



DAKOTA OJIBWAY TRIBAL COUNCIL POLICE COMMISSION

REQUEST FOR PROPOSALS - STRATEGIC PLAN CONSULTANT

This request for proposals (RFP) will assist the Dakota Ojibway Tribal Council (DOTC) Police Commission in selecting a Consultant (individual or company) to assist the DOTC Police Commission in the creation of a comprehensive strategic plan for the Manitoba First Nations Police Service.

Introduction

The Manitoba First Nations Police Service (MFNPS) is a self-administered police service that provides policing services to 12 First Nations communities in Manitoba. The MFNPS is committed to enhancing the safety and well-being of the communities it serves, while respecting the cultures, traditions, and values of the First Nations people. The jurisdiction of the MFNPS includes Ojibway, Cree and Dakota communities.

The MFNPS provides a progressive and responsive policing model for the unique First Nation communities which comprise our present jurisdiction. The MFNPS values reflect the Seven Sacred Teachings. The MFNPS employs a trauma informed approach to policing which supports victims of crime and promotes community safety and wellbeing.

Each community under the jurisdiction of the Manitoba First Nations Police Service has representation within the DOTC Police Commission which provides civilian governance to the MFNPS. That governance includes the setting of goals and objectives for the police service through a strategic plan. The current MFNPS strategic plan expires at the end of 2025.

Police Services Act (Manitoba)

- Under the Manitoba Police Services Act, police boards (or police commissions) are legally mandated to engage in strategic planning. Specifically, the Act requires boards or commissions to consult with the police chief to establish priorities and objectives for the police service, and to establish policies for its effective management and operation.
- These priorities and objectives are embodied in a multi-year strategic plan, which must reflect the community's needs, values, and expectations.

The Police Commission is seeking a Consultant who will coordinate, develop and deliver a new 4-year strategic plan for the MFNPS under the direction of the Police Commission.

Project Scope

The project scope includes the following elements which the Consultant must fulfill:

Conduct environmental scan (evidence base)

- Analyze trends: crime/occurrence data, calls for service, response times, clearance, community safety indicators, staffing, budget, technology, previous plan results.
- Compare with similar MB boards for context.



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Community & stakeholder engagement

The community and stakeholder engagement must ensure that we receive a fulsome response. While surveys would be part of this engagement, it is essential that in person dialogues such as town halls occur within our First Nation communities.

- Engage residents, Indigenous governments, organizations, youth, businesses, social-service partners, and police commission.
- Use mixed methods: survey, town halls, interviews, online submissions; publish an executive summary which includes statistical results and breakdowns for each community.

Structured consultation with the Chief & the sworn and professional staff members of the MFNPS

- Workshop operational realities, legal constraints, risk, training, facilities, tech, data/analytics, and opportunities.

Draft strategic priorities & outcomes

- Craft concise priorities with 1–3 outcome statements each (e.g., community trust, harm reduction, road safety, victim support, healthy organization).
- Write at the governance-level in a manner that is broadly understood and clear

Performance framework

- Define a small set of KPIs per priority (outcomes + outputs), baselines, and annual targets.

Assess resourcing, equity & risk

- Note resource implications (people, training, tech, budget, and partnerships).
- Build in equity, accessibility, and cultural needs of First Nation communities.

Legal/policy check

- Verify alignment with the Police Services Act, any legislation and best practices.
- Ensure the plan respects the rights and expectations of First Nation people who are served by the MFNPS.

Final plan production and delivery

- Create a publish ready, plain-language plan which includes an overview of the planning process, clear objectives, expected outcomes, and metrics for evaluating the progress and effectiveness of the plan.



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Project Budget

The budget for this project is to be determined based on the needs and requirements of the Police Commission. We reserve the right to negotiate the final contract price with the selected Consultant. The Consultant must provide a detailed breakdown of the costs for each phase of the project. The Consultant must also provide an expected payment schedule and terms and conditions for the contract.

Project Timeline

The project timeline is as follows:

- Issue date of RFP: January 26, 2026
- Deadline for submissions: February 26, 2026
- Interviews/presentations with shortlisted Consultants: Mid-March 2026

Proposal Requirements

The Consultant must submit one (1) electronic copy of the proposal in PDF format to the MFNPS Police Commission's Secretary by email no later than 4:00 p.m. Central Time on January 26, 2026. The email address is: PCSecretary@mfnp.ca

The proposal must include the following information:

- A cover letter, signed by an authorized representative of the Consultant, summarizing the key features of the proposal and indicating the Consultant's contact information.
- A company or individual profile, describing the Consultant's history, experience, qualifications, and references in providing similar services.
- A project plan, outlining the Consultant's proposed approach, methodology, and schedule for delivering the project scope.
- A cost proposal, providing a detailed breakdown of the costs for each project phase and a payment schedule and terms and conditions for the contract
- A quality assurance plan, describing the Consultant's quality control measures and procedures for ensuring the final document meets the DOTC Police Commission standards and expectations
- A risk management plan, identifying the potential risks and challenges associated with the project and the Consultant's mitigation strategies and contingency plans

Proposal Evaluation and Selection

The proposals will be evaluated by the DOTC Police Commission. The evaluation criteria and weighting are as follows:

- Company/personal profile and experience working with First Nations (20%)
- Project plan and methodology (25%)
- Alignment of Consultant with the mission and values of the MFNPS (20%)
- Cost of proposal and value for money (25%)



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- Quality assurance and risk management (10%)

The DOTC Police Commission will shortlist the top Consultants based on the evaluation scores and invite them for interviews and presentations. The interviews and presentations will be held during the week of Mid-March 2026. The Police Commission will then select the preferred Consultant and enter final contract negotiations.

The DOTC Police Commission reserves the right to reject any or all proposals, to waive any minor irregularities or informalities in the proposals, and to award the contract to the Consultant that best meets the MFNPS's needs and interests.

General Terms and Conditions

The following general terms and conditions apply to this RFP and the resulting contract:

- The Consultant must comply with all applicable laws, regulations, codes, and standards in performing the contract
- The Consultant must agree to a police record/background check
- The Consultant must indemnify and hold harmless the DOTC Police Commission from all claims, damages, liabilities, and losses arising from or related to the Consultant's performance of the contract
- The Consultant must not subcontract or assign any part of the contract without the prior written consent of the DOTC Police Commission
- The Consultant must not disclose any confidential or proprietary information of the MFNPS without the prior written consent of the DOTC Police Commission
- The Consultant must not engage in any conflict of interest or unethical conduct in relation to the contract
- The Consultant must acknowledge and respect the cultures, traditions, and values of the First Nations people and communities served by the MFNPS
- The DOTC Police Commission owns all intellectual property rights in any materials, documents, or data produced or delivered by the Consultant under the contract
- The DOTC Police Commission may terminate the contract for cause or convenience, upon giving written notice to the Consultant, and may claim any damages or remedies available to it under the contract or at law
- The contract shall be governed by and construed in accordance with the laws of Manitoba and the laws of Canada applicable therein

Contact Information

For any questions or inquiries regarding this RFP, please contact:

Police Commission Board Secretary

Dakota Ojibway Tribal Council Police Commission

Email: PCSecretary@mfnp.ca