



Request for Proposals (RFP)

Development of a Five-Year Strategic Plan (2026–2031)

Summary

Fort William First Nation (FWFN) is seeking proposals from qualified and experienced consultants to facilitate engagement and develop a comprehensive “Five-Year Strategic Plan”. The Strategic Plan will guide Fort William First Nation’s leadership, administration, and community over a five-year period and establish a clear vision, priorities, and implementation framework that reflects the aspirations, values, and needs of the Nation.

The successful proponent will demonstrate expertise in strategic planning with First Nations, strong facilitation skills, and the ability to deliver a culturally grounded, realistic, and actionable strategic plan suitable for public sharing.

Background and Context

Fort William First Nation delivers a broad range of programs and services to its members and continues to strengthen governance, community well-being, economic development, and cultural continuity.

This Strategic Plan will build on existing plans, policies, and priorities and will provide a coordinated framework to support decision-making, accountability, and long-term sustainability. The plan is intended to be strategic rather than operational, focusing on long-term direction, priorities, and measurable outcomes.

Purpose and Objectives

The primary purpose of this project is to develop a “Five-Year Strategic Plan” that:

- Articulates a clear vision, mission, and values for Fort William First Nation
- Reflects the priorities and direction established by Chief and Council
- Incorporates meaningful community engagement and input
- Identifies strategic goals, priorities, and actions across key sectors
- Includes an implementation framework with timelines, responsibilities, and performance measures
- Supports transparency, accountability, and continuous improvement

Scope of Work

The selected consultant will work collaboratively with Fort William First Nation and is expected to undertake the following activities:

Engagement and Facilitation

- Facilitate strategic planning discussions with Chief and Council
- Engage FWFN administration, staff, and key advisory bodies
- Conduct inclusive community engagement with Elders, youth, on- and off-reserve members, and other stakeholders
- Utilize culturally appropriate engagement methods and tools

Proponents should describe how engagement will be inclusive, accessible, and respectful of community protocols. Engagement approaches should consider:

- Elders, youth, families, and off-reserve members
- Multiple engagement formats (in-person, virtual, written input)
- Clear communication of how community input will be reflected in the final plan

Research and Analysis

- Review relevant existing plans, policies, and reports



- Conduct an environmental scan identifying strengths, challenges, risks, and opportunities
- Identify internal and external trends affecting Fort William First Nation

Strategic Plan Development

- Develop strategic goals, priorities, and outcomes
- Identify short-, medium-, and long-term actions
- Integrate Anishinaabe values, teachings, and cultural frameworks where appropriate
- Develop performance indicators and monitoring tools

Deliverables

- The consultant will be responsible for delivering
- A draft Five-Year Strategic Plan for review
- A final Five-Year Strategic Plan incorporating feedback
- An implementation and monitoring framework
- Engagement summaries and progress updates
- Final documents in both editable (MS Word) and PDF formats

All final materials will become the property of Fort William First Nation.

Timeline

The anticipated project timeline is approximately five (5) months from project initiation. Proponents must provide a detailed work plan with milestones aligned to this timeframe.

Proposal Submission Instructions

Submission Deadline

March 13, 2026 at 2:00PM EST

Submission Format

- Proposals must be submitted electronically in PDF format
- Late submissions will not be accepted
- Proposals must remain open for acceptance for fourteen (14) days following the submission deadline

Submission Contact

Fort William First Nation

Attn: Jeremiah Windego, CEO

Address: 100 Little Lake Road, Suite 201, Fort William First Nation, P7J 0L2

Telephone: (807) 623 9543

Email: jeremiahwindego@fwfn.com

Proposal Requirements

Proposals must include the following components:

- Cover Letter signed by an authorized representative
- Consultant or Firm Profile and qualifications
- Demonstrated experience in strategic planning, particularly with First Nations
- Detailed methodology and work plan aligned with deliverables and timeline
- Community engagement approach
- Project team description and CVs
- References from similar First Nation projects
- Detailed budget and fee schedule

Professional Fees and Budget

Applicants must submit a detailed fee schedule that:

- Provides a firm, all-inclusive price for the project



- Breaks down costs by work component and milestone
- Includes all travel and related expenses
- Excludes HST (identify where HST is applicable)

Fee Schedule (to be replicated in proposal)

| Work Component | Estimated Hours | Hourly Rate | Estimated Cost | Timeline |
|-----------------------|------------------------|--------------------|-----------------------|-----------------|
| 1. | | | | |

No fee increases will be permitted during the term of the contract.

Evaluation Criteria

Proposals will be evaluated based on:

- Quality and completeness of the proposal
- Demonstrated understanding of Fort William First Nation’s context
- Relevant experience and qualifications
- Community engagement approach
- Feasibility of work plan and timeline
- Value for money and budget appropriateness

Working Relationship

The consultant will work under the direction of Fort William First Nation CEO (or their designate) and will be expected to meet regularly with assigned representatives throughout the project. Assigned representatives may be established to support coordination, review deliverables, and provide timely feedback.

Key decision points, including approval of the draft and final Strategic Plan, will be subject to review by Fort William First Nation leadership and Council.

Roles and Responsibilities

Consultant Responsibilities:

- Facilitate engagement and planning activities
- Prepare all draft and final deliverables
- Incorporate feedback in a timely and professional manner

Fort William First Nation Responsibilities:

- Provide access to relevant documents and background materials
- Support scheduling of engagement sessions
- Provide timely feedback on draft deliverables

Rights Reserved

Fort William First Nation reserves the right to:

- Reject any or all proposals
- Accept a proposal in whole or in part
- Enter into negotiations with one or more proponents
- Cancel, amend, or reissue this RFP at any time
- Verify any information provided in a proposal

Issuance of this RFP does not constitute a commitment to award a contract.

Band Council Resolution (BCR)

This Request for Proposals and the resulting contract are authorized pursuant to a duly passed Band Council Resolution (BCR) of Fort William First Nation.



A copy of the approved Band Council Resolution may be provided to the successful proponent upon contract award.

Questions and Clarifications

All questions regarding this RFP must be submitted in writing to the contact identified above by March 12 at 1PM EST