



REQUEST FOR PROPOSALS

Federal Indigenous Justice Strategy (FIJS) Costing and Implementation Consultant

1. BACKGROUND

The BC First Nations Justice Council (“BCFNJC”) is leading a province-wide engagement initiative to identify BC First Nations priorities related to implementation of the [\(Federal\) Indigenous Justice Strategy](#) (“FIJS”).¹

The FIJS represents a significant opportunity to advance First Nations-led approaches to justice, strengthen Indigenous legal systems and institutions, address longstanding gaps in services and supports, and support the exercise of First Nations jurisdiction and self-determination.

Throughout 2026, the BCFNJC is undertaking regional engagement sessions with First Nations, Indigenous justice practitioners (e.g. Indigenous Justice Association (IJA), Native Courtworkers & Counselling Association of BC (NCCABC), service providers, Elders, Knowledge Keepers, youth, and other partners across British Columbia. These engagement activities—exclusively led by BCFNJC staff (not within scope of this RFP)—are intended to identify implementation priorities, regional distinctions, implementation barriers, capacity requirements, governance considerations, and opportunities for reform. Engagement findings will be validated through province-wide validation activities and synthesized into a final report intended to support future implementation planning and intergovernmental discussions.

To support this work, the BCFNJC is seeking the services of a qualified consultant or consulting team to provide strategic costing and implementation advisory services.

The successful proponent will assist the BCFNJC in translating validated engagement findings into practical implementation and costing analyses for priority areas identified through the engagement process. The work is intended to support future discussions with federal and provincial partners regarding the implementation of First Nations justice priorities and the investments required to support meaningful and sustainable implementation.

2. PROJECT OBJECTIVE

The objective of this assignment is to support the development of practical, implementation-oriented planning and costing products arising from the Federal Indigenous Justice Strategy engagement process. The BCFNJC is seeking a consultant that demonstrates high-quality work, professionalism, sound judgement, and the ability to maintain confidentiality throughout the engagement.

The successful proponent will assist the BCFNJC in:

- Analyzing validated engagement findings;
- Identifying implementation considerations and requirements;

¹ While the Government of Canada uses “Indigenous Justice Strategy”, the BCFNJC uses the adjective “Federal” in front on “Indigenous Justice Strategy” to differentiate it from BC Indigenous Justice Secretariat (IJS) created by Strategy 9 of the BC First Nations Justice Strategy.

- Developing high-level costing estimates and assumptions;
- Identifying implementation and funding considerations—from no/low costs options to fully funded options;
- Supporting validation and refinement of proposed approaches; and
- Producing a final report that provides implementation and costing analysis for two to three priority areas emerging from the engagement process, including phased funding approaches.

The intent of this work is to support future implementation planning and discussions with First Nations leadership, the Government of Canada, the Province of British Columbia, and other partners regarding the implementation of First Nations justice priorities.

3. SCOPE OF WORK

The successful proponent will serve as a Costing and Implementation Consultant to the BCFNJC on this project.

Working collaboratively with BCFNJC staff, the successful proponent will review engagement findings and supporting materials and assist in the development of implementation and costing analyses for priority areas identified through the engagement process. The successful proponent will be expected to:

a. Review Project Materials

Review materials provided by the BCFNJC, which may include:

- Federal Indigenous Justice Strategy documents;
- BCFNJC analytical framework and project materials;
- Regional “What We Heard” reports;
- Validation session outputs;
- Engagement summaries;
- Final engagement synthesis materials; and
- Other project documentation identified by the BCFNJC.

b. Analyze Priority Areas as identified by BC First Nations

Work collaboratively with BCFNJC on costing the implementation of the identified priorities, which will require consideration of:

- Service delivery requirements;
- Governance considerations;
- Staffing and operational requirements;
- Infrastructure and capacity requirements;
- Implementation sequencing;
- Assumptions, Risks and dependencies; and
- Intergovernmental considerations.

c. Develop Costing Estimates

Prepare high-level costing estimates and investment assumptions associated with identified priority areas. Costing work may include:

- Start-up and implementation costs;
- Ongoing operating costs;

- Human resource requirements;
- Governance and administration costs;
- Infrastructure and capital requirements;
- Community capacity-building requirements;
- An editable financial model (Excel) that enables BCFNJC to adjust assumptions and update estimates; and
- Other implementation-related expenditures.

The successful proponent will clearly identify methodologies, assumptions, risks, limitations, and key cost drivers.

d. Support Costing Validation Activity Session

Participate in one (1) project validation session, organized by BCFNJC, to extract feedback from First Nations prior to finalize the costing model.

e. Project Management

As requested by the BCFNJC, assist in preparation for meetings between BCFNJC, federal and provincial government partners and provide technical advice regarding:

- Implementation approaches;
- Costing methodologies;
- Funding assumptions;
- Investment considerations;
- Implementation sequencing; and
- Project findings.

The BCFNJC anticipates that the successful proponent may be requested to participate in up to ten (10) project-related meetings during the term of the contract. Some of these meetings may be attended by the federal and provincial partners and other partners to review and validate assumptions. Meetings are anticipated to be approximately 60–90 minutes in duration and may require reasonable preparation.

f. Present Findings

Present draft and final findings to BCFNJC staff and participate in discussions regarding proposed implementation approaches and costing assumptions.

4. BCFNJC JUSTICE FORUM PARTICIPATION

The successful proponent will attend the Federal Indigenous Justice Strategy session at the BCFNJC Justice Forum in October 2026. Attendance will provide an opportunity for the successful proponent to introduce and present the proposed implementation and costing methodology, including the approach that will be used to support the development of the project's costing analyses. Attendees will include BC First Nations representatives, leadership, Elders and Knowledge Keepers, community justice practitioners, members of the legal community, and representatives from the BC and federal governments, among others.

The successful proponent may be asked to respond to questions regarding the proposed methodology, assumptions, and overall approach to the implementation and costing work.

5. DELIVERABLES

The successful proponent will be responsible for producing the following deliverables.

Deliverable 1 – Project Initiation, Workplan and Methodology

The successful proponent will:

- Participate in a project initiation meeting;
- Review project materials;
- Confirm methodology and analytical approach;
- Identify information requirements; and
- Submit a project workplan outlining key activities, milestones, deliverables, and timelines.

Deliverable 2 – Participation in the BCFNJC Justice Forum

Attendance at the Federal Indigenous Justice Strategy session at the BCFNJC Justice Forum (approximately one day).

Deliverable 3 – Ongoing Technical Advice and Project Participation

Throughout the project, the successful proponent will:

- Participate in up to fourteen (14) bi-weekly 30 min project meetings with BCFNJC staff;
- Provide technical advice regarding implementation considerations and costing methodologies;
- Participate in one (1) project validation activity (virtual session (1.5h); and
- As requested by BCFNJC, participate in up to ten (10) project-related meetings which may include federal and provincial partners.

Deliverable 4 – Draft Costing Report

The successful proponent will prepare a draft report that:

- Describes implementation considerations associated with each priority area;
- Identifies governance, operational, staffing, infrastructure, and capacity requirements;
- Outlines potential implementation approaches and sequencing considerations;
- Presents preliminary costing estimates and assumptions;
- Includes costing model (Excel) with documented assumptions and calculation methodology; and
- Identifies key risks, limitations, dependencies, and funding considerations.

The draft report will be submitted to BCFNJC staff for review and discussion.

Deliverable 5 – Presentation of Draft Costed Plan

The successful proponent will present the draft costing report during a virtual validation session.

The presentation will include:

- Overview of methodology and analytical approach;
- Summary of priority areas selected for analysis;
- Implementation considerations and assumptions;
- Preliminary costing estimates;
- Funding considerations;
- Risks and dependencies; and

- Opportunities for participant feedback and validation.

The successful proponent will respond to questions and incorporate feedback into final deliverables as appropriate.

Deliverable 6 – Final Costing and Implementation Report

Following review of validation feedback, the successful proponent will collaborate with BCFNJC to prepare a final report that includes:

- Executive summary;
- Overview of methodology and analytical approach;
- Description of the priority areas selected for analysis (provided by BCFNJC);
- Implementation considerations and assumptions;
- Governance, operational, staffing, infrastructure, and capacity requirements;
- Costing estimates and supporting methodologies;
- Funding and investment considerations;
- Risks, dependencies, assumptions and limitations; and
- Strategic observations regarding implementation.

The report should provide implementation and costing analysis for two to three priority areas identified through the Federal Indigenous Justice Strategy engagement process.

The report should be suitable for use in future discussions with First Nations leadership, federal and provincial partners, and other implementation stakeholders. The final report must be supported by a finalized costing model and clearly articulated assumptions suitable for use in intergovernmental funding discussions

Deliverable 7 – Executive Briefing Summary

The successful proponent will prepare a concise executive briefing document summarizing:

- Presentation slides;
- Priority areas analyzed;
- Key implementation considerations;
- High-level costing estimates;
- Major assumptions and cost drivers;
- Funding and investment considerations; and
- Strategic observations arising from the analysis.

The briefing document should be suitable for use with senior leadership, government officials, funding partners, and decision-makers.

6. REQUIRED QUALIFICATIONS

The successful proponent should demonstrate:

- Experience developing public-sector costing models, investment frameworks, business cases, implementation plans, funding submissions and proposals, or similar strategic planning products;
- Experience supporting complex initiatives involving multiple organizations, governments, departments, or funding partners;

- Knowledge of public-sector funding environments and government decision-making processes;
- Experience working with Indigenous governments, organizations, or communities;
- Strong analytical, written, and presentation skills; and
- Ability to communicate complex implementation and costing concepts to technical and non-technical audiences, presenting and engaging with Rights Holders.

The following would be considered assets:

- Experience related to Indigenous justice, public safety, policing, corrections, community safety, governance, social services, or related fields;
- Experience supporting federal, provincial, territorial, Indigenous, or tripartite initiatives;
- Experience analyzing government funding mechanisms, implementation approaches, and program authorities; and
- Indigenous-owned, Indigenous-led, or Indigenous-partnered organizations or teams.

7. PROPOSAL SUBMISSION REQUIREMENTS

Proposals should include:

- Cover letter;
- Description of the proponent and project team; (including roles and responsibilities for each member of the identified project team);
- Relevant experience and qualifications for each member of the project team (including comparable projects);
- Proposed methodology and workplan;
- Description of similar projects completed including representative clients (where appropriate), project scope, and the proponent's role;
- Proposed project schedule;
- Cost proposal, including a breakdown of all fees expenses, and assumptions;
- Identification of Indigenous ownership, leadership, or partnerships (if applicable); and
- Contact information for at least two references.

8. EVALUATION CRITERIA

The BCFNJC will select the Proponent(s) which, in the BCFNJC's sole discretion, best serves the needs of the BCFNJC.

The following is a summary of the general considerations that will be used to determine the Proponent(s) that will be selected:

Criteria	Weight
Understanding of the Assignment and Proposed Approach	25
Demonstrate relevant professional experience and expertise, knowledge, and capabilities of in similar projects Detailed information on a maximum of five (5) projects completed within the most recent seven (7) years (prior to the submission date of this Response) should be provided.	25
Experience Working with Indigenous Governments, Organizations, or Communities, including references.	15

Detailed information on a maximum of five (5) projects completed within the most recent seven (7) years (prior to the submission date of this Response) should be provided.	
Experience Supporting Public Sector, Intergovernmental, or Multi-Partner Initiatives, including references. Detailed information on a maximum of five (5) projects completed within the most recent seven (7) years (prior to the submission date of this Response) should be provided.	15
Indigenous Organization / Indigenous-led Team	10
Cost Proposal	10
Total	100

References Checks - Provide the name, corporate affiliation, title, and telephone number of three clients who can attest to the Respondent's corporate professionalism and ability to provide the Services. Briefly describe the projects worked on with the Client and the number of years that services have been provided to each client.

9. PROJECT TIMELINE AND EXPECTED ACTIVITIES

Phase	Title	Timeline	Proponent Tasks & Deliverables
1	Project Initiation & Methodology Development	September 2026	Kick-off meeting; review FIJS materials, analytical framework, workplan, engagement findings, and project documentation; finalize methodology and workplan.
2	Justice Forum Participation	October 2026	Attend FIJS session at BCFNJC Justice Forum; present methodology; respond to questions regarding approach and assumptions.
3	Technical Advisory Support & Project Participation	October - December 2026	Participate in project meetings; review regional reports and engagement findings; provide advice regarding implementation considerations and costing methodologies.
4	Validation Session #1 – Findings Validation	December 2026	Attend virtual validation session; review feedback on engagement findings; identify implications for priority selection and costing analysis.
5	Priority Selection & Costing Analysis	December 2026 - January 2027	Analyze validated findings; support selection of priority areas; identify implementation considerations; develop costing assumptions and preliminary estimates.
6	Intergovernmental Engagement Support	Throughout Project	Participate in up to ten (10) meetings with BCFNJC, Canada, and British Columbia representatives; provide technical advice as requested.

7	Draft Costing Report Development	January-February 2027	Prepare Draft Costing Report; develop validation materials; submit draft report to BCFNJC.
8	Validation Session #2 – Draft Costed Plan	February 2027	Present draft costing report; explain methodology, assumptions, implementation considerations, and costing estimates; receive participant feedback.
9	Final Report Development	February - March 2027	Revise report based on validation feedback; finalize costing estimates, implementation considerations, and funding analysis.
10	Project Close-Out	March 2027	Submit Final Costing and Implementation Report and Executive Briefing Summary.

10. RIGHTS OF THE BCFNJC

The BC First Nations Justice Council reserves the right to:

1. Reject any or all proposals received in response to this Request for Proposals;
2. Enter into negotiation with one or more bidders on any or all aspects of their respective proposals;
3. Accept any proposal in whole, or in part;
4. Cancel and/or re-issue the modified version of a given RFP requirement at any time;
5. Award one or more contracts;
6. Verify all information provided with respect to a given RFP requirement, including the right to request confirmation of the bidder's legal status and signed documentation; and
7. Award contracts without competition for follow-up work, if any, to the selected bidder for a given project.

Intellectual Property: All deliverables, including reports, models, and supporting materials developed under this contract, will become the property of the BCFNJC.

11. CONFIDENTIALITY

Responses to this RFP will be considered as confidential information by the BCFNJC and will be used solely for the purposes of selecting the successful bidder.

12. PROPOSAL SUBMISSION INSTRUCTIONS

Requests for clarification and/or questions and all final submissions should be sent to:

Vaughn Beaulieu-Mercredi, Policy Lawyer
BC First Nations Justice Council
Electronic Mail: vaughn.beaulieu-mercredi@bcfnjc.com

Responses to this RFP must be received by the close of business (4:30 pm PST) on August 17, 2026.

BC First Nations Justice Council

303-1979 Old Okanagan Hwy, Westbank, BC. V4T 3A4 Office: 778-940-1520
bcfnjc.com

All proposals will clearly identify the name of the proponent and note “RFP for Costing and Implementation Consultant” in the subject line of the submission email.

Individuals will indicate whether they identify as Indigenous and what Indigenous community acknowledges their membership. Corporate entities shall do the same for the ownership of the entity and for those who will conduct the work under the BCFNJC.

All on-time proposals will be acknowledged. Late submissions will not be accepted and will not be considered without exception. The use of fax, mail or courier services for delivery of a bid will not be accepted.