



**SIKSIKAITSI
BLACKFOOT
CONFEDERACY**

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Request for Proposals

Blackfoot Confederacy Non-Market Housing Initiative

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Primary Contact:

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1. Introduction & Background

1.1 About Blackfoot Confederacy Tribal Council

The Blackfoot Confederacy Tribal Council (BCTC) is a non-profit organization comprised of the Kainai-Blood Tribe, Siksika, Piikani, and Amskapi Pikuni (member Nations) dedicated to advancing self-determination, socioeconomic well-being, and long-term community infrastructure for its members the Niitsitapi.

1.2 Project Vision & Opportunity Statement

In keeping with the mandate to protect individual Nation sovereignty, operational stability, and data integrity, BCTC is leading this housing initiative. The selected Proponent will act directly as an authorized BCTC representative, safeguarding the organization's financial, operational, and data interests while executing the project on time and within budget.

Niitsitapi Blackfoot families and individuals within Calgary face an acute, disproportionate gap in the local housing market. This project directly addresses this systemic issue by targeting housing affordability and specifically designing models to serve households earning less than 65% of Calgary's Area Median Income (AMI). Backed by the formal receipt of the City of Calgary's *Maa'too'maa'taapii Aoko'iyii'piaya* Indigenous housing grant, having been awarded both Stream 1 (Engagement and Planning) and Stream 3 (Land Purchase) funding, this project represents an immediate opportunity to build a self-sustaining, non-market financial model for the benefit of our members residing in the City of Calgary.

The vision for this development is to create homes within a culturally grounded environment. The project will integrate dedicated ceremony spaces and communal zones alongside residential units to support an intentional, intergenerational community model rooted in traditional Niitsitapi Blackfoot infrastructure design and relational values.

The overall objective of the project is to transition from community led design into immediate property acquisition. By leveraging BCTC's active municipal capital status under the Stream 1 (Engagement and Planning), and Stream 3 (Land Purchase) awards, the successful proponent will utilize the secured planning and land funding to finalize immediate site control, complete necessary technical due diligence, and build an auditable business case to unlock matching provincial and federal funding streams.

Stream 1: Two-Phase Structure

To achieve project readiness, the initiative is structured across two distinct, interconnected delivery phases:

- **Phase 1 (Stream 1 Alignment):** Focused on culturally grounded community research, executing a targeted community engagement strategy including distributing in-person and digital survey campaigns, developing appropriate non-market housing models, conducting site suitability scans, leading land purchase negotiations, and navigating municipal zoning/Land Use Redesignation (LOC) approvals.

- **Phase 2 (Stream 3 Alignment):** Focused on detailed architectural design, maximizing the secured capital grant stack, managing construction procurement tenders, and overseeing full operational readiness through to final occupancy.

2. Detailed Scope of Work & Deliverables

The selected Proponent must demonstrate the capacity to manage the project through the entire lifecycle across both delivery streams. The immediate contract awards the execution of Phase 1 with a performance-based transition to Phase 2.

Phase 1: Engagement, Pre-Development, Land Sourcing & Shovel Readiness

2.1 Land Research & Negotiation

Objective: Identify, evaluate, and secure initial site control for a viable parcel within Calgary that meets both the project's strategic requirements and the land-acquisition criteria outlined under the municipal framework.

Deliverables:

- **Calgary Urban Land Scan Matrix:** A comprehensive comparative report analyzing potential build sites, detailing utility capacities, zoning baselines, site accessibility, and proximity to amenities.
- **Site Suitability & Constraints Assessment:** A technical brief identifying development risks, easement restrictions, and site access limitations for shortlisted properties.
- **Real Estate Title & Legal Scans:** Verified land title certificates, encumbrance reviews, and transaction ready negotiation records. This includes documenting all formal real estate discussions conducted on behalf of BCTC with municipal, corporate, or private landowners to facilitate the outright purchase of a single, contiguous high density land parcel optimized for multi-unit housing development.
- **Letters of Intent (LOIs) & Option Frameworks:** Ready-for-execution, structured LOIs and option-to-purchase agreements for BCTC executive review, designed to legally secure exclusive site control of the targeted parcel during the technical due diligence window.

2.2 Culturally Grounded Community Engagement

Objective: Execute a culturally safe Niitsitapi Blackfoot urban community engagement strategy that honors traditional and community protocols while including essential spatial and social design requirements for the intergenerational housing model, fully meeting the planning criteria of the city grant.

Deliverables:

- **Nitsiitapi Blackfoot Confederacy Engagement Plan:** A documented strategy outlining the execution of at least four (4) in-person major engagement sessions targeting up to 100 total participants, rooted in Nitsiitapi Blackfoot Ways of Practice.
- **Community Survey Instruments (In-Person & Digital):** A culturally protective, OCAP®-compliant questionnaire designed to gather precise feedback on community housing needs, ceremony spaces, and intergenerational living requirements. This includes a physical print version for live distribution at the in-person sessions and an optimized digital version for a wider online campaign.
- **Online Campaign & Digital Feedback Dashboard:** Implementation of an inclusive digital outreach campaign to maximize member participation paired with a secure repository to aggregate online survey submissions under First Nations Data Sovereignty principles.
- **Session Logistics & Protocol Register:** A managed tracker documenting Elder/Knowledge Keeper compensation, member incentives, venue bookings, and culturally appropriate catering logistics.
- **"What We Heard" Design Mandate Report:** A culturally validated community engagement report summarizing the structural, spatial, ceremonial, and wrap-around service requirements directed by the community, prepared for submission to BCTC. This report must synthesize all quantitative and qualitative data captured across both the in-person session surveys and the online digital campaign.

2.3 Technical Feasibility & Due Diligence Coordination

Objective: Coordinate, schedule, and oversee technical and environmental professionals to mitigate risk and confirm the baseline structural and environmental safety of the selected property.

Critical Notice to Proponents: Direct third-party billing for Environmental Site Assessments (ESAs), geotechnical drilling, and legal boundary surveys will be funded out of an external capital reserve or supplementary pre-development grants currently being advanced by BCTC. The Proponent's role under this line item is strictly for procurement, scheduling, oversight, and integration management. Bidders must not bundle the direct cost of engineering lab fees or drilling crews into their baseline professional services fees.

Deliverables:

- **Phase I & II Environmental Site Assessment (ESA) Procurement & Review:** Comprehensive, certified third-party environmental reports verifying environmental compliance or identifying remediation requirements, managed and reviewed by the Proponent.

- **Geotechnical & Core Drilling Engineering Coordination Brief:** A professional engineering report detailing soil stability, structural load capacities, and core drilling results, coordinated by the Proponent.
- **Legal Site & Boundary Survey Oversight:** Certified land surveyor boundary prints, topographic maps, and structural alignments integrated into the master planning layout.

2.4 Zoning & Municipal Planning

Objective: Navigate the development through municipal regulatory pipelines, securing critical planning approvals via the City of Calgary's fast track affordable housing mechanisms, while simultaneously analyzing federal and municipal frameworks for long term urban reserve designation.

Deliverables:

- **Land Use Redesignation (LOC) Application Package:** Complete submission documents, planning rationales, and architectural site maps submitted directly to the City of Calgary Planning & Development department.
- **Development Permit (DP) & Building Permit (BP) Tracking Logs:** Active municipal interface records, municipal response logs, and completed application filings for DP and preliminary BP approvals.
- **Urban Additions to Reserve (ATR) Policy & Feasibility Brief:** A comprehensive analysis detailing the federal ATR policy mechanisms available to Tribal Council non-profit organizations. This report must outline the operational, tax, and jurisdictional implications of transitioning an acquired urban fee-simple property into an Urban Reserve or designated Tribal Council development zone, mapping out the necessary municipal-Nation service agreement frameworks required by the City of Calgary.

2.5 Business Case & Financial Proforma Development

Objective: Design an auditable financial model that demonstrates long-term operational self-sustainability while preserving the affordability mandates defined by the municipal framework.

Deliverables:

- **Non-Market Financial Proforma:** A financial model optimized for households earning less than 65% of Calgary's Area Median Income (AMI), ensuring alignment with the program's core housing need thresholds.
- **Operational Business Case & Lifecycle Model:** Multi-decade cash-flow projections, capital reserve requirements, lifecycle maintenance sub-models, and operating cost allocations.

Phase 2: Capital Deployment, Construction & Execution

2.6 Capital Stacking & Grant Procurement

Objective: Assemble and submit multi-tiered capital grant models, utilizing the city's capital contribution as the foundational mechanism to attract matching federal and provincial funds.

Deliverables:

- **Capital Stack Funding Matrix:** A structured portfolio map detailing matched capital allocations across the municipal program, federal, provincial, and philanthropic streams.
- **Grant Application Portfolios:** Fully authored, compiled, and submitted funding application packages tracking active government grant deadlines.

2.7 Procurement Management

Objective: Formulate legal market tenders to recruit and contract the secondary technical and execution teams under transparent procurement standards.

Deliverables:

- **RFP & RFQ Tender Documents:** Customized procurement packages tailored to recruit the project's Prime Architect, multi-disciplinary Engineering teams, and General Contractor or Construction Manager.
- **Bid Evaluation Reports:** Formal scoring sheets, proponent interview records, and transparent selection recommendations for BCTC steering review.

2.8 Construction Oversight

Objective: Protect BCTC's fiscal and physical assets during active construction, ensuring strict delivery timelines that align with municipal affordable housing strategies.

Deliverables:

- **Master Construction Schedule & Progress Logs:** Active baseline schedules monitoring construction milestones against the expected 24-month occupancy timeline.
- **Financial Control Logs:** Auditable registers managing project change orders, verified construction draw schedules, and variance analysis reports.

2.9 Commissioning & Transition to Operations

Objective: Transition the physical building from active construction into a live, occupied, and operational community housing asset that fulfills the "For Indigenous, By Indigenous" governance mandate.

Deliverables:

- **Building Handover Portfolio:** Final occupancy permits, municipal clearances, and technical equipment commissioning warranties.
- **Property Management Integration Blueprint:** A deployed facility operational framework governing tenant onboarding, maintenance workflows, and culturally integrated property management structures.

3. Required Proponent Qualifications

Proponents must submit clear, verifiable proof of capability in the following specific areas:

- **Calgary Development & Land Expertise:** A proven track record of navigating the City of Calgary's municipal approvals, land-use bylaws, and fast-track affordable housing pathways. The proponent must demonstrate direct experience in urban land market research, site feasibility analyses, and the successful negotiation of land purchases, municipal land transfers, or long-term land leases.
- **Affordable Housing Finance:** Demonstrated experience structuring mixed-income or deeply subsidized proformas and successfully unlocking federal, provincial, and municipal capital grants.
- **Culturally Grounded Design & Indigenous Relations:** Experience managing complex community projects that integrate community-led, culturally protective, and ceremonial spaces. A comprehensive understanding of First Nations Data Sovereignty (OCAP® principles) as they relate to community engagement data, land research records, and project documentation is highly valued.
- **Systems Ecosystem Approach:** Ability to manage housing developments not as isolated physical structures, but as integrated spaces linked to broader community wellness, emergency management readiness, and social & cultural continuity.

4. Proposal Submission Requirements & Layout

Proponents must submit their packages in a single digital PDF format, organized strictly into the following five (5) distinct sections:

- **Section A: Executive Summary & Corporate Profile (Max 2 pages)**

A high-level summary of the proponent's value proposition, corporate profile, identity, and confirmation of availability to execute the Year 1 timeline. Also includes the mandatory Conflict of Interest declaration.

- **Section B: Relevant Project Experience**

Highlight up to three (3) affordable or non-market housing projects completed in Alberta within the past seven (7) years. Detail explicitly how funding stacks were assembled, how land was secured/negotiated, and how municipal approvals were obtained.

- **Section C: Methodology & Work Plan**

A granular breakdown of the team’s approach to executing both Phase 1 and Phase 2 deliverables. This section must explicitly detail the proponent's land research, site selection matrices, and transactional negotiation methodology, as well as their approach to culturally safe community engagement and adherence to OCAP® data principles.

- **Section D: Project Team & Key Personnel**

Detailed CVs and professional profiles of the specific project managers, real estate/land negotiation specialists, and consultants assigned directly to this file. Include professional designations (e.g., PMP, RPP, MCIP, P.Eng.).

- **Section E: Fees & Commercial Terms**

Provide a transparent pricing schedule broken down by milestone or monthly retainer for Phase 1, ensuring exact alignment with Section 9 of this document. Include a proposed percentage or fixed fee structure model for the Phase 2 construction management framework.

5. Evaluation Criteria

BCTC will evaluate compliant proposals based on a 100-point matrix. Awards will be made to the highest-scoring proponent whose proposal represents the best value, cultural safety, and technical capability.

Evaluation Component	Description	Weight/Points
Qualifications & Calgary Experience	Verified capability in Calgary planning, zoning, land sourcing, and commercial real estate purchase/option negotiations.	30
Methodology & Data Sovereignty	Quality of work plan, cultural safety framework, and strict operational alignment with First Nations OCAP® principles.	25
Team Capacity & Capital Stacking	Profile of dedicated team members, references, and demonstrated success unlocking multi-tiered government grants (CMHC, provincial, etc.).	25
Fee Structure & Value for Money	Clear cost allocations, billing structures, and cost-effectiveness within the prescribed Phase 1 budget ceilings.	20

6. Phased Approach to Development

Proponents are advised that this RFP is strictly structured to secure a qualified partner for Year 1 Planning, Engagement, Land Options, and Pre-Development Services as defined in the Scope of Work and aligned with the allocated \$135,000.00 pre-development budget. BCTC does not commit to financing construction costs within this initial contract phase.

The Blackfoot Confederacy Tribal Council has already secured the City of Calgary Stream 3 Land Acquisition Funding (\$3.5M). Proponents are expected to leverage this active funding status to expedite site control, technical due diligence coordination, and matching capital stacking.

7. Transition to Phase 2 (Capital Deployment and Construction)

While the immediate contract is capped at the Year 1 Pre-Development phase, the overarching objective of the Blackfoot Confederacy is the successful transition into active construction, target delivery, and compliance with the City of Calgary's expected 24-month occupancy timelines. To ensure project continuity, data sovereignty protection, and operational stability, the contract structure will govern future phases as follows:

- **Performance-Based Transition:** Upon the successful completion of the Year 1 deliverables, including the delivery of a viable, self-sustaining financial proforma, fully negotiated or optioned land placement agreements, completed initial technical due diligence coordination, and a culturally validated "What We Heard" community design framework, the selected Proponent will hold the exclusive *Right of First Negotiation* for the Phase 2 (Stream 3) Construction Oversight and Capital Deployment contract.
- **Future Fee Structure:** The fee structure for Phase 2 will not be bound by the Year 1 planning limits. Instead, it will be negotiated using industry standard parameters, such as a percentage-of-construction-cost fee or a fixed monthly management retainer, scaled directly to the capital stacking portfolio (including municipal, provincial, and federal funding streams) secured during the pre-development phase.
- **Retention of Project IP:** All community research, focus group data, site selection matrices, land negotiation records, and technical files managed under OCAP® principles during Year 1 will remain within the BCTC project repository. This ensures the preferred proponent can transition seamlessly into active construction procurement without restarting municipal or stakeholder engagement channels, preserving institutional memory and First Nation data sovereignty.

8. Budget Allocation & Financial Framework

The maximum total allocation for Year 1 Planning, Engagement, Land Sourcing, and Pre-Development Services under this contract is **\$135,000.00** (inclusive of all labor fees, disbursements, and technical soft costs). BCTC will pay out this contract based on negotiated milestone achievements.

9. Project Budget Breakdown

Proponents must align their financial proposals exactly with the core project delivery allocation of \$135,000.00, structured across the following milestones and mandatory cost caps:

Phase 1: Nitsiitapi Grounded Community Engagement (\$28,500.00)

- **Elder & Knowledge Keeper Honorariums:** \$8,500.00 (Allocated for traditional protocol, guidance, and compensation across 4 major sessions).
- **Member Participation Incentives:** \$6,000.00 (Allocated for gift cards for up to 100 community participants to guarantee engagement).
- **Catering:** \$6,000.00 (Allocated to support Indigenous caterers during community engagement events).
- **Venue Rentals & Logistics:** \$5,000.00 (Allocated for booking community hubs/centres and providing necessary transportation support for members).
- **Engagement Materials & Reporting:** \$3,000.00 (Fixed allocation allotted for direct hard printing, visual design, and physical materials cost).

Phase 2: Planning, Land Sourcing & Pre-Development Services (\$106,500.00)

- **PM/Developer Professional Fees & Technical Soft Costs:** \$106,500.00
- **Note on Scope Coverage:** This line item is allocated for complete pre-development services, including professional consulting fees, financial modeling/proforma development, capital stacking applications, urban land parcel research, site selection, legal land lease/acquisition negotiations, municipal zoning/utility reviews, the Urban ATR Feasibility Brief, and project management oversight of future engineering scopes.
- **Proponent Directive:** BCTC will maintain a separate capital reserve to cover direct municipal application fees and hard third-party invoicing from engineering firms as needed. Proponents must clearly state what portion of this \$106,500.00 line item constitutes their direct professional fee versus internal project disbursements.

10. Submission Instructions & Proposal Requirements

10.1 Compliance Rules

Proponents are required to submit a detailed cost schedule that demonstrates an exact alignment with these itemized limits. Proposals that exceed the total \$135,000.00 funding threshold or alter the baseline community engagement allocations (\$28,500.00) required to maintain a culturally safe environment, will be automatically disqualified from evaluation.

10.2 Digital Submission Guide

- **Format:** Single consolidated file in PDF format via email attachment.
- **Subject Line Convention:** RFP Submission: BCTC Non-Market Housing Initiative - [Proponent Name]
- **Submission Address:** Send directly to Susan Solway, Housing Initiatives Officer at SusanS@blackfootconfederacy.ca.

- **Closing Time:** Proposals must be received no later than **August 20, 2026, at 4:00 PM MDT**. Late submissions will be flagged as non-compliant and automatically deleted without evaluation.

11. Legal & Contractual Terms (Boilerplate Protection)

11.1 Right to Accept or Reject

BCTC is under no obligation to award a contract to any proponent. BCTC reserves the absolute right to reject any or all proposals, to waive any informalities or minor irregularities in proposals received, and to negotiate modifications to any proposal to serve the best strategic interests of the member Nations.

11.2 Proponent Costs

BCTC will not be liable for any costs, expenses, or losses incurred by any proponent in the preparation, submission, presentation, or negotiation of their proposal in response to this RFP. All submission costs are borne entirely by the bidding firms.

11.3 Conflict of Interest

Proponents must declare any actual, potential, or perceived conflicts of interest with BCTC, its member Nations, or the City of Calgary within Section A of their proposal package. Failure to disclose an active conflict of interest will result in immediate disqualification or termination of any active contract.

11.4 Freedom of Information & Confidentiality

All data, documentation, land data, and proprietary cultural materials shared by BCTC during this procurement lifecycle remain strictly confidential. The successful proponent shall not release any public statements, press releases, or marketing materials regarding this initiative without express, written authorization from the BCTC Executive.

11.5 Irrevocability of Bids

All submitted proposals shall remain firm, irrevocable, and open for BCTC acceptance for a period of ninety (90) calendar days following the RFP closing date.