OFIFC

Ontario Federation of Indigenous Friendship Centres

Strategic Planning Facilitation Services

Request for Proposals

Deadline for submission:

Friday, February 13, 2026 by 5:00pm

Invitation

The Ontario Federation of Indigenous Friendship Centres (OFIFC) invites Consulting firms to submit proposals to facilitate a comprehensive, long-range (five-year or greater) Strategic Planning process with the OFIFC Board of Directors and Friendship Centre membership.

This facilitation will include the design and implementation of a community – based, culturally grounded, inclusive, and participatory planning process that supports strong governance, sustainability, and future-focused leadership. The process must be rooted in Indigenous values, cultural protocols, community accountability, and the realities of Friendship Centres and urban Indigenous communities across Ontario.

The Strategic Planning process will include culture-based visioning with the Board of Directors, province-wide engagement with Friendship Centre membership (including Elders, youth, and community members), synthesis of findings, drafting of a clear and actionable five-year Strategic Plan, validation with membership, and final approval and presentation at the 2026 Annual General Meeting (AGM).

The RFP is intended to provide a framework for the OFIFC to evaluate each proposal and determine which submission most closely addresses the OFIFC's needs. Proponents are encouraged to provide any additional information or innovative approaches not specifically outlined in the context of this proposal, including approaches that thoughtfully reflect the OFIFC's priorities, cultural practices, and direction.

Proposal Deadline

Please submit one (1) electronic copy of your complete proposal before **5:00pm on Friday, February 13th, 2026** to Frankie Antone, Governance and Board Relations Manager (fantone@ofifc.org).

Any questions about this Request for Proposals can be directed to Frankie Antone, Governance and Board Relations Manager at fantone@ofifc.org

Timeline

The Consultant from the successful proponent is anticipated to begin Monday, March 2nd 2026.

About the OFIFC

Founded in 1971, the Ontario Federation of Indigenous Friendship Centres (OFIFC) works to support, advocate for, and build the capacity of member Friendship Centres throughout Ontario. Today, the OFIFC represents 31 member Friendship Centres.

Emerging from a nation-wide, grass-roots movement dating back to the 1950's, Friendship Centres are community hubs where Indigenous people living in towns, cities, and urban centres can access culturally based and culturally appropriate programs and services every day.

In Ontario, 88 per cent of Indigenous people live in urban and rural communities. The OFIFC is the largest urban Indigenous service network in the province supporting a vibrant, diverse, and quickly growing population through programs and initiatives that span justice, health, family support, long-term care, healing and wellness, employment and training, education, research, and more.

Friendship Centres receive their mandate from their communities, and they are inclusive of all Indigenous people – First Nation, Status/Non-Status, Métis, Inuit, and those who self-identify as Indigenous. Learn more at www.ofifc.org.

Service Expectations

A. Project Scope

The successful Proponent will facilitate a Board-led, membership-informed, community-driven,Strategic Planning process, including:

• Development of a detailed workplan and engagement plan aligned with OFIFC timelines

• Support to initiate the Strategic Planning process through the OFIFC Board of Directors

• Culture-based visioning and direction-setting with the Board of Directors, including ceremony as appropriate

• Province-wide membership engagement using culturally safe, inclusive and accessible methods

• Synthesis and thematic analysis of engagement findings

• Drafting and refinement of an actionable five-year Strategic Plan

• Validation sessions with Friendship Centres

• Final Strategic Plan production (print-ready and digital formats)

• Support for AGM presentation materials and attendance at the 2026 AGM, if required

B. Objectives

• Support the OFIFC Board of Directors in setting long-term vision and strategic direction

• Ensure meaningful engagement of Friendship Centres, Elders, Knowledge Carriers, youth, leadership, staff, and community members

• Centre Indigenous knowledge systems and Friendship Centre values

• Ensure cultural safety and accessibility, that is reflective and inclusive of 2SLGBTQQIA+ people

• Produce a clear, practical, and measurable five-year Strategic Plan

i. The Proponent will be knowledgeable of Indigenous culture or demonstrate a willingness to learn and apply appropriate cultural protocols.

ii. The Proponent will be knowledgeable of non-profit operations, specifically with Indigenous organizations.

iii. The Proponent will be knowledgeable of role of Friendship Centres, and the unique and diverse realities and experiences of urban Indigenous peoples and communities

The cost of attendance by Consultant at meetings shall be included in the proposal response and no further costs shall be charged to the OFIFC.

Business License

The successful Proponent will be required to supply a Business License in good standing prior to commencing the work of this contract and maintain such in good standing for the term of the contract.

Electronic Services

E-mail will be used extensively for the review of documents and transmission of information. The successful firm must be fully conversant with electronic document editing, tracking, and email capabilities. At a minimum, Microsoft programs and Adobe must be used for all documents.

Terms and Conditions

- The OFIFC reserves the right to amend or reverse this request for proposal (RFP) prior to the closing date.
- The submission of a proposal shall be conclusive evidence that the Proponent has carefully examined the proposal documents and any amendments and/or revisions.
- Should a Proponent find discrepancies in or omissions from the RFP or should they be in doubt as to their meaning, they should at once notify the OFIFC. The OFIFC may then amend or revise the RFP.
- The signature on the proposal of a duly authorized representative of the company proposing is a condition of acceptance.
- Any contrary terms and conditions added to the RFP or on the Proponent's own documents will deem that submission to be a counter proposal. Such submissions may be subject to outright rejection and Proponents are cautioned to weigh carefully the consequences of contrary terms or conditions.
- The OFIFC reserves the right to accept any proposal submitted in whole or in part or to reject any or all proposals or to award the work in one or more contracts and to waive any irregularities.
- The OFIFC shall have the right to evaluate competing proposals in accordance with its own criteria for evaluation applied to the specific materials/service being proposed, whether such criteria have been expressly related to the Proponent.
- The OFIFC reserves the right to issue addendums if required. All addendums will be posted on the OFIFC website (https://ofifc.org/). It is the responsibility of the Proponent to monitor and obtain all addendums from the OFIFC website pertaining to the RFP

Preparation of Proposals

- Each Proponent shall specify the price at which the Proponent is offering to supply the service indicated.
- Prices listed for the products shown should be in Net of tax and should not include Goods and Services Tax (GST) or the Provincial Sales Tax (PST).
- All products and services must meet all current Provincial, Federal, Municipal, OHSA and other legal standards and if any defects are found, all costs involved in correcting the problem will be borne by the quoting firm.

Payment and Invoicing Requirements

The successful Proponent may issue monthly payment requests to the OFIFC, subject to the payment request being supported with an invoice and detailed

breakdown of the work completed and/or in progress, as determined by the OFIFC in the OFIFC's sole discretion.

The OFIFC will make payment in accordance with the OFIFC's Accounts Payable process, and in any event within 30 days of receipt by the OFIFC of satisfactory payment requests.

The OFIFC reserves the right to ask for clarification of any of the invoices submitted and unless the OFIFC staff applicable determines that the amount rendered is appropriate and reflective of the work conducted, no payment will be made.

Proposal Submission and Evaluation Elements

Each proposal must be marked "Strategic Planning Facilitation Services" and submitted on or before 5:00pm on Friday, February 13th, 2026 by email to: OFIFC Attention: Frankie Antone, Governance and Board Relations Manager to fantone@ofifc.org

A Proponent may withdraw their proposal by providing a written withdrawal, signed by a person authorized to sign proposals, delivered email to the address stated above before the closing date of the RFP.

All proposals will be reviewed by a committee of the Board of Directors. The OFIFC reserves the right to alter, change or cancel the scheduled date for review by the Board of Directors without notice.

Submission of Proposals

The Proponent is responsible for meeting all submission requirements as stated in this RFP.

Evaluation Elements

Proposals will be evaluated on the basis of information provided by the Proponent at the time of submission as well as the previous experience of the Proponent in this marketplace.

The Committee will compile a "short list" and will contact those Proponents for interviews if deemed necessary.

The OFIFC may ask firms to provide further information or clarification on the contents of their submissions. The evaluation criteria may include but not be limited to the following:

1. Proponent's stated understanding of the requirements

2. Turn-around time, availability and cost of additional services
3. Information obtained through the references provided in the submission
4. Firm's relevant experience, as well as the project team/staff's experience
5. Pricing
6. Interview (if deemed necessary)
7. Compliance with the proposal submission requirements

RFP Submission Format

The following proposal format shall be used when preparing and submitting the RFP submission:

Submit one (1) electronic copy in pdf format via email (fantone@ofifc.org).

RFP Submission Components

The following are the components of the RFP submission to be submitted in the following order:

a) Cover letter and project overview.

b) Proponent Firm and Team Profile and Experience

c) Declaration of any Conflicts of Interest

d) Project Experience & References

e) Details of turn-around time and availability as well as communications strategy

f) A work plan setting out how the Proponent would ensure that the work will be assigned and performed by the appropriate level of firm staff.

Cost Proposal:

Proposals shall include a detailed description of all costs and of the recommended method of billing and payment. For comparative purposes it is preferable that cost information be reported in the following manner:

- Details on services or projects to be billed on a flat fee lump sum fee for service or an hourly basis.
- Services to be charged at an hourly rate and rates to be charged. (Firm member, rate, and area of responsibility).
- Disbursement items and costs associated with referrals and other specific items where not reported elsewhere

- Regular Invoice structure, and other charges or charging methods proposed.
- Out of pocket expenses should be clearly stated to be either part of the fee, or an estimated cost listed separately.

j) Sample of the detailed billing statement in the form that would be submitted to the OFIFC

k) Proponent submitted appendices

Preparation of Proposals

All proposals received will be subject to all terms and conditions contained in this RFP. Proponents are responsible for familiarizing themselves with all terms and conditions of this document and for carefully examining the information provided herein, collectively referred to as the “RFP”.

The Proponent shall make inquiries and investigations necessary for preparation and submission of its proposal and shall be deemed to have made same prior to submitting its proposal.

The OFIFC will not be responsible for any costs incurred by the Proponent in preparing and submitting a proposal.

The OFIFC accepts no liability of any kind to a Proponent unless and until the proposal is accepted by the OFIFC. Any “trade secrets” must be attached in a separate appendix labelled accordingly.

Offer and Acceptance

A response to the RFP shall be deemed to be an offer to contract with the OFIFC based upon the terms, conditions and specifications contained in the RFP.

Proposals shall constitute offers which are irrevocable for a period of sixty (60) days after the RFP closing. If, in the OFIFC’s sole opinion, a Proponent’s RFP submission does not meet the RFP requirement of being a bona fide proposal, the OFIFC may reject the proposal.

Failure to comply with the terms and conditions of the request for proposal will result in the successful Proponent being notified of a breach of contract. The successful Proponent will be allowed ten (10) days to rectify this breach of contract. Failure to rectify the breach of contract within the time specified may result in the termination of the contract.

Reservation

The OFIFC reserves the right to approve or reject members of the Firms' team assigned and further reserves the right to approve or reject any replacement staff once the original team has been approved.

Notwithstanding anything to the contrary herein, the OFIFC also reserves the right in its sole and absolute discretion to exercise any or all the following rights, alone or in combination with each other, to:

a) Accept proposal(s)

- which in the OFIFC's sole and absolute discretion fail in any material respect to comply with the requirement of this RFP; or
- in whole or in part without any negations.

b) Enter into negotiations with:

- any and all Proponents on any aspects of their proposal, to ensure the OFIFC's operational requirements are always met and promote the best value.
- any or all Proponents, or prospective persons or entities capable of delivering the required services but who may not have submitted a proposal in response to this RFP in the event, in the OFIFC's sole and absolute discretion, no proposals meet the requirements of the RFP; or
- tied Proponents in the event of a tie between two or more Proponents.

c) Conduct a best and final offer process:

- with any or all Proponents in which Proponents are invited to revise their financial offers in circumstances where the OFIFC deems it appropriate in the OFIFC's sole and absolute discretion.

d) Cancel, modify re-issue or suspend:

- any aspect of this RFP, in whole or in part, at any time, for any reason;
- in whole or in part, at any time, for any reason, the schedule for this RFP, including without limitation the RFP Closing stated above, the anticipated award date or any other activity or date stipulated in the RFP; or
- this RFP in its current or modified form and invite proposals from only the Proponents who submitted proposals in response to this RFP.

e) Seek clarification, validate or take into account:

- independently or with the help of the Proponent, any or all information provided by the Proponent with respect to this RFP and, for this purpose, disclose any or all information provided by the Proponent to a third party,

subject to the OFIFC obtaining appropriate assurances of confidentiality from those third parties where needed.

f) Reject or refuse to consider any proposal:

- if in the OFIFC's sole and absolute discretion it fails in any material respect to comply with the requirements of this RFP.
- contains false, misleading or misrepresented information
- from a Proponent who colludes with one or more other Proponents(s) in the preparation of any proposal.
- from a Proponent who fails to cooperate with the OFIFC in any attempt by the OFIFC to clarify or validate any information provided by the Proponent or who fails to provide accurate or complete documentation as directed by the OFIFC.
- from a Proponent with whom the OFIFC has previously terminated a contract for any reason or has had a previous, or currently has a commercial or legal dispute that, in the OFIFC's sole and absolute discretion, would impair the OFIFC's ability to enter into the productive business arrangement contemplated by this RFP.
- from a Proponent failing to have the capacity to contract with the OFIFC.

g) Award

- contract in connection with this RFP.

h) Waive
- irregularities, informalities, omissions and defects in any proposal where, in the OFIFC's sole and absolute discretion, they do not materially affect the ability of the Proponent to provide the goods and services required by this RFP.

Conflict of Interest

Proponents must fully disclose, in writing to the OFIFC on or before the RFP closing, the circumstances of any potential conflict of interest or what could be perceived as a possible conflict of interest if the Proponent were to become a contracting party pursuant to this RFP. The OFIFC shall review any submissions by Proponents under this provision and may reject any proposals where, in the sole opinion of the OFIFC, the Proponent could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Proponent were to become a contracting party pursuant to this RFP.

Records, Inspection, Audits

The OFIFC will have the right, upon reasonable notice, to full access to the accounts and records of the successful Proponent in respect of the work done by it. Such records will be kept during the term of the retainer or agreement and for at least five (5) years following its termination or expiry.

No Assignment

The Proponent may not assign or transfer in whole or in part the retainer, agreement or rights and obligations under this RFP to any other firm or individual, without the prior written consent of the OFIFC, which will not reasonably be withheld.

Governing Law

This RFP is governed by the laws of the Province of Ontario.