
- Data transmission outside of Canadian jurisdiction is strictly prohibited.
 - Access to FNHPA data is prohibited outside of Canada.

4. Project File Deletion

- At delivery of all materials and files related to the FNHPA, the vendor is required to permanently delete all project files that may have been shared outside of the shared space throughout the project.
- The vendor is required to provide a written confirmation of deletion and include a description of its data destruction procedures.

5. Acceptance Period and File Retention

- Project files may be retained by a vendor for a maximum of thirty (30) days following the submission of project deliverables unless FNHPA provides written approval for early or extended deletion.
 - This retention period is deemed acceptable under OCAP® principles and requires written notices.

6. Data Access, Handling and Security Protocols

- Access to proprietary frameworks, strategic tools, and culturally grounded knowledges developed by the FNHPA will only be granted to authorized individuals.
 - These materials are considered the intellectual property of FNHPA and the First Nations the product(s) is a derivative of and are protected under applicable laws and First Nation governance protocols.
- Any files transferred outside of the FNHPA-managed environment must be transmitted using secure methods in accordance with Data Governance Agreements.
- All project files will be migrated to the FNHPA-hosted environment, with hard copy backups maintained where applicable in accordance with Data Governance Agreements.
- Access to production files (e.g., interview videos, photos, presentations, digital audio) is required to be permitted and managed by the FNHPA.

7. Intellectual Property

- Any use, adaptation, or dissemination of FNHPA intellectual property—whether existing or co-developed during the arrangement—must be explicitly authorized by the FNHPA and aligned with OCAP® principles.
- Final deliverables are required to acknowledge and protect the FNHPA’s and the First Nations’ intellectual and cultural ownership and will not be shared or repurposed outside the scope of the Data Governance Agreement without written consent.

8. Respect for Ownership

- All FNHPA-developed materials, including housing frameworks, training content, and strategic models, remain the sole property of the FNHPA.
- Data derived from, and generated for, the FNHPA are governed in accordance with respective Data Governance Agreements between the FNHPA and their member First Nations.

9. Culturally Informed Practice

- Approach, project methods, tools, and analysis must be grounded in First Nations knowledge systems, cultural protocols, and be inclusive and trauma informed.
- First Nations are engaged and participate as project leads, contributors and collaborators, ensuring culturally appropriate:
 - Handling of data,
 - Narratives and products derived from product development accurately reflect the Nations in which the FNHPA projects and initiatives are intended to serve.

10. Controlled Use

- These materials may only be used within the scope of contractual agreements and defined methods.
- Project materials, concepts, and derivatives must not be reproduced, adapted, or disseminated without written authorization of the FNHPA.
- The FNHPA Data Advisory Committee (DAC) maintains oversight and delegated authority to guide projects and make decisions on behalf of the FNHPA.

11. Legal Consultation

- The FNHPA reserves the right to consult with legal experts specializing in OCAP® compliance and Indigenous data sovereignty to ensure full legal and ethical adherence to these provisions protects First Nation knowledge systems, and cultural frameworks related to First Nation housing management.