



First Nations Housing
Professionals Association

L'Association des professionnels de
l'habitation des Premières Nations

Leading with Purpose

The 2024/25 Annual Report

Candace Bennett, FNHP, CIL, CAPA
CHIEF EXECUTIVE OFFICER



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OPERATIONS



2024/25 Annual Report

Strengthening First Nations Housing

The Board of Directors and staff of the First Nations Housing Professionals Association (FNHPA) is pleased to present the 2024-2025 Annual Report. This report covers the period from April 1, 2024, to March 31, 2025, highlighting the projects and activities completed during this fiscal year.

It acknowledges the essential role played by First Nations Housing Professionals, those within the First Nations housing industry such as contractors, managers, administrative staff, members, partners, supporters, governments, and related agencies, in delivering programs efficiently and effectively.

This report also reflects the significance of engaging with our members to ensure they have the tools and resources necessary to excel in their roles and meet their daily responsibilities. We are grateful for your continued support and look forward to building on our collective achievements.

Established on November 15, 2018, and formally incorporated on January 1, 2019, the FNHPA stands as a national not-for-profit professional association dedicated solely to serving the needs of individuals within the First Nations housing industry.

We focus on cultivating talent for program management and administrative roles, offering comprehensive services such as certification, training, professional development, and project opportunities in housing.

With an unwavering dedication to inclusivity and productivity, FNHPA proudly offers a wide array of services to its members. Operating in both official languages, English and French, our organization ensures accessibility and support for all individuals.

- Competency and Ethical Standards
- Certification: courses and examination
- National Conference and AGM
- Seminars, workshops, and webinars
- Website/social media and networking
- Job listing service and other career supports
- Publications (Toolkits)
- Awards, scholarships and member discounts
- Promotion of both the designation and the profession
- Website Knowledge Centre, with tools, practice, articles, and reports

A message from our Chief Executive Officer

The First Nations Housing Professionals Association (FNHPA) has firmly established itself as Canada's governing authority for education, certification, and capacity development within the First Nations housing industry in management and operations. Through support from our students, members, partners, board, staff, industry and the federal government, FNHPA has played a pivotal role in defining housing staff roles within First Nations communities and identifying the skills and capacity required to administer effective on-reserve housing programs.

Our vision and capacity programs have played a vital role in supporting the growth and effectiveness of those working on the frontlines of First Nation housing by providing them with the knowledge and tools needed for strong, sustainable community housing management. From September 2020 to May 2024, 387 students have participated in our First Nations Housing Professional courses, resulting in the certification of 49 First Nations Housing Professionals (FNHPs) across Canada. These efforts support the federal government's commitment to enabling First Nations to manage their housing programs—by First Nations, for First Nations.

At the heart of our mission is the pursuit of self-determination for First Nation communities in the management of their housing portfolios. As the sole governing body in this industry, FNHPA continues to break new ground, evolving and expanding our services to reflect the diverse regional needs across the country. Our shift toward a more regionally focused approach allows us to be more responsive to provincial contexts and challenges.

We are deeply grateful for the support and investment received over the past six years. That support has been vital in helping us address critical gaps in education and capacity development within the First Nations housing industry. The achievements to date reflect the dedication of our staff, partners, and students, and they form a strong foundation for continued progress.

FNHPA is proud to remain steadfast in our mission to strengthen First Nations housing through education, training, and capacity building. As we look ahead, we are focused on expanding our impact both nationally and regionally, aligning our efforts with Indigenous Services Canada (ISC), Canada Mortgage and Housing Corporation (CMHC), and federal housing strategies.

A key part of this work is our commitment to collaboration. Through formal Partnership Agreements and Memorandums of Understanding (MOUs) with organizations such as the First Nations Health Managers Association (FNHMA), the First Nations Market Housing Fund (FNMHF), and the First Nations National Building Officers Association (FNNBOA), FNHPA is integrating housing with health, infrastructure, and industry strategies to promote holistic and sustainable housing solutions.

FNHPA is dedicated to supporting and complementing the efforts of Tribal Councils and housing organizations in First Nations communities by extending their reach and amplifying their impact through tailored training, resources, and certification programs that align with their existing strategies and community priorities.

By collaborating closely with these partners, we contribute to building long-term housing sustainability and strengthening the capacity of housing staff to meet the unique needs of their communities.

Our continued focus is on supporting our partners, empowering our students, and strengthening our communities.

Now more than ever, the urgency of our mission is undeniable. The Auditor General's report has confirmed what we have long recognized: the housing crisis in First Nations communities is systemic, deeply rooted, and demands First Nations-led solutions. Since our founding, FNHPA has been on the front lines—working hand-in-hand with communities to not only build homes but to foster enduring knowledge, capacity, and leadership.

As Canada's only governing body dedicated to First Nations housing, we do not wait to react—we lead. We act. We deliver. Together with our partners and communities, we are laying the groundwork for a future where every First Nation has the talent, tools, and autonomy to successfully manage their housing needs. The journey continues—and so does our unwavering resolve.

Kitchi Migwetch,



Candace Bennett,
FNHP, CIL, CAPA
CHIEF EXECUTIVE OFFICER

First Nations Housing
Professionals Association
(FNHPA)



Strategic Planning

Vision

FNHPA is the centre for professional standards, certification, and other services for existing and future First Nations Housing Professionals across Canada.

To assist in providing greater direction towards achieving the vision and mission, **goals have been established.**

Mission

FNHPA supports existing and future housing professionals in serving their communities by:

- Providing national standards
- Delivering education and certification programs
- Facilitating communication and knowledge-sharing

These goals are numbered but not prioritized:

1. To develop capacity for housing professionals in First Nations through standard setting, certification, and training.
2. To attract members to FNHPA who have a desire to obtain and maintain a professional designation.
3. To engage, promote and communicate while enhancing credibility.
4. To support First Nations with timely and relevant products and services to enhance housing capacity.
5. To obtain government, business, and political support, and develop partnerships with like-minded organizations.
6. To pursue the vision and mission in an innovative, effective, and financially responsible manner. These statements are supported by Board-approved strategy, standards, and policies.

As Canada's governing body on First Nations Housing education, certification and capacity development, FNHPA deeply understands the significance of nurturing the next generation of leaders in the housing industry.

There is currently one vacancy on the Board for Northern Canada with nominations open for this position.

FNHPA recruits interested youth to fill our Youth Board member position. This entails a two-year term appointed by the Board. In 2024, Sasha Young was appointed as the Youth Director, a strategic decision aimed at integrating the perspectives and needs of young individuals into the realm of First Nation housing, while also providing invaluable mentorship opportunities for youth aspiring to board positions.

As the regulatory authority in Canada for First Nations housing education and capacity development, FNHPA created strategic vision and mission statements that encapsulate our "why" and reflect our purpose for existing. The following strategic statements were developed and approved by the Board. These statements are maintained in the work that's being developed and planned for as the association grows.

Board of Directors



Darlene Marshall, FNHP
CHAIR
Eskasoni First Nation
(Mi'kmaq)



Rosie Charles, FNHP
VICE-CHAIR
Prince Albert Grand Council,
SK



Tabitha Eneas, FNHP, CIL
SECRETARY-TREASURER
Penticton Indian Band, BC



Seetta Roccola, FNHP
DIRECTOR (MANITOBA)
Interlake Reserves Tribal
Council, MB



Sasha Young
DIRECTOR (YOUTH)
Opaskwayak Cree Nation,
MB



Joanne Oskatamin-Potts,
FNHP
DIRECTOR (ALBERTA)
Ermineskin Cree Nation, AB



Teneal Nole
DIRECTOR (NORTH)
Dease Lake, BC

Strengthening Capacity Through Strategic Governance

BOARD AND COMMITTEE LEADERSHIP

At the heart of FNHPA's success is the dedicated leadership of our Board and Committees. Each meeting is more than just a check-in—it's a catalyst for innovation, accountability, and meaningful progress. In 2024/2025, the Board convened for four regular meetings and five Research Committee meetings, each serving as a platform for strategic planning, oversight, and collaboration.

These gatherings are where momentum is built—where regional expansion plans are refined, goals are measured against real outcomes, and the resources needed to sustain our growth are thoughtfully assessed. Special board meetings also played a vital role this year, ensuring swift and transparent decision-making around critical matters such as certifying FNHP candidates, approving board nominations, and reinforcing governance excellence.

Through these touchpoints, our Board continues to align efforts across departments, guide the organization's strategic direction, and cultivate key partnerships that help advance First Nations housing across the country.

Meeting Recap

Conference Committee Meetings (9)

Keeper of My Home Committee Meetings (8)

Executive Committee Meetings (6)

Education Committee Meetings (5)

Special Board Meetings (5)

Research & New Services Committee Meeting (4)

Board Meetings (4)

Finance & Audit Committee Meetings (2)

DEI Training Session for Board (1)

Annual Conference Highlights

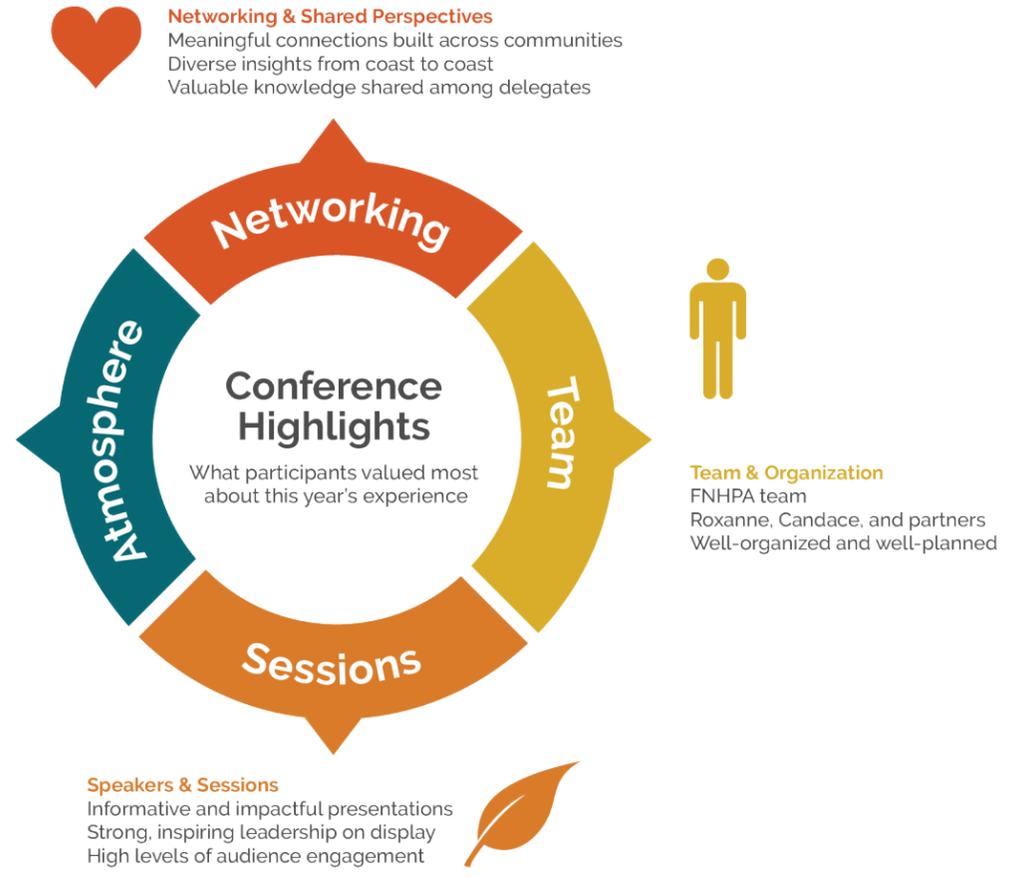
At the conclusion of the First Nations Housing Professionals Association's 2024 Annual National Conference (November 26-28 at the Sheraton Toronto Airport Hotel & Conference Centre), delegates were invited to complete an evaluation of the event.

All sessions rated on a 5-point scale: 1 = Poor, 5 = Excellent

Of the 397 delegates registered, 87 provided feedback.



OVERALL RATINGS	
Session Title	Avg. Rating (out of 5)
Opening Plenary: Supporting the Housing Continuum	4.3
Thursday AM Plenary: Building or Renovating – Understanding Council's Authority of Jurisdiction	4.4
Closing Plenary: Empowering First Nations: Navigating Housing Policies, Laws and Regulations	4.5
Workshop 1: Housing Management Assessment and Learning Pathway	4.3
Workshop 2: Update on Jordan's Principle	4.3
Workshop 3: Understanding the Value of Data	4.2
Workshop 4: On-Reserve Residential Rehabilitation Assistance Program	4.4
Workshop 5: Safe and Affordable Housing Using Innovative Solutions	4.0
Workshop 6: Understanding Methamphetamine Contamination	4.2
Workshop 7: North, Remote and Special Access Learning Circle	4.9
Workshop 8: Considering Climate Change When Planning Your Housing Project	4.3
Workshop 9: Engaging Youth – Enhancing the Keeper of My Home Resource	4.6



Suggestions for Future Workshops

Whether you're interested in innovative housing solutions, strengthening tenant relations, or advancing leadership skills, these topics reflect what our community wants to learn more about.

Here's a look at the most requested topics, organized into key themes.

HOUSING & DESIGN INNOVATIONS

- Alternative materials & cost-saving builds
- Accessibility & aging in place
- Urban Indigenous housing
- Overcrowding solutions
- Transitional housing

TENANT & COMMUNITY SUPPORT

- Conflict resolution & tenant relations
- Housing for elders
- Policy development
- Safety & budgeting
- Supporting community well-being

LEADERSHIP & HOUSING MANAGEMENT

- Capacity building & leadership
- Housing finance & proposal writing
- Building codes & bonding
- Admin technology tools
- MRP updates & self-governance
- First Nation-led housing organizations

Far beyond city limits and at the edge of rugged landscapes, many northern and remote First Nations communities face the unique challenges of limited access

to services, long travel times, and isolation from mainstream infrastructure. Yet, these communities are rich with knowledge, resilience, and a deep-rooted commitment to self-determination in housing.

To support these realities, FNHPA hosted a workshop exclusively for individuals who work in First Nations communities and who self-identify as northern, remote, or special access. This intentional approach created a safe and focused environment, ensuring open dialogue free from outside influence and grounded in lived experience.

The session brought together 35 participants, including housing professionals from both First Nations communities and Tribal Councils. Collectively, they represented approximately 50 northern, remote, or special access communities. Discussions revealed the critical value of culturally relevant, accessible training opportunities and the importance of building housing capacity from within.

In response, FNHPA's Education Department is launching two informational webinars in April and May 2025 to raise awareness and encourage more applicants for the Prior Learning Assessment and Recognition (PLAR) certification pathway. Planning for these sessions began in January 2025, with a focus on providing practical guidance, addressing common questions, and empowering participants to navigate the PLAR process with confidence.

Supporting Northern, Remote, and Special Access Communities Through Capacity Building

During the FNHPA 2024 National Housing Conference, a working session was offered in order to identify:

1. How FNHPA can support communities in achieving their education and capacity development needs.

2. Tools and resources needed to assist communities in the delivery and management of housing programs and services.

3. How to encourage and support networking amongst housing providers or professionals.

DISCUSSION HIGHLIGHTS

To begin the session, a brief overview of FNHPA was provided to inform participants of products and services available to members including Toolboxes and resources and information on education and training opportunities.

Five dialogue questions were then presented to obtain feedback on the three topics. Participants worked in small groups to respond to the questions. The following is an analysis of their responses.

1. What is the most urgent education or capacity development need?

Housing Operations - This includes identification of topics that are directly related to delivery and management of First Nations housing programs and services. It should be noted that some topics have been explored in existing FNHPA webinars, toolboxes, and workshops that participants may have been unaware of or unable to access.

Participants identified a variety of topics including property management, understanding funding and budgeting, developing, and enforcing housing policies, reducing building costs and, basic home maintenance.

Professional Development - This refers to skills that can increase the housing providers ability to perform their job and lead to new opportunities or career advancement. These skills often increase confidence and ability to perform work tasks and improve professionalism.

Participants identified a number of topics that are likely to enhance a housing providers ability to provide programs and services including: training on mental health, time management, health and safety, project management, financial literacy, building relationships and partnerships.

2. What topics would you suggest for future toolboxes?

The topics identified by participants were those that would be relevant to all First Nation housing staff or professionals, regardless of their geographic location. While several suggestions were offered there were common themes on industry practices and templates and samples that could be customized by a First Nation. For example, information on industry practices including software programs, information on manufactured homes, asset management programs, updates on building practices and trends and homeownership approaches. Participants suggested providing templates and customizable tools including presentations for Chief and Council, developing a strategic plan, cost estimating, applications and proposal writing and, Matrimonial Real Property laws.



3. What additional resources are needed?

There were several suggestions for additional resources to assist in enhancing delivery and management of housing programs and services. While some are beyond the mandate of FNHPA, they may be relevant to our partners and those working with or supplying the housing industry. These included access to lists of architects, community directory, and predevelopment plans. The most common suggestions were related to information sharing and ongoing communications that would advance First Nation housing including access to training materials, virtual courses, newsletters, and regional networks.

4. What type of network or partnerships have been helpful to your housing initiatives?

The comments reflect the geographic diversity of participants and speak to their experiences with networks and partnerships. FNHPA does not sanction any specific organization but encourages First Nations to develop their own, based on local needs and interests. Participants commented on how they have worked with both internal and external partners or services providers including their health centres, tribal councils, public utilities, and regional list of contractors. related to information sharing and ongoing communications that would advance First Nation housing including access to training materials, virtual courses, newsletters, and regional networks.

5. What is working well in your community?

Participants highlighted the positive impact of investing in education and capacity-building opportunities for housing staff. Many shared stories of local successes, emphasizing that when staff have access to training—despite the challenges of remote locations—communities see a noticeable increase in local skills and knowledge. This access not only strengthens housing departments but also supports long-term community success.

CONCLUSION

To truly meet the housing needs of northern, remote, and special access communities, we must adopt a focused, strategic approach to education and capacity development. This means going beyond short-term fixes to invest in long-term solutions—starting with identifying urgent training needs, forging strong and meaningful partnerships, and directly addressing the complex challenges these communities face.

Empowering local leaders through tailored strategies is key. By building resilient frameworks that reflect the unique realities of special access regions, we can cultivate stronger leadership, support mental wellness, improve financial literacy, and enhance project management. These efforts will not only strengthen housing initiatives but also elevate overall quality of life in some of Canada's most underserved communities.

Analysis and Report

Teneal Nole, Roxanne Harper and Candace Bennett

Committees

Governance

The committees are essential to Association development and adherence to our mandate while bringing in National perspectives. FNHPA currently has two governance committee and four operational committees.

EXECUTIVE COMMITTEE

Darlene Marshall, Chair
Rosie Charles, Vice-Chair
Tabitha Eneas, Secretary-Treasurer

The Executive Committee is responsible for oversight of the operations, evaluation and supervisory of the Chief Executive Officer.

EDUCATION COMMITTEE

Harvey McCue
Roxanne Harper
Tabitha Eneas
Allystarr Johnson
Kelsey Gagnon

The Education Committee oversees the development and implementation of educational programs, courses, and training initiatives tailored to the needs of housing professionals in First Nations communities

RESEARCH AND NEW SERVICES COMMITTEE

Darlene Marshall, Chair
Rosie Charles
Roxanne Harper
Candace Bennett
Farren Saulis Rogers

This committee guides the development of potential projects that fall into the area of research or new services.

AUDIT AND FINANCE COMMITTEE

Tabitha Eneas
Seetta Roccola
Rosie Charles
Candace Bennett
Farren Saulis Rogers
Lily-Anne Mt. Pleasant

This committee oversees financial planning, budgeting, and reporting processes, as well as internal controls and risk management practices. By conducting regular audits and financial reviews, the committee ensures compliance with regulatory requirements and promotes transparency in financial operations.

KEEPER OF MY HOME TASK FORCE

Brooke Duggan
Sally Duff
Lily-Anne Mt. Pleasant
Frank Horn
Jeff Mercer
Tiffany Boyd
Iain Geeves

This task group meets monthly to support the promotion, delivery, and implementation of the Keeper of My Home program.

CONFERENCE COMMITTEE

Candace Bennett
Roxanne Harper
Tabitha Eneas
Rosie Charles
Farren Saulis Rogers
Darlene Marshall

This committee guides the planning and coordination of the annual conference. This committee meets with the Osprey Team to discuss the agenda/program, workshops, guest speakers, board member roles, swag and FNHP convocation.

Association Management Expert

FNHPA continued its collaboration with association expert Jim Pealow, contracted through Association Management & Consulting Executive Services (AMCES). With over 25 years of experience in the not-for-profit sector, Mr. Pealow has worked with more than 200 associations on over 300 projects, bringing a wealth of knowledge to our organization.

In his role, Mr. Pealow provided strategic guidance to the Chief Executive Officer on board governance and association management, contributing to the development of governance policies and procedures, offering coaching to board members, advising on strategic planning, assisting in by-law development, and supporting the creation and implementation of association management programs.

His expertise has been instrumental in enhancing FNHPA's governance practices and aligning our operations with best practices in the not-for-profit sector.

Staff Roles at FNHPA

In 2024, the First Nations Housing Professionals Association (FNHPA) experienced significant growth, expanding its team from 9 to 21 staff members.

EXECUTIVE LEADERSHIP

Candace Bennett
 Chief Executive Officer

ADMINISTRATIVE AND CORPORATE SUPPORT

Farren Saulis Rogers
 Corporate Manager

June Smith
 Executive Administrator

Sharon Perrault
 Membership Administrator

HOUSING AND WELLNESS PROGRAM

Brooke Duggan
 Program Manager

Sally Duff
 Program Coordinator

FINANCIAL SERVICES

Lily-Anne Mt. Pleasant
 Financial Controller

Keri-Lynn Walker
 Financial Support Administrator

EDUCATION

Allystarr Johnson
 Education Manager

Shauna Bowman
 Education Clerk

Kelsey Gagnon
 Education Administrator

Alex Boudrias
 Training and Events Administrator

REGIONAL EXPANSION

Kateri Stevens
 Atlantic Coordinator

Dustin Gorst
 Alberta Coordinator

Candace Garson
 Northern Manitoba Coordinator

Jeremy Parsons
 Southern Manitoba Coordinator

Rebecca Montour
 Regional Relations Clerk

MARKETING AND COMMUNICATIONS

Kateri Amikons
 Coordinator

MATRIMONIAL REAL PROPERTY (MRP) PROGRAM

Carrie Zeppa
 Matrimonial Real Property Manager

Darlene Chevrier
 Matrimonial Real Property Coordinator

Ruby Sinclair
 Consultant, Alberta/Saskatchewan

Jeneen Hunt
 Consultant, British Columbia/Yukon/
 Northwest Territories

Jan Leroux
 Consultant, Manitoba/Ontario

Shayne MacDonald
 Consultant, Quebec/Atlantic

CONSULTANCY FIRMS

Twumasi Consulting Inc.
 (Communications and Marketing)

IT Horizons (Information Technology)

Osprey Team (Conference Events)

Boreala (Human Resources)

Harvey McCue (Waubageshig)
 Consulting (Expert Services)

First Nations National Building Officers
 Association (Technical)

Turtle Island Associates (Training and
 Development – Subject Specific)

Roots and Rights Inc. (Research)

Special Project Consultants

Roots and Rights was procured for the 10-Year strategic planning and FNHPA housing management Assessment Learning Pathway research project.

Kathy McCue was engaged to assist in the navigation of the three-year MRP transition, and James Yantha's services were acquired for the planning for the regional expansion of FNHPA.

As FNHPA continues to expand, particularly with the addition of the MRP Program, we anticipate further growth and the addition of new roles to support our evolving initiatives.

Office Location

FNHPA's head office is proudly located within the beautiful Algonquins of Pikwakanagan First Nation, just 1.5 hours west of Ottawa! This vibrant hub is home to a dedicated team of five staff.

It's where all our materials, toolkits, and resources come to life before reaching First Nations housing staff across the country.

Translation

FNHPA places great emphasis on effective communication and ensuring information accessibility in both official languages. Materials such as mailouts, FAQs, and promotional content are routinely translated and distributed.

However, due to budget constraints, allocating funds for translation can be challenging, ranging from limited to nonexistent resources.

To address this issue, we have made strategic adjustments. Recognizing that the French version of the monthly newsletter was not being utilized, we have ceased its translation. Instead, we will implement a new approach by incorporating a section in the newsletter where individuals can request a French copy if required.

This not only streamlines our translation efforts but also optimizes cost savings by allocating resources where they are most needed.

FNHPA is committed to supporting culturally relevant and accessible education by translating key resources into First Nations languages. As part of this effort, we are proud to be working on the translation of the Keeper of My Home program booklets into five First Nations languages.

This initiative ensures that youth can engage with important housing knowledge in the language of their community, strengthening identity, understanding, and long-term housing success. By honoring and integrating language, we're helping build a future where First Nations voices and perspectives are at the heart of housing education.



MILESTONES



Milestones



2019

JANUARY 2019

FNHPA is officially incorporated, marking the establishment of the First Nations Housing Professionals Association.

With founding board members Darlene Marshall, Darlene Chevrier, Harvey McCue, Rosie Charles, Roxanne Harper.



2020

MAY 2020

The first Prior Learning Assessment Recognition (PLAR) candidate is approved and successful.

SEPTEMBER 2020

FNHPA starts its first fall semester with 17 students in Course 100 and 5 students in Course 200.



2021

JANUARY 2021

FNHPA holds its first virtual AGM and recognized SAIT, CEGEP, VIU graduates as well as FNHPs.

FNHPA appoints Candace Bennett, FNHP, CIL, CAPA, as Chief Executive Officer. With over two decades of experience in First Nations housing management and policy development, Candace Bennett brings a wealth of knowledge to lead the organization.

FNHPA assumes stewardship of the "Keeper of My Home" program from the Canada Mortgage and Housing Corporation (CMHC). This educational initiative aims to teach First Nations youth about home maintenance, safety, and housing health, fostering future housing champions within communities.

JUNE 2021

FNHPA publishes its first research report in October, Resource Requirements for the Effective Management of First Nations On-Reserve Housing. This report aimed to understand the operations and management of on-reserve housing programs, offering recommendations to enhance capacity and strengthen housing programs.

2022

JANUARY 2022

The Supporting Successful Tenancy Toolbox was published in January.

JUNE 2022

First Nations Health Managers Association (FNHMA)
FNHPA and FNHMA signed a strategic partnership agreement in June 2022, in Whitecap Dakota Unceded Territory, Saskatchewan. This collaboration aims to enhance healthy housing initiatives for the First Nations communities across Canada.

JULY 2022

FNHPA announces its sponsorship from TD Bank Group in July 2022. This partnership introduced the TD Upskilling Program, aimed at reducing barriers to education and training for First Nations housing staff by providing financial support for courses, membership fees, and conference registrations.

DECEMBER 2022

FNHPA hosts its inaugural Annual National Conference at the Victoria Inn and Convention Centre in Winnipeg, Manitoba, seeing 292 delegates.

The first convocation ceremony for graduates is held during the conference, seeing 18 FNHPs recognized.

10 webinars and 2 workshops were delivered.

First Nations National Building Officers Association (FNNBOA)
FNHPA and FNNBOA signed an MOU in December 2023, to collaborate on improving housing conditions through standardized building permit systems.



2023

The Supporting Effective Human Resources Management Toolbox was published.

AUGUST 2023

FNHPA appoints its first youth board member, reinforcing its commitment to youth engagement in housing.

FNHPA publishes the *Standards for Job Description and Compensation (Salary Grids) Development for First Nations On-Reserve Housing - Preliminary Review*.

This report builds upon the previous research by providing detailed analyses of job descriptions and compensation standards for housing-related roles within First Nations communities.

SEPTEMBER 2023

FNHPA launches its first intensives learning cohorts in September 5 - December 1, 2023 and September 18 - December 8, 2023.

The 2nd Annual National Conference is held in Edmonton, Alberta, at the Wyndham Hotel and Conference Centre, seeing 324 delegates.

FNHPA assumes administration of the Matrimonial Real Property (MRP) Program from the Centre of Excellence for Matrimonial Real Property (COEMRP), previously managed by the National Aboriginal Lands Managers Association (NALMA).

NOVEMBER 2023

FNHPA begins its regional expansion initiative into Alberta, Manitoba, and the Atlantic, broadening outreach and support to more First Nations communities.



2024

JANUARY 2024

FNHPA celebrates its 5th anniversary, marking five years of service to the First Nations housing industry.

First Nations Market Housing Fund (FNMHF)

FNHPA and FNMHF signed a Memorandum of Understanding in January 2024, marking a pivotal moment in their shared commitment to advancing First Nations housing capacity and professionalism.

JULY 2024

FNHPA reaches a significant milestone with 54 certified First Nations Housing Professionals.

NOVEMBER 2024

November 26-28
FNHPA hosts the 3rd Annual National Conference at the Sheraton Airport Hotel and Conference Centre in Toronto, Ontario, seeing 397 delegates.

6 webinars, 5 workshops delivered.

The following toolkits were published:

1. Arrears Management Toolbox
2. Effective Homeownership Toolbox
3. Insurance & Risk Management Toolbox



2025

JANUARY 2025

FNHPA grows to a staff complement of 20.

DEPARTMENTS





Education Department



Who We Are

The Education Department of FNHPA provides training, certification, and professional development opportunities for First Nations housing industry staff, and certified Professionals.

Through virtual courses, immersive in-person cohorts, and continuous learning resources, we empower our members to expand their expertise, maintain professional designation, and strengthen housing management in their communities.

Our Team

Allystarr Johnson
EDUCATION MANAGER

Shauna Bowman
EDUCATION CLERK

Kelsey Gagnon
EDUCATION ADMINISTRATOR

Alex Boudrias
TRAINING AND EVENTS ADMINISTRATOR

Certification Program

Student Enrollment

EXPANDING ACCESS TO HOUSING EDUCATION

In 2024, FNHPA continued to strengthen its education and certification programs, empowering housing professionals with the knowledge and skills needed to excel in their roles. Across the Spring/Summer, Fall, and Winter semesters, a total of 201 students enrolled in our courses, reflecting a growing commitment to professional development in First Nations housing.

The **Manitoba Intensive Program (MIP)** remains a cornerstone of our training efforts, offering an accelerated learning pathway. In Spring/Summer 2024, 14 students completed Course 300. By Fall 2024, the program expanded to two classes, welcoming 22 students into Course 100 and 14 students into Course 400. The momentum continued into Winter 2025, with 15 students enrolled in Course 200 and 12 students in Course 500. The program is set to run until April 6, 2025, further strengthening housing leadership in the region.

Beyond MIP, interest in FNHPA's education programs continues to rise. In Fall 2024, 33 students enrolled in regular courses, while Winter 2025 saw a surge in participation, with 56 students currently advancing their housing expertise. This semester will conclude on April 27, 2025.

FNHPA also expanded its reach through the **Atlantic Virtual Cohort**, offering accessible online learning opportunities. In Winter 2025, 35 students enrolled in Course 100, marking another milestone in our efforts to make housing education more accessible. This cohort will complete their studies on May 4, 2025.

"Across the Fall and Winter semesters, a total of 201 students enrolled in our courses, reflecting a growing commitment to professional development in First Nations housing."

As we look ahead, these growing numbers reflect an increasing demand for housing education and professional development across First Nations communities. FNHPA remains committed to expanding learning opportunities and supporting housing professionals in building stronger, more sustainable housing programs.

Semesters

EXPANDING EDUCATION AND REGIONAL ACCESS

In this fiscal year, FNHPA remained committed to delivering comprehensive education and certification opportunities, ensuring that First Nation Housing Professionals have access to high-quality learning. Two out of three semesters offered all five core courses, as well as French-language Course 200 and Course 500. However, despite making these courses available, there were no registrations for the French offerings, highlighting an area for future engagement.

A key highlight of the year was the continued success of the **Manitoba Intensive Program (MIP)**, which operated across **three semesters**—Spring/Summer, Fall, and Winter. Additionally, FNHPA expanded its regional reach with the launch of the **Atlantic Virtual Cohort** in Winter 2025, marking a significant step in broadening access to professional housing education.

SPRING/SUMMER 2024 SEMESTER

The **Spring/Summer 2024** semester was exclusively delivered through the Manitoba Intensive Program (MIP), with 14 students enrolled in Course 300. This intensive learning experience ran from May 6 to July 28, 2024, equipping participants with practical knowledge to enhance housing management in their communities.

FALL 2024 SEMESTER

The **Fall 2024 semester** saw robust participation across both the regular course stream and the MIP track.

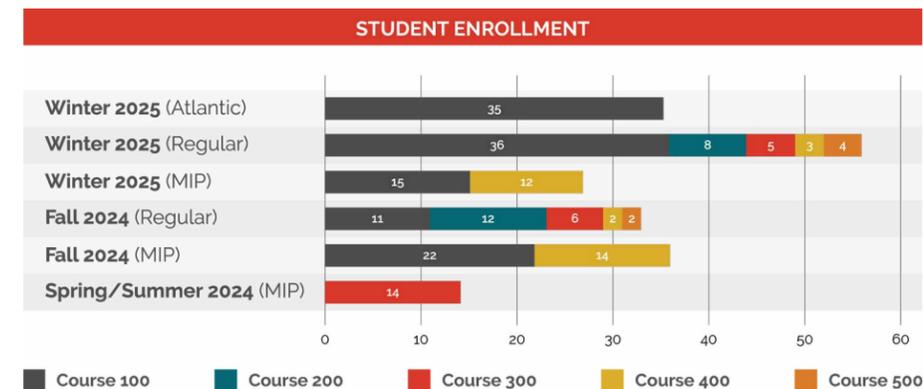
MIP Fall Semester (Aug 26 – Nov 17, 2024):

- Course 100: 22 students
- Course 400: 14 students

Regular Course Stream (Sept 8 – Dec 7, 2024):

- Course 100: 11 students
- Course 200: 12 students
- Course 300: 6 students
- Course 400: 2 students
- Course 500: 2 students

As FNHPA continues to expand its programs, the steady enrollment growth demonstrates a strong demand for housing education, certification, and professional development. Looking ahead, we remain committed to increasing accessibility and supporting housing professionals across all regions in building sustainable, thriving housing programs.



201
total students enrolled across Spring/Summer, Fall, and Winter semesters.

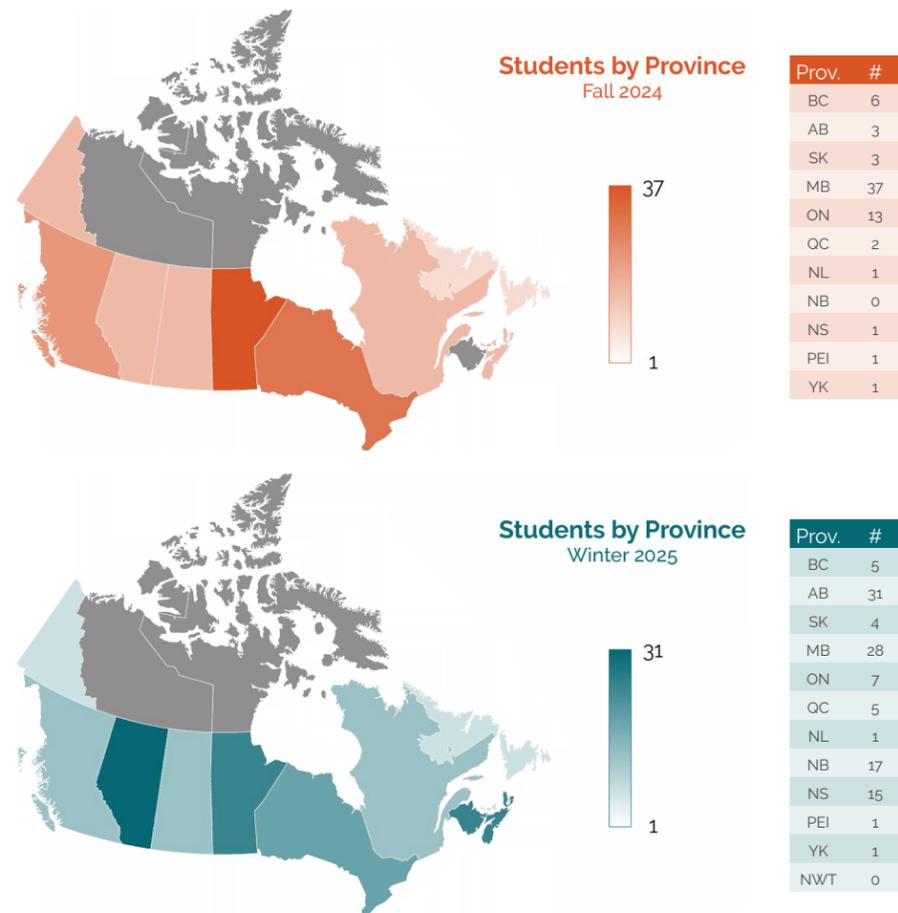
Winter 2025 Semester

The Winter 2025 semester of the regular course stream runs from January 27 to April 27, 2025, while the Manitoba Intensive Program (MIP) Winter semester begun on January 13 and concluded on April 6, 2025. Additionally, the Atlantic Cohort's Winter semester started on February 3 and ended on May 4, 2025.

MIP enrolled 12 students in Course 500 and 15 students in Course 200.

In the regular course stream, enrollment includes 11 students in Course 100, 12 in Course 200, 6 in Course 300, 2 in Course 400, and 2 in Course 500.

The Atlantic Cohort has welcomed 35 students for the Winter 2025 semester.



National Examination Success!

The **National Examination** was administered twice during the fiscal year—Spring 2024 and Winter 2025—with strong participation and success rates.

Spring 2024: Six students sat for the exam, with five successfully passing.

Winter 2025: Four students participated, and all four passed.

To ensure candidates were well-prepared, FNHPA provided **comprehensive exam readiness support**, including **preparatory sessions, sample exams, and strategic study materials**. These resources played a key role in equipping participants with the knowledge and confidence needed to excel.

Capacity Building Initiatives

Prior Learning Assessment and Recognition (PLAR)

EXPANDING PATHWAYS TO FNHP CERTIFICATION

This year, one individual successfully earned their First Nations Housing Professional (FNHP) designation through the Prior Learning Assessment and Recognition (PLAR) process.

To encourage more applicants and raise awareness about this alternative certification pathway, the Education department is launching two informational webinars in April and May 2025.

Planning for these sessions began in January 2025, with a focus on providing clear guidance, answering common questions, and helping eligible candidates navigate the PLAR process with confidence.

Workshops and Webinars

STRENGTHENING PARTNERSHIPS: ENHANCING FIRST NATIONS HOUSING RELATIONSHIPS

Building on the 2023/2024 agreement, FNHPA continued its collaboration with Canada Mortgage and Housing Corporation (CMHC) to deliver the “Enhancing First Nations Housing Relationships” workshop for CMHC staff. Five sessions were scheduled between September and November 2024 in the following locations:

- Penticton, British Columbia
- Fisher River, Manitoba
- Pikwakanagan, Ontario
- Mohawks of the Bay of Quinte, Ontario
- Millbrook, Nova Scotia

Unfortunately, due to low registration numbers, all five workshops were canceled. In response, the Education department is refining the registration process to ensure stronger participation and prevent future cancellations. These adjustments will be implemented in the upcoming fiscal year, allowing us to continue fostering meaningful dialogue and strengthening relationships in First Nations housing.

MENTAL HEALTH FIRST AID TRAINING

In collaboration with Living Inspired Mental Health Training, FNHPA hosted the virtual Mental Health First Aid Training on March 3 – 4, 2025. With all 15 participant spots filled, the sold-out workshop highlighted a powerful community response and the growing need for mental health training.

PLANNING FOR AND MANAGING HOUSING COSTS WORKSHOP

As requested from the Manitoba Regional Coordinators, this workshop took place twice. The location of these workshops was in Winnipeg, Manitoba.

- November 15-16, 2024 – 17 participants
- January 15-16, 2025 – 17 participants

Knowledge Centre

REVAMPING THE KNOWLEDGE CENTRE FOR A BETTER USER EXPERIENCE

The Education and Communications & Marketing departments are working closely with ExWare to redesign the Knowledge Centre, enhancing its visual appeal and making it more user-friendly. This update will improve navigation, accessibility, and overall functionality, ensuring that members can easily find the resources they need.

The launch date is yet to be determined, but exciting changes are on the way!

“The Education department is refining the registration process to ensure stronger participation and prevent future cancellations.”

Publications

FNHPA introduced two new publications:

“**Managing Housing Tenure Toolbox**,” which was developed this fiscal year and will be printed and ready for sale in 2025-2026.

“**Healthy Homes – Healthier Communities**,” which was developed by the Housing and Wellness department.

Publications

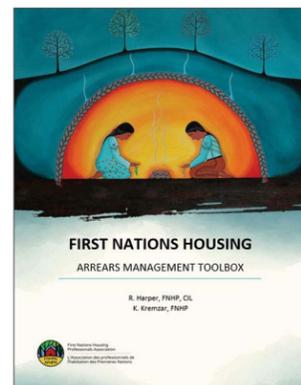
Tools for Success

At FNHPA, we are committed to developing resources and publications that empower industry staff and professionals.

Our "Arrears Management Toolbox" offers insights and tools for effective arrears management, while the "Effective Homeownership Toolbox" provides guidance on supporting homeownership within First Nations communities.

Additionally, our "Insurance & Risk Management Toolbox" educates members on collaborating effectively with insurance providers and understanding risk management basics.

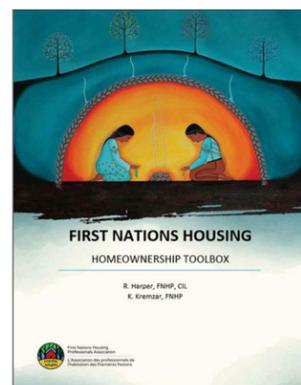
These publications reflect our ongoing dedication to supporting our members and promoting excellence in First Nations housing.



Arrears Management

This toolbox reflects insights and experiences gained from working with more than 400 First Nations and Tribal Councils on arrears management practices, community education and policy enforcement.

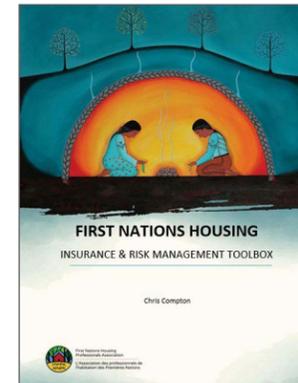
Sample resources and tools are included that offer direction, can help start a conversation, and provide suggestions that can lead to effective arrears management practices. Many of the practices reflected have produced positive outcomes that benefit First Nations and those who occupy their residential units.



Effective Homeownership

This toolbox provides information on defining homeownership and developing an approach to support homeownership in the community (e.g., lending options, delivery, and administration of homeownership programs and advice to help members make an informed decision about homeownership and how to protect their investment).

Sample resources will be provided to support housing professionals as they consider and implement a homeownership approach.

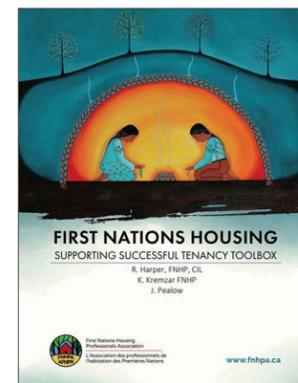


Insurance and Risk Management

This toolbox has been designed to empower and educate members of the First Nations Housing Professionals Association (FNHPA) on how to understand and work with their insurance brokers and companies in a more collaborative and effective way.

Like other publications in the FNHPA series of toolboxes, it contains several charts and samples to help you move quickly from theory to practical implementation.

In addition, it addresses risk management basics.



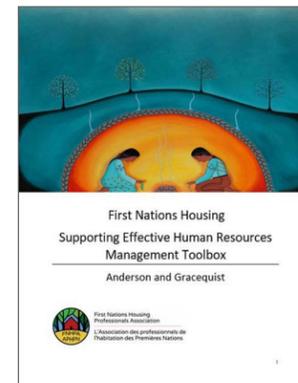
Supporting Successful Tenancy

This Toolbox focuses on Tenancy activities which are a key part of a housing professional's roles and responsibilities.

tools that are tailored and adapted to the challenges unique to working in First Nations housing.

This publication will provide best practices and tool samples that can help make a difference in your organization. This Toolbox will be useful as a day-to-day reference with

We hope you will use these tools to reinforce your understanding of how to develop successful tenancy arrangements, encourage ongoing improvements, help with orientation of staff and elected leaders, and aid in succession planning.



Supporting Effective Human Resources Management

The toolbox begins by covering Canadian employment legislation and legal compliance, followed by chapters dedicated to each major function of human resources that aid employees throughout their employment journey, from recruitment to exit interviews and everything in between.

These tools are suitable for organizations of all sizes and offer a comprehensive guide on how to implement best practices in human resources, ensure compliance with the law, and provide ongoing support to employees.

The publication concludes with a glossary of key terms and appendices featuring additional information and examples of how specific tools can be filled out and utilized.

The Supporting Successful Tenancy Toolbox was acquired five times, while the Supporting Effective Human Resources Management Toolbox was purchased four times. Additionally, the Arrears Management Toolbox, Effective Homeownership Toolbox, and Insurance & Risk Management Toolbox were each purchased three times.

Where Our Certified Housing Professionals Call Home

We proudly recognize the accomplishments of First Nations Housing Professional (FNHP) graduates from communities across the country.

Each name represents a commitment to excellence, community leadership, and the future of housing in First Nations communities.

2021-22

Penticton Indian Band
 Timiskaming First Nation
 Prince Albert Grand Council

2020-21

Batchewana First Nation
 Eskasoni Mi'kmaw Nation

2022-23

Paqtnekek Mikmaw Nation Ermineskin
 Interlake Reserves Tribal Council Inc.
 Iskut First Nation Akwesasne First Nation
 Namgis First Nation Peguis First Nation
 Cumberland House Cree Nation Kahkewistahaw First Nation
 Witset First Nation Confederacy of Mainland Mi'kmaq

2023-24

Fisher River Cree Nation
 Interlake Reserves Tribal Council
 Kahnawake & Kanesatake First Nations
 Saskatoon Tribal Council Quw'utsun Cowichan Tribes
 Big Grassy River First Nation Listuguj Mi'gmaq First Nation
 Kwikwasut'inuxw Haxwa'mis First Nation Aklavik Indian Band
 Whitecap Dakota First Nation CMHC
 Saskatoon Tribal Council YellowQuill First Nation
 Squiala First Nation Membertou Zagime Anishinabek First Nation
 Garden River First Nation Prince Albert Grand Council

2024-25

Algonquins of Pikwàkanagàn First Nation
 Tobique First Nation (Neqotkuk)
 Gitlaxt'aamiks Village Government
 Algonquin Anishinabeg Nation Tribal Council
 Flying Dust First Nation Nipissing First Nation
 Fort Nelson First Nation Okanagan Indian Band



PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR) GRADUATES

COURSE PATH GRADUATES

2020-21

Candace Bennett
 Lisa McCormick
 Ashley Smith
 Darlene Marshall
 Roxanne Harper

2021-22

Claude Lawrenson
 Tabitha Eneas
 John Kiedrowski
 Kelly Francis
 Darlene Chevrier
 Helen Ward-Wakelin
 Rosie Charles

2022-23

William Sutherland
 Seetta Roccola
 Georgina Recollect
 Julie McCann
 Paula Stewart
 Raymond Settee
 Darlene Paul
 Rhonda Elliott
 Sally Duff
 Joanne Oskatamin-Potts
 Ben Benedict
 Kevin Buckshot
 Christine Loewen
 Diana Shaughnessy
 Teneal Nole
 Donna VanTunen
 Tiffany Boyd

2023-24

Candace Garson
 Chris Stove
 Frank Horn
 Jason Crain
 Jody Mitchell
 Kim Kremzar
 Micheal Peequaquat
 Michele Jamie Pond
 Terry Parenteau
 Trevor Morin
 Trina Khattar
 Brian Petrie
 Carrie Zeppa
 Dez Standingready
 Jennifer Martin
 Qwuy'um'aat Elliott
 Melinda Zoe
 Buck Morrison
 David Cooper
 Melanie Chester

2024-25

Robin Cayer-Stevens
 Garrett Davis
 Farren Saulis Rogers
 Kateri Amikons
 Dustin Gorst
 Martina Lewis
 Kimberley Hurtubise
 Brooke Duggan
 Michele Fisher

FNHPA SUCCESS STORY

Bethany Knockwood's Journey

Before FNHPA

MINIMAL HOUSING OUTPUT

Only able to build 1 house per year due to limited resources and staff.

LIMITED TEAM CAPACITY & LIMITED TECHNICAL EXPERTISE

Bethany was largely working alone, with just 1 construction crew member on staff. Team lacked the skilled trades and technical expertise to manage large-scale construction.

LACK OF FORMAL STRUCTURE

Navigated complex housing responsibilities without formal policies or clear standards.

FUNDING CHALLENGES

No knowledge of or access to major housing grants or competitive national programs.

After FNHPA

DRAMATIC GROWTH IN HOUSING DELIVERY

Increased housing output from 1 house per year to 27 homes and a new subdivision built over 5–6 years.

TEAM EXPANSION & SKILLED WORKFORCE

Built a full-time team of 8, including:

- Red Seal Plumber
- Red Seal Electrician
- Red Seal General Construction Workers
- Heavy Equipment Operators

POLICY DEVELOPMENT & INCREASED CONFIDENCE & ADVOCACY

Developed formal, comprehensive housing policies that have guided steady progress over the past two years—and now a vocal advocate for the FNHPA Housing Certification Program

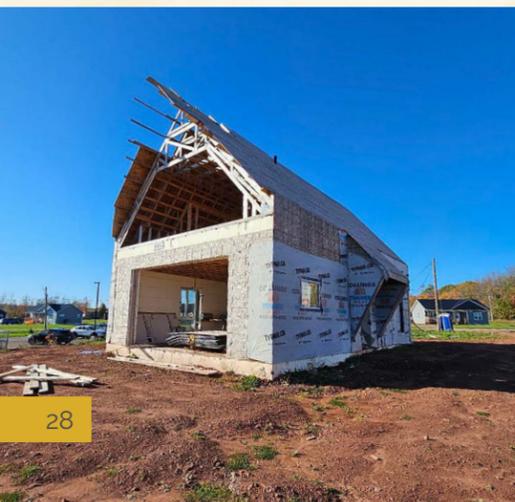
SUCCESSFUL FUNDING ACQUISITION

Secured over \$8 million in housing-related funding, and won a \$2 million national funding competition to develop solar passive housing—the only East Coast project selected.

"I was doing the work, but without the structure. I didn't have formal policies or clear direction. [The FNHPA Housing Certification Program] should be mandatory for anyone starting in housing."



Bethany Knockwood
Housing Coordinator
Abegweit First Nation





Corporate Services

Who We Are

Our department plays a crucial role in strengthening and supporting the organization's governance and operational efficiency.

We are a dedicated team committed to ensuring that the organization's structure and processes run smoothly.

We pride ourselves on our collaborative approach, fostering a culture of teamwork and responsiveness to meet the evolving needs of the organization.

Our Team

Farren Saulis
CORPORATE MANAGER

June Smith
EXECUTIVE COORDINATOR

Sharon Perreault
MEMBERSHIP ADMINISTRATOR

Collaborations

- The Board of Directors
- Membership
- All Departments
- Indigenous Services Canada
- Canada Mortgage and Housing Corporation (CMHC)
- Partner organizations

Our Core Functions

Driving Impact

KEY RESPONSIBILITIES

We provide comprehensive support to the Board of Directors and lead key operational, administrative, and special projects. This includes:

- Managing logistics for the annual conference
- Driving initiatives to grow and maintain membership
- Overseeing various projects that help the organization thrive

Our department's mission is to continuously enhance operations, ensuring that all other departments have the resources and support they need to function efficiently.

MEMBERSHIP BREAKDOWN

As of March 31, 2025, the association had grown to 355 active members—an increase from 210 members at the same time last year.

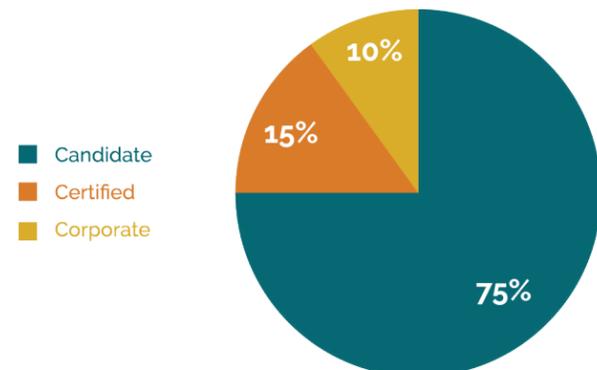
Candidate: 267

Certified: 54

Corporate: 34

FNHPA members are reaping the rewards of their membership, gaining access to a suite of exclusive benefits designed to support their professional growth and community impact.

These advantages include unlimited access to webinars, discounted rates for the annual conference, entry to the comprehensive Knowledge Centre, participation in the Keeper of My Home program, and the newly introduced member perks program Perkopolis.



FNHPA SUCCESS STORY

Tristen Guttormson-Kent 's Journey

Before FNHPA

NO EXPERIENCE IN HOUSING

Tristen began his journey with no prior experience in housing.

LIMITED EXPOSURE TO POLICY & PROCEDUREST

Rental policies and structured procedures were not actively used or understood in her community.

UNFAMILIAR WITH BROADER FIRST NATIONS HOUSING PRACTICES

Tristen had not yet seen how other First Nations approached housing, limiting perspective and strategy.

"Learning from other First Nations helped me keep an open mind about managing housing.

I found my lifelong career doing the FNHPA courses."

Tristen Guttormson-Kent
Tribal Housing Advisor
Southeast Resource Development Tribal Council



FNHPA SUCCESS STORY

Marcia Assiniboine – Building Structure & Opportunity

Before FNHPA

LACK OF INSTITUTIONAL SUPPORT & TRAINING ACCESS

Housing managers across Manitoba faced limited institutional support and few opportunities for professional development. Without assistance from Indigenous Services Canada (ISC), accessing and completing FNHPA training would have been nearly impossible.

"Without ISC support, I would not have been able to take the initiative for myself to enroll and succeed in the completion of the five courses."



After FNHPA

COMMUNITY, INSTRUCTORS, AND CLASSMATES BEHIND HER

With the support of FNHPA instructors, Manitoba Indigenous Housing Capacity Enhancement and Mobilization Initiative (MIHCEMI) members, ISC coordinators, and her community, Marcia not only succeeded—but thrived.

MENTORSHIP IN ACTION

As Director, Marcia now mentors and guides the Housing Manager at Fox Lake Cree Nation—someone who entered the role with no prior housing experience.

PRACTICAL TOOLS THAT MAKE A DIFFERENCE

The FNHPA toolbox kits have been instrumental in helping her mentee understand budgeting and many other aspects of housing management.

"I have so much knowledge and I've gained friendship. They're always there to support—and be on call."

Marcia Assiniboine
Housing Director
Fox Lake Cree Nation



Housing and Wellness



Who We Are

The Housing and Wellness Department equips First Nations communities with resources and education to foster safe, healthy living environments.

Through the delivery of tools and programs, we empower housing staff, tenants, and youth to make informed decisions that enhance well-being and sustainability.

Our Team

Brooke Duggan
HOUSING AND WELLNESS PROGRAM MANAGER

Sally Duff
HOUSING AND WELLNESS PROGRAM COORDINATOR

Collaborations

First Nations Health Managers Association (FNHMA)

Learning Bird

Thunderbird

Partnership Foundation

Strategy Lab

Housing and Wellness Program

Expansion and Enhancement of Materials

NEW GUIDES & RESOURCES

We created six new comprehensive wellness guides for youth, covering topics such as home safety, home maintenance, financial literacy, bullying, substance abuse, and mental health and wellness.

We developed four new comprehensive wellness guides

specifically for First Nations housing staff, addressing stress, burnout, workplace bullying, and effective management.

We also produced an animated video series for youth that incorporates topics from both our Housing and Wellness Program (HWP) and Keeper of My Home (KMH) materials.

Keeper of My Home Pilot

NEW GUIDES & RESOURCES

We successfully completed the Keeper of My Home pilot project, during which we identified both key successes and existing barriers.

Recommendations from the pilot report led to significant content updates aimed at improving overall usability.



Expansion and Enhancement of Materials

In collaboration with Learning Bird, we developed **six** new Interview-Based Resource Kits to help address barriers identified during the pilot project.

Loving Your Home (K-2)
Focuses on respect and positive affirmations for home.

Taking Responsibility for My Home (Grades 4-5)
Discusses household responsibilities.

Pre-Contact Homes (Grade 7)
Explores traditional First Nations housing.

Contemporary Safety Issues (Grade 8)
Addresses safety concerns in First Nations housing.

Housing Development (Grade 11)
Covers community housing planning and sustainability.

Buying or Renting a Home (Grade 12)
Compares renting and homeownership.

ACTIVITY BOOKS

We are translating the KMH activity books into Anishinaabemowin, Mohawk, Mi'kmaq, Ojibway, and Cree.

"The needs assessment confirmed what we already know: **health and housing are directly interconnected.**"

Strategic Partnerships & Community Engagement

CHIEF RED BEAR CHILDREN'S LODGE

The Home Fire Leader from the Chief Red Bear Children's Lodge (SK) collaborated with a local school to teach home fire safety to students in grades 3, 6, 9, and 11, incorporating Keeper of My Home materials into the lessons.

PICTOU LANDING FIRST NATION NEEDS ASSESSMENT

We conducted a needs assessment meeting with stakeholders from Pictou Landing First Nation to discuss some ongoing pressing issues and priorities related to housing and wellness in their community.

FNHMA COLLABORATION

The needs assessment confirmed what we already know: health and housing are directly interconnected. It was this assessment that fueled the idea for a new partnership project with FNHMA: *Bridging Health and Housing: A Collaborative Toolkit for Needs Assessment and Integration.*

Anishinaabemowin, Mohawk, Mi'kmaq, Ojibway, and Cree are vital First Nations languages in Canada.

These languages are integral to cultural identity and profoundly significant to communities' heritage and traditions.

Ongoing efforts prioritize revitalization through immersion programs, digital tools, and community initiatives.

Toolkit Description

The FNHPA and the FNHMA are seeking to create a collaborative toolkit to support the needs assessments and the integration of work between these sectors. In First Nations communities, the intersection of health and housing is critical, yet these sectors often operate in silos. This toolkit aims to bridge that gap by facilitating collaboration between health and housing organizations. Acting as a comprehensive roadmap, it will guide teams through conducting effective needs assessments, fostering meaningful conversations, and breaking down barriers across sectors.

By providing practical tools to integrate health and housing initiatives, this resource will empower organizations to work together, ensuring that services are aligned and responsive to the unique needs of their communities. Housing and health managers will be equipped to collaborate on creating more sustainable and wholistic solutions for the future.

This toolkit acknowledges that well-being is not just about access to health and mental wellness supports or housing in isolation, but about how these two elements interact. By encouraging collaboration, the toolkit fosters solutions that are sustainable in the long term. It helps communities avoid duplicated efforts, allowing for the creation of integrated programs where health and housing work in tandem to support each other.

This project has the potential to serve as a model for not only individual communities but also for other regions and sectors facing similar challenges. Offering practical steps, best practices, and access to valuable tools, the toolkit provides a blueprint for initiating cross-sector collaboration and building stronger, more cohesive community services.

INDICATOR TOOLKIT

Completed our joint toolkit: Healthy Homes – Healthier Communities.

This addendum will serve as a valuable complement to the First Nations Health Managers Association's newly developed indicator tool, "FOCUS on Wellness: A Strength-Based Tool for First Nation Health."

Using a community-led approach that builds on your planning activities, this tool describes what indicators are, explains why they are important, outlines key qualities of effective indicators, provides suggestions on how to choose them, and offers hundreds of sample indicators.

THUNDERBIRD PARTNERSHIP FOUNDATION

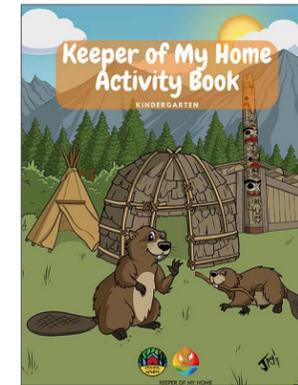
Integrating select HWP and KMH materials into *Soaring Together: Tools for Life*, a new website for First Nations youth. Currently in its pilot stage, this platform will provide resources to support youth in various aspects of their lives.

Contributing to *Honouring Our Strengths: A Renewal Framework to Address Substance Use Issues Among First Nations People in Canada*. As part of a sub-committee, we are helping gather survey data on the intersection of housing and addiction in communities across the country.

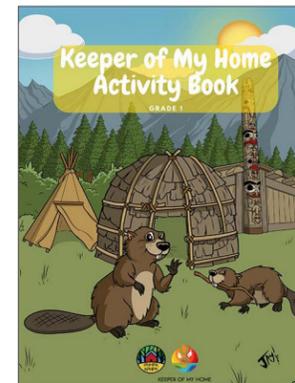


KEEPER OF MY HOME
Teaching Children and Young People About Caring for a Home

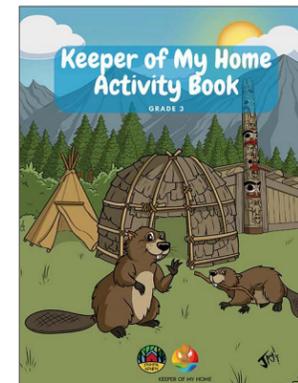
Keeper of My Home Activity Books



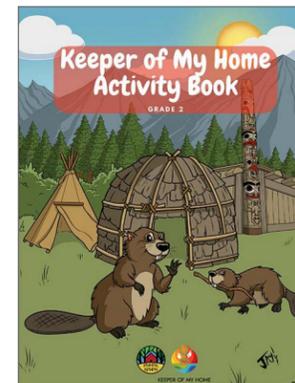
KINDERGARTEN



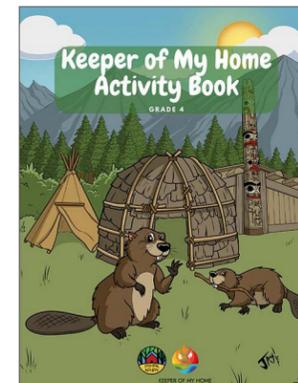
GRADE 1



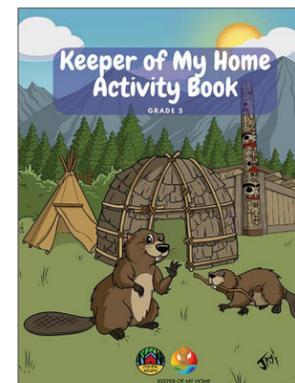
GRADE 3



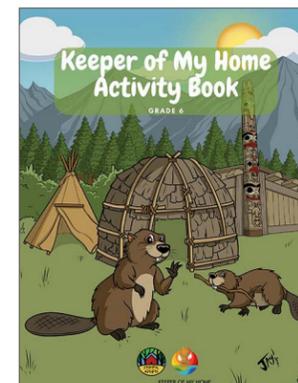
GRADE 2



GRADE 4



GRADE 5



GRADE 6

KMH

activity books

are being translated into 5 First Nation languages.

6

new guides for youth.

4

new guides for housing staff.

FNHPA SUCCESS STORY

Joel Pashe's Journey

Before FNHPA

LACK OF STRUCTURE AND STRATEGIC CLARITY

Joel faced key challenges in procurement, strategic planning, and understanding his role in delivering housing services.

NO RENTAL FRAMEWORK

There was no established rental regime in place, limiting housing program development.

LIMITED OPERATIONAL PLANNING

No regular board meetings or structured work planning processes existed.

"I needed clarity in my role to help better serve my community."

Joel Pashe
Housing Director
Dakota Tipi First Nation

After FNHPA

CLEAR ROLE DEFINITION & COMMUNITY-CENTERED LEADERSHIP

Joel gained a strong understanding of his responsibilities, empowering him to lead with confidence, and the program reinforced the value of being present and actively engaged in the community's housing needs.

RENTAL REGIME IMPLEMENTATION

Introduced a rental regime for the first time—unlocking new housing opportunities for Dakota Tipi First Nation.

STRONGER OPERATIONAL STRUCTURE

Established regular board meetings and quarterly work plans, improving transparency, decision-making, and momentum.



FNHPA SUCCESS STORY

Dennette Rousseau – Housing, Policy & Transparency

Before FNHPA

LACK OF ADEQUATE POLICIES

Dennette's team didn't have the structure or tools needed to manage housing in a consistent, fair way.

LIMITED KNOWLEDGE OF HOUSING MANAGEMENT

Dennette faced significant challenges with underdeveloped housing policies and a limited understanding of how to run a housing program effectively.

After FNHPA

IMPLEMENTED NEW POLICIES & PROCEDURES

Dennette applied what she learned to develop and implement policies that didn't exist before.

IMPROVED TENANT TRANSPARENCY

She has brought greater consistency and fairness to her housing program by clearly communicating policies and expectations to tenants.

INSIGHT FROM CLASSMATES

One of the most impactful parts of the program was the shared experiences and knowledge gained from her classmates across the country.



"The content challenged me with new and innovative ideas that shifted how I think about housing. Now, there's more transparency and structure in the way we operate."

Dennette Rousseau
Human Resource Manager/Tax Administrator
Buffalo Point First Nation



Matrimonial Real Property



Who We Are

The Matrimonial Real Property (MRP) team empowers First Nation communities with essential education, resources, and support to manage MRP situations on reserve. We equip individuals with the knowledge and skills to navigate property rights, ensuring fair, just outcomes for all.

Through expert guidance, training, and best practices, we help members understand how MRP legislation impacts families on reserve—fostering resilient communities where rights are respected and a brighter future is built for First Nation families.

Our Team

Carrie Zeppa, FNHP
MRP MANAGER

Darlene Chevrier, FNHP
MRP COORDINATOR

Ruby Sinclair
CONSULTANT (ALBERTA/SASKATCHEWAN)

Jeneen Hunt
CONSULTANT (BRITISH COLUMBIA/
YUKON/NORTHWEST TERRITORIES)

Jan Leroux
CONSULTANT (MANITOBA/ONTARIO)

Shayne MacDonald
CONSULTANT (QUEBEC/ATLANTIC)

Education & Outreach

Education & Awareness

In MRP Education & Awareness, culturally relevant engagement sessions were developed and delivered to First Nations communities across the country. To make MRP legislation more accessible, plain-language guides and online materials were created to help individuals and families understand their rights and remedies.

Additionally, customized training sessions were provided to First Nations leadership, housing and lands managers, service providers, and community members to strengthen their capacity in addressing MRP-related issues.

Community Engagement & Collaboration

Community Engagement & Collaboration efforts included organizing regional and national gatherings, online webinars, and forums to facilitate dialogue on MRP-related challenges and solutions.

Networks among First Nations communities, legal professionals, and policymakers were strengthened to ensure a collaborative approach to MRP implementation.

Direct Support

Capacity Building & Support Services

To support Capacity Building & Support Services, presentations were developed to help First Nations navigate MRP legislation. Direct support was provided to individuals facing MRP-related challenges, ensuring they had access to information, advocacy,

and referrals to legal and housing resources. Strong partnerships were also established with First Nations organizations, government agencies, and legal experts to enhance community support systems.

Policy & Practice

Policy Development & Best Practices

Under Policy Development & Best Practices, practical policy templates and best practice models were designed to support the implementation of effective MRP frameworks. Knowledge-sharing sessions were facilitated to allow First Nations to exchange insights and strategies, with a focus on rights and remedies.

Key resources developed include guides on the roles of Chief and Council and First Nations housing staff, an MRP informational booklet, and step-by-step guides on implementing an MRP regime, enacting an MRP law, and standardizing housing policies and agreements.

Research & Knowledge Sharing

In Research & Knowledge Sharing, studies were conducted to assess the impact of MRP legislation on individuals and families living on reserves. The findings were summarized and reviewed with Regional Consultants to strengthen content development.

Additionally, surveys from engagement sessions were analyzed, leading to the creation of new resources based on identified needs.



Collaborations

Indigenous Services Canada – MRP Program; Community Lands Development and | Lands and Economic Development

Indigenous Services Canada – Regional Program Development Team Lead, Lands and Economic Development

Indigenous Services Canada – Estates Trust Moneys, Estates and Treaty Annuities

Anishinabek Nation Economic and Resources

Ontario Aboriginal Lands Association (OALA)

National Aboriginal Land Managers Association (NALMA)

BC Aboriginal Land Managers (BCALM)

First Nations Chiefs of Police Association – MRP Program Coordinator

Anishinabek Police Services

Kathleen McCue, MRP Expert Consultant

Cando (Council for the Advancement of Native Development Officers)

Assembly of First Nations Quebec-Labrador (AFNQL)

Atlantic Region Aboriginal Lands Association (ARALA)

IndigPro Consulting Firm

FNHPA SUCCESS STORY

Kenneth Bone's Journey

Before FNHPA

NEW TO HIS ROLE WITH CONSTRUCTION BACKGROUND ONLY

Entered the Housing Manager position with hands-on construction experience but no prior leadership in housing administration.

LIMITED OPERATIONAL KNOWLEDGE

Had minimal exposure to the administrative and strategic functions required to manage housing effectively.

NO TRAINING IN POLICY OR PLANNING

Lacked formal education in housing policy, strategic planning, and program delivery—hindering long-term visioning.



Kenneth Bone
Housing Manager
Keeseekoowenin Ojibway First Nation

FNHPA SUCCESS STORY

Trisha Murdock – The FNHPA Impact

Before FNHPA

LACK OF STRUCTURE AND CLEAR MANAGEMENT

Struggled to coordinate tasks and define responsibilities due to minimal oversight and undefined departmental roles.

LIMITED UNDERSTANDING OF GOVERNMENT SYSTEMS

Faced challenges navigating housing programs, grants, and government processes without foundational knowledge.

NO FORMAL POLICY OR PROCEDURAL FRAMEWORK

Operated without standardized guidelines, leading to inconsistent decision-making and limited accountability.



Trisha Murdock
Finance Admin
Fisher River Cree Nation

Before FNHPA

BUSINESS-MINDED HOUSING MANAGEMENT

Developed a strategic approach to housing operations, applying best practices and examples from other First Nations communities.

CONFIDENT, RESOURCEFUL LEARNING

Gained confidence in independently finding information and tools online to support housing decisions.

COLLABORATIVE KNOWLEDGE BUILDING

Engaged in peer learning through in-class discussions and case studies to deepen understanding and problem-solving.

COMMITMENT TO LIFELONG LEARNING

Continues to apply program knowledge with a structured mindset, treating housing management as an ongoing learning journey.

After FNHPA

TRANSFORMED HOUSING GOVERNANCE

Implemented and enforced housing policies revised to reflect committee bylaws, while restructuring the entire housing department for greater efficiency and accountability.

STRATEGIC FUNDING SUCCESS

Applies foundational policy knowledge to make informed decisions, deliver structured tenant presentations, and guide evidence-based housing strategies.

DATA-DRIVEN LEADERSHIP

Confidently writes grant applications, recommends funding opportunities, and aligns proposals with community needs—strengthening financial sustainability.

ELEVATED COMMUNICATION & INFLUENCE

Gained confidence in public speaking and now actively participates in presentations, while providing strategic recommendations to both the Housing Committee and community leadership.



Regional Expansion



Who We Are

The Regional Expansion Team serves as the first point of contact with the First Nations Housing Professionals Association.

By offering tailored guidance and support, the team ensures members are connected with the departments and services best suited to their goals and needs.

Our Team

Kateri Stevens
ATLANTIC COORDINATOR

Jeremy Parsons
SOUTHERN MANITOBA COORDINATOR

Candace Garson
NORTHERN MANITOBA COORDINATOR

Dustin Gorst
ALBERTA COORDINATOR

Rebecca Montour
REGIONAL RELATIONS CLERK

Regional Updates

Strengthening FNHPA's Reach Across Canada

ATLANTIC CANADA UPDATE

FNHPA has been actively working to strengthen its presence in the Atlantic Region, with dedicated efforts led by Kateri Stevens. One of the key milestones in this expansion is the launch of the Atlantic Cohort, which began in February 2025. Through targeted outreach, Kateri has been working to fill seats and ensure strong participation in this new regional initiative.

To further support the Atlantic Region, Kateri attended the North Shore Mi'kmaq Tribal Council conference, where she introduced FNHPA's certification and professional development opportunities to housing staff and leadership. Additionally, she continues to conduct community visits to promote the FNHP designation, share resources, and foster stronger engagement with those working in First Nations housing departments.

These efforts are a vital step in broadening FNHPA's impact, ensuring more people in the housing industry have access to training, certification, and the support they need to enhance housing management in their communities.

ALBERTA UPDATE

Dustin has been traveling across Alberta, connecting with housing departments, and spreading awareness about FNHPA's certification and training opportunities. Since January, he has been actively enrolling students in Course 100 and other FNHP courses, ensuring they have the information and support needed to start their journey toward designation. In February, Dustin will represent FNHPA at the Assembly of First Nations (AFN) National Housing and Infrastructure Conference as a speaker. An information booth will also be available for attendees to learn more about FNHPA's programs

MANITOBA UPDATE

Following the success of the November 2024 "Planning and Controlling Debt" workshop in Winnipeg, Manitoba, the momentum continued with another impactful session in January 2025. Led by the highly respected Roxanne Harper, the "Planning and Controlling Housing Costs" workshop provided valuable insights and practical strategies for housing industry workers across the province.

SOUTHERN MANITOBA

Jeremy Parsons has been actively engaging with First Nations in Southern Manitoba, introducing them to FNHPA's certification programs and resources. He has also been working closely with Candace Garson to prepare for their upcoming workshop, further supporting housing industry workers in the region.

NORTHERN MANITOBA

Candace Garson has been focused on deepening relationships with Northern First Nations, many of which face accessibility challenges. She has been exploring alternative engagement options, such as webinars, to ensure these communities receive the support they need.

Additionally, she has worked with the Manitoba Training Subcommittee to finalize the Basic Home Maintenance draft, which is now awaiting approval from MIHCEMI.

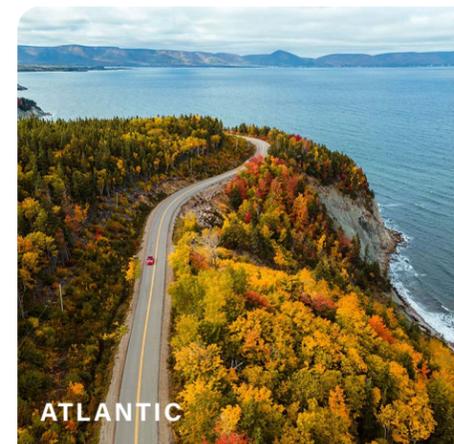
To better assist First Nations housing staff she has also been expanding her knowledge on CHIF and other funding opportunities. Alongside Jeremy Parsons, Candace has been preparing for their next workshop to provide targeted training and support.

EXPANSION UPDATE

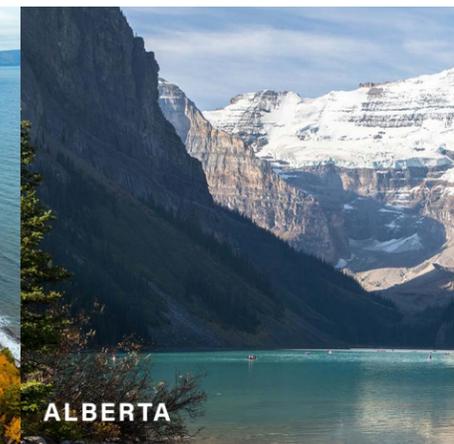
FNHPA is excited to announce the preliminary expansion of its services to Ontario and Saskatchewan as we work towards full implementation in fiscal 2025/2026.

To introduce First Nations housing staff in these provinces to FNHPA's services, introductory letters and educational booklets have been mailed to all First Nations Housing Departments and Tribal Council Housing Departments.

This expansion marks a significant step in ensuring more housing staff have access to the tools and training needed to support their communities.



ATLANTIC



ALBERTA



MANITOBA

After a successful expansion into the Atlantic, Alberta and Manitoba,

our Regional Coordinators have been hard at work networking with First Nation communities in their

regions, attending community meetings, and spreading the word about FNHPA.

FNHPA SUCCESS STORY

Vionne Al Shamari's Journey

Before FNHPA

LIMITED HOUSING KNOWLEDGE

Entered the program with minimal understanding of housing systems, roles, and responsibilities.

UNAWARE OF HOUSING'S BROADER IMPACT

Did not yet recognize the vital role housing plays in supporting overall community development.

NO FORMAL TRAINING

Began with no prior education or structured learning in housing policy, planning, or operations.



Vionne Al Shamari
Housing Assistant
Lake Manitoba First Nation

After FNHPA

FOUNDATION IN HOUSING AND COMMUNITY WELL-BEING

Gained essential knowledge of housing systems and their critical role in supporting healthy, thriving communities.

EYE-OPENING PROGRAM EXPERIENCE

Found every aspect of the program impactful, with entirely new content that expanded understanding from the ground up.

BROADENED PERSPECTIVE

Learned alternative approaches to housing beyond those typically practiced in her community, expanding her strategic outlook.

READY TO APPLY NEW SKILLS

Feels prepared to put new knowledge into action when opportunities arise within her role.

FNHPA SUCCESS STORY

Xandra-Lee's Housing Coordinator Transformation

Before FNHPA

NEW TO HOUSING ROLE

Hired in August 2024 with no prior experience and little guidance on how to begin in her position.

UNCERTAIN STARTING POINT

Faced uncertainty about responsibilities, priorities, and the right approach to take in her new role.

LACKED FOUNDATIONAL KNOWLEDGE

Entered the role without background in housing policy, program delivery, or sector-specific practices.

ISOLATED FROM INDUSTRY SUPPORTS

Had limited connections with other housing professionals or access to community-based resources.



Xandra-Lee Pruden
Housing Coordinator
Bloodvein First Nation

Before FNHPA

EXPANDED PROFESSIONAL NETWORK

Built a supportive network of housing peers across multiple communities, fostering collaboration and shared learning.

INCREASED ROLE CONFIDENCE

Gained confidence to effectively address housing questions from Chief and Council, demonstrating growing expertise.

LEARNED FROM BROADER CHALLENGES

Developed insight by examining challenges faced in other First Nations, enhancing her ability to anticipate community needs.

ACTIVE CONTRIBUTOR AND COMMUNICATOR

Engages in policy and program discussions while maintaining ongoing connections with classmates for continued support.



Marketing & Communications



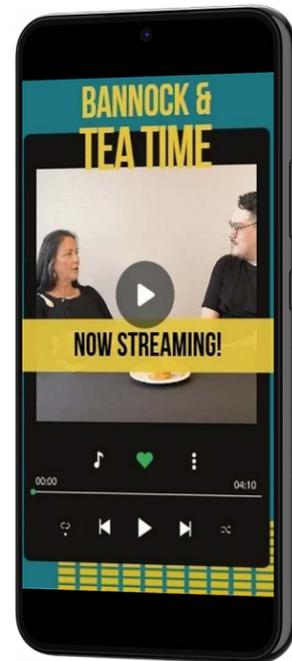
Throughout the year, multiple mailouts were distributed to all First Nations and Tribal Councils across the country to promote the program and raise awareness. These included:

- **Matrimonial Real Property**
Key messages: This mailout was to provide a brief overview of Matrimonial Real Property and introduce the MRP Team.
- **Press Releases**
 - FNHPA expands into Manitoba
 - FNHPA Expands into Alberta
 - FNHPA Expands into Atlantic Canada
- **Keeper of My Home**
Information: Information about the KMH Program was sent out to all First Nation schools along with USB Keys with KMH Booklets preloaded.
- **Annual Update Letter** - This letter was meant to provide updated information about FNHPA.
- **Annual Christmas Card**
- **FNHPA Annual Conference** - This included save the date post cards, and postcards for conference registration.

Highlights

2024 MARKETING & COMMUNICATIONS OVERVIEW

In 2024, FNHPA's Marketing and Communications team significantly expanded its outreach and engagement efforts. Guided by our mission to support First Nations housing staff, students, and leadership, we launched focused, timely, and impactful communications campaigns that advanced the goals of our Membership, Education, Matrimonial Real Property, Housing and Wellness, and Regional Expansion departments.



BANNOCK AND TEA TIME: RECLAIMING THE NARRATIVE IN FIRST NATIONS HOUSING

Bannock and Tea Time has emerged as a powerful storytelling platform created by First Nations people for First Nations communities. This podcast uplifts voices that are too often left out of the conversation, focusing on housing, wellness, and community-driven leadership. It challenges outdated narratives and brings visibility to the real-life experiences, challenges, and successes of First Nations housing.

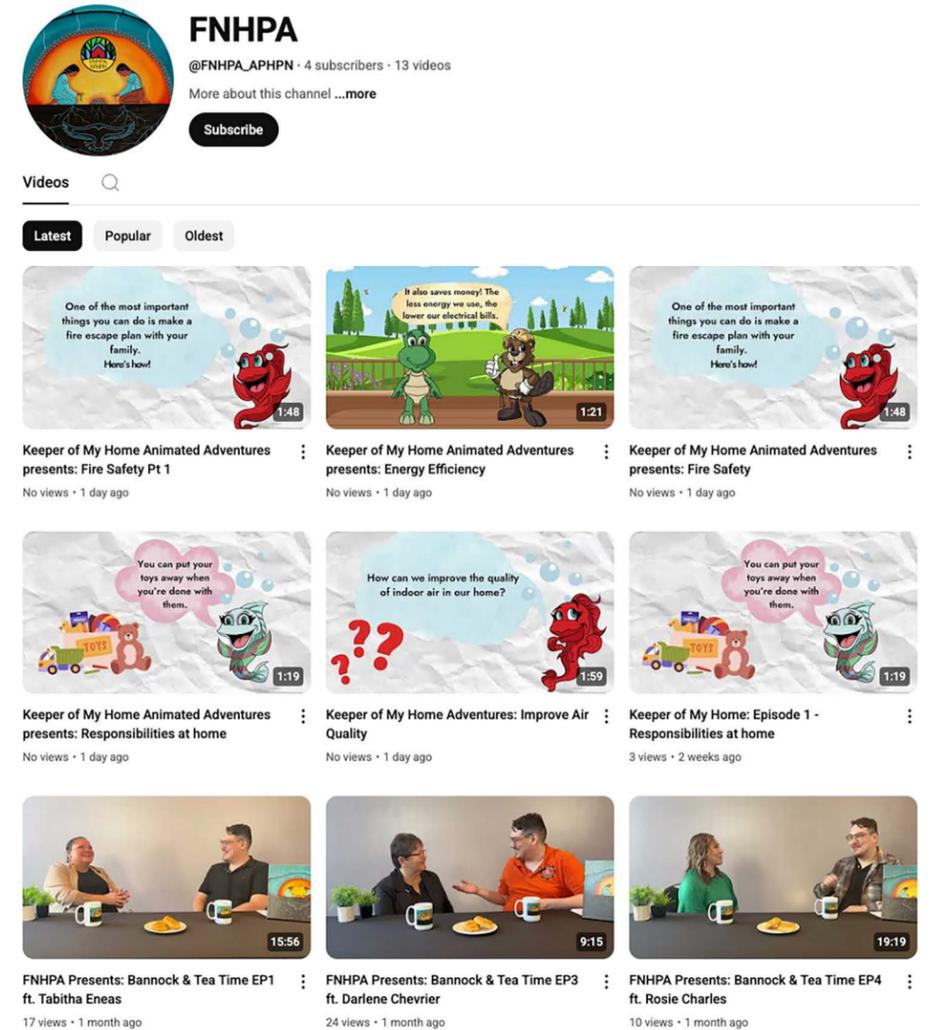
By reclaiming the dialogue, Bannock and Tea Time supports self-determination in housing and inspires listeners to reimagine what's possible when solutions come from within our own communities. The podcast is available on all major platforms including Spotify and Apple Podcasts, with video episodes featured on FNHPA's newly launched YouTube channel—extending our reach and deepening our impact.

INNOVATIVE CONTENT TO SUPPORT LEARNING AND CONNECTION

This year also saw the launch of our Keeper of My Home animated series—designed to teach home maintenance and safety to K-12 students in First Nations communities using culturally relevant and age-appropriate storytelling. We also revitalized our digital newsletter, adding a “Meet the Team” spotlight to help members connect with the people behind FNHPA.

Our strategic use of video content and a coordinated annual marketing calendar supported steady audience growth. FNHPA's online following increased by 31%, engagement rates rose by 5%, and our newsletter saw a 51% open rate—demonstrating the value of consistent, community-first communication.

These initiatives reflect our ongoing commitment to strengthening connections, sharing knowledge, and elevating First Nations voices in housing conversations—one story, episode, and update at a time.







First Nations Housing
Professionals Association

L'Association des professionnels de
l'habitation des Premières Nations

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