



CALL FOR PROPOSALS

STRATEGIC PLANNING FACILITATION & DEVELOPMENT
Fraser Region Aboriginal Friendship Centre Association (FRAFCA)
Strategic Plan 2027-2032



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LETTER FROM THE EXECUTIVE DIRECTOR

Fraser Region Aboriginal Friendship Centre Association

February 11, 2026

Dear Prospective Proponent,

On behalf of the Board of Directors and leadership team of the Fraser Region Aboriginal Friendship Centre Association (FRAFCA), I am pleased to invite proposals to facilitate and support the development of our 2027–2032 Strategic Plan.

FRAFCA has grown significantly in recent years, in staffing, programming, infrastructure, and complexity. As an Indigenous-led organization serving the urban Indigenous community in Surrey and the Fraser Region, our work sits at the intersection of reconciliation, governance accountability, community wellness, and system navigation. We are often the first point of contact for Indigenous families seeking support, and we carry that responsibility with care.

Our next Strategic Plan represents more than a document. It is an opportunity to pause, reflect, and realign. It is an opportunity to ensure that our growth remains grounded in our values, that our governance and operations remain aligned, and that our direction for 2027–2032 reflects both community need and organizational sustainability.

We are seeking a consultant or firm that understands:

- The complexity of Indigenous-led organizations operating in urban environments
- The governance responsibilities of Boards in not-for-profit settings
- The importance of culturally safe and trauma-informed facilitation
- That reconciliation must be embedded in structure and accountability — not simply language

Our in-person strategic planning retreat will take place May 28–31, 2026 at Tigh-Na-Mara Resort in Parksville, British Columbia. This gathering will bring together our Board of Directors, Executive Leadership, Senior Management, and Administrative Team to shape the next chapter of our organization.

We value relational accountability, thoughtful preparation, and courageous dialogue. We are not seeking a templated approach. We are seeking a partner who can listen deeply, synthesize complexity, and guide us toward clear, actionable strategic direction.

Thank you for your interest in walking alongside FRAFCA during this important process. We look forward to reviewing your proposal.

In Friendship,

Kyla Painter

Executive Director

Fraser Region Aboriginal Friendship Centre Association

ORGANIZATIONAL OVERVIEW

The Fraser Region Aboriginal Friendship Centre Association (FRAFCA) is an Indigenous-led charitable organization serving the urban Indigenous community in Surrey and across the Fraser Region. FRAFCA operates on the shared, unceded traditional territory of the Fraser Salish Peoples, including the Kwantlen, Katzie, QayQayt, Semiahmoo, and Tsawwassen Nations.

Designated as a Friendship Centre in 2012, FRAFCA is part of the provincial and national Friendship Centre movement. Our current Strategic Plan (2022–2027) outlines five key priorities including reconciliation, governance and administration, infrastructure development, program enhancement, and capital sustainability.

Since the development of that plan, FRAFCA has experienced significant organizational growth. The organization:

- Employs over 100 staff
- Operates multiple sites across the Fraser Region
- Delivers more than 50 programs and services
- Manages a multi-million-dollar annual operating budget
- Is governed by a Board of Directors, with operational responsibility delegated to the Executive Director

FRAFCA is seeking proposals from qualified consultants or consulting firms to facilitate and support the development of our next Strategic Plan covering the period 2027–2032.

PURPOSE OF THE ENGAGEMENT

The purpose of this engagement is to:

- Establish clear strategic direction for FRAFCA for 2027–2032
- Strengthen alignment between governance and operations
- Support sustainable growth and infrastructure expansion
- Embed reconciliation, cultural safety, and accountability within strategic priorities
- Clarify focus areas given increasing organizational scale and complexity

This strategic planning process must reflect FRAFCA's values, including belonging, compassion, connection, diversity, respect, spirituality, accountability, and balance.

SCOPE OF WORK

The selected consultant will facilitate a structured strategic planning process consisting of the following phases:

Phase 1 – Preparation & Discovery

- Review of key organizational documents (current Strategic Plan, governance materials, policies, organizational structure, operations plan etc.)
- Environmental scan of relevant sector trends, funding landscape, and Indigenous policy environment
- Interviews and/or structured engagement with:
 - Board of Directors
 - Executive Leadership
 - Senior Management

The consultant will synthesize findings to inform retreat design and strategic framing.

Phase 2 – In-Person Strategic Planning Retreat

Location: Tigh-Na-Mara Resort, Parksville, Vancouver Island, BC

Dates: May 28–31, 2026

Participants: Board of Directors, Executive Leadership, Senior Management, Administrative Team

The consultant must:

- Confirm availability for all retreat dates (May 28–31, 2026)
- Design and facilitate the full multi-day retreat
- Manage governance vs. operational boundaries appropriately
- Facilitate structured whole-group sessions and, where appropriate, separate governance-specific dialogue
- Incorporate culturally safe and trauma-informed facilitation practices
- Create space for courageous, forward-looking dialogue

The retreat should result in clear agreement on strategic priorities and direction.

Phase 3 – Strategic Plan Development

Deliverables must include:

- Draft Strategic Plan (2027–2032)

- Refined or refreshed strategic priorities
- High-level objectives and intended outcomes
- Consideration of sequencing and implementation direction
- Final Strategic Plan document suitable for Board approval and public release

Final document delivery is anticipated by June/July 2026.

CONSULTANT QUALIFICATIONS

FRAFCA is seeking a consultant or firm with demonstrated:

- Experience working with Indigenous-led organizations
- Strong understanding of reconciliation beyond symbolic engagement
- Experience facilitating Boards and senior leadership teams
- Ability to manage power dynamics within governance settings
- Experience with complex, multi-program non-profit organizations
- Strong written communication and strategic synthesis skills

Consultants must carry appropriate professional liability insurance.

Preference may be given to Indigenous consultants or firms and/or those with demonstrated culturally accountable practice in Indigenous contexts.

PROPOSAL REQUIREMENTS

Proposals must include:

1. Consultant or firm overview
2. Relevant experience and examples of similar engagements
3. Proposed methodology and retreat facilitation structure
4. Description of cultural safety approach and reconciliation lens
5. Detailed project timeline
6. Detailed fee structure
7. Confirmation of availability for May 28–31, 2026
8. At least two references (preferably Indigenous organizations)

Proposals should not exceed 15 pages.

BUDGET

FRAFCA anticipates proposals within the range of **\$25,000–\$50,000**, depending on scope and methodology.

Proponents are asked to submit a detailed fee structure inclusive of facilitation, preparation, travel, and deliverables.

TIMELINE

- RFP Release Date: February 12, 2026
- Questions Deadline: March 5, 2026
- Proposal Submission Deadline: March 12, 2026 (4:00 PM PST)
- Shortlisting & Interviews (if required): March 24–28, 2026
- Consultant Selection: Early April 2026
- Strategic Planning Retreat: May 28–31, 2026
- Final Strategic Plan Delivery: June/July 2026

EVALUATION CRITERIA

Proposals will be evaluated based on:

- Relevant experience and qualifications
- Quality and clarity of methodology
- Cultural safety and values alignment
- Cost

Proposals will be reviewed by the Executive Director and a Board-appointed subcommittee. Shortlisted proponents may be invited for interviews.

FRAFCA reserves the right to accept or reject any proposal and is not obligated to select the lowest-priced submission.

SUBMISSION DETAILS

Proposals must be submitted electronically in PDF format to:

Kyla Painter

Executive Director

Fraser Region Aboriginal Friendship Centre Association

kyla.painter@fafca.org

Subject Line: *Strategic Planning Proposal – FRAFCA*





*“We must walk gently and carry our responsibilities for the next seven generations.”
— FRAFCA*

**Fraser Region Aboriginal
Friendship Centre
(FRAFCA)**

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