



**FIRST NATIONS HOUSING
PROFESSIONAL ASSOCIATION**

REQUEST FOR PROPOSALS (RFP)

Investigate and Determine the Appropriate Level of Resources
Required for the Effective Management of
First Nations Housing

Date Issued: **August 29, 2022**

Interest Disclosure: **September 2, 2022**

Proposal Submission Deadline: **September 16, 2022**

Questions concerning this RFP should be directed to:

First Nations Housing Professional
Association candace@fnhpa.ca

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1. Statement of Purpose

The First Nations Housing Professional Association is seeking proposals from individuals or entities (“**Bidders**”) to provide consulting services to investigate and determine the appropriate level of resources required for the effective management of First Nations housing, as more fully described below.

In completing the Project, the successful Bidder will be expected to complete a comprehensive report with recommendations for action as described in the Project Scope section, with all work on the Project completed before **March 10, 2023**.

2. Background Information

About FNHPA

The First Nations Housing Professionals Association is a national not-for-profit professional association exclusively serving the needs of individuals working for, or aspiring to, housing management positions with First Nations organizations. It is responsible for providing training, certification, and professional development opportunities in housing.

The association’s purpose is to expand housing capacity for First Nations in Canada by providing leadership to support housing professionals with services such as developing, promoting and delivering quality standards, practices, research, certification, education services, and networking. Services are provided to individuals and organization members who share the purpose of the association and meet criteria established by the Board of the association.

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

- Setting national standards
- Providing education and certification programs
- Encouraging communication and knowledge-sharing
- Offering real, personal support and availability to First Nations housing professionals in Canada
- Undertaking relevant research aimed at identifying ways to improve First Nations housing in Canada

FNHPA creates and supports programs that directly or indirectly advance the goals of First Nation housing departments, like the Sponsorship and Upskilling program. FNHPA’s research supports its mandate by informing standards development, helping to set strategic priorities, improving and enhancing its programs, and identifying new opportunities. FNHPA’s research program focuses on practical research with studies that are evidence-based and lead to solutions that can realistically be implemented in a timely manner.

More information about First Nations Housing Professional Association can be found on its website at www.fnhpa.ca.

The Role of First Nations Housing Professionals

First Nations housing professionals are key partners within their communities. They work with First Nations community members to help them access new homes and support them in maintaining healthy and safe homes. First Nations housing professionals and portfolios holders are responsible for operating and maintaining multi-million-dollar housing portfolios. Not infrequently, this has been done by individuals who have never had appropriate education and training, and do not have all the knowledge and skills required to do this work. Some attempts have been made in the past to improve capacity utilizing a one-off approach; while this provided a minimal level of support, it has shown limited success.

When and where possible, First Nations housing requires fully trained staff in each community. Staff members need the education and experience to plan, finance, build, manage and maintain housing assets. The Canadian government, in its report entitled “Deep Dive on First Nations Housing on Reserves”, identified capacity for housing management as a key challenge for First Nations communities. It said the role of the Housing Manager was critical to “accessing existing and new federal programs, successful execution of housing investments, good governance and ongoing management of the housing portfolio”.

In addition to training, funds are needed to support an appropriate number of qualified housing managers and directors in each First Nations community. This is an important area of housing research that has not been sufficiently addressed. While adequate funding for new builds, maintenance, and upgrading have been identified as essential to meeting First Nations’ housing needs, funding to cover the expense of management and operations support has been neglected. Funding to permit the hiring of qualified housing managers and directors will go a long way towards addressing many of the problems associated with on-reserve management and operations. In this respect, there is a need, among other things, for core funding specifically targeted to First Nations housing department staffing. It is generally understood that with sufficient core funding to ensure an adequate number of appropriately qualified housing staff, First Nations housing management and operations could be significantly improved.

As such, FNHPA wishes to investigate and determine the appropriate level of resources, human and financial, needed for the effective management of First Nations housing. The research should also assess the impact of providing appropriate levels of core funding for First Nations housing management and operations.

3. Project Scope

In order to determine the appropriate level of human and financial resources needed for the effective management of First Nations housing across Canada the scope of work will include but not be limited to a **review of housing management and operations both, on reserve (rural), and off reserve (urban)** including the following components:

Environmental Scan

The review should begin with an environmental scan of the current environment for First Nations housing across Canada noting pertinent First Nations housing policies and programs in different jurisdictions, the availability of funding, and how they impact housing conditions regionally.

Consultation

Broad consultation with First Nations community leaders, housing managers and administrators, workers involved in the construction and maintenance of housing, and community members. The aim of

the consultation will be to obtain different perspectives from people involved with housing programs – what works, where there are gaps, and what should be done to improve First Nations housing generally.

First Nations Housing Operations

The investigation, which should include large as well as small communities across Canada, should focus on developing an in-depth understanding of the appropriate level of human and financial resources required to effectively manage and operate housing programs for First Nations.

This will entail undertaking an in-depth review of a representative sample of First Nations community housing management models including those on-reserve as well as off-reserve, urban models across Canada. The review should include such things as the handling of:

- Existing housing policies and their implementation
- Day-to-day administration
- Landlord - tenant relations
- Housing program administration
- Asset management
- Maintenance needs
- Availability and capacity of housing human resources

First Nations Housing Funding

This will involve a review of the current funding environment for First Nations housing particularly in the area of core funding for operations and the identification of specific funding challenges that hamper First Nations housing management.

Case Studies

The review should include several case studies to show how First Nations communities in different parts of Canada have addressed their housing needs and challenges. The case studies should include small and large First Nations communities both on, and off reserve, but primarily on reserve.

Questions to be Answered

The review should answer such questions as:

- Based on the community situation, what should the housing workload look like?
- What qualifications are required to handle this level of workload?
- How many individuals would be required to complete the workload?
- What is the current workload deficiency?
- What is the gap to be filled?
- What is industry practice for off-reserve First Nations property managers?
- How many units does one have to have to require a tenant relations officer, or full-time maintenance staff, or a full-time housing manager?
- What are the staffing resources required for operating a successful portfolio?
- What do salary grids look like based on workload?
- What are the financial resources required for a community of a given size to effectively operate a housing program?

All elements of work will be overseen by the Research and New Services Committee. The Research and New Services Committee will also be responsible for proposing the path forward with a gap analysis based on the recommended actions.

4. Deliverables

The successful Bidder shall be required to competently deliver to the First Nations Housing Professional Association a comprehensive report containing the findings of the investigation, including the analysis, and recommendations for action aimed at appropriately resourcing First Nations housing management and operations.

The successful Bidder shall present the final report at a special meeting of the FNHPA Board in March 2023.

All deliverables shall be subject to review by the Research & New Services Committee, followed by acceptance and approval by the FNHPA Board of directors.

All information obtained, or otherwise developed for this project shall be the property of The First Nations Housing Professional Association and shall not be shared without prior consent from FNHPA.

5. Budget

The maximum budget for this project is two hundred thousand dollars (\$200,000 CDN) including HST. To be considered, proposals should include a Project cost breakdown that accurately represents the work effort required, as outlined in Section 3 – Project Scope of this RFP.

6. Project Timeline

A draft project timeline is provided below. The timeline can be revised and finalized with input from the Bidder, based on the methodologies and approaches proposed. All Bidder proposals must include a timeline reflecting how the work outlined in the Project Scope section will be completed within the proposed timeframes noted below:

Scope Item	Work Completed	Timeframe
1	Environmental Scan	October 15, 2022
2	Review of First Nations Housing Management and Operations	October 30, 2022
3	Consultation with First Nations community members	November 15, 2022
4	Review of First Nations Housing Management Models	November 30, 2022
5	Current Funding Environment for First Nations Housing	December 20, 2022
6	Case Studies	December 30, 2022
7	Draft Report	January 26, 2023
8	Final Report	March 10, 2023
9	Presentation to FNHPA Board	March 2023

7. RFP Submission and Evaluation Process

Submission Schedule

The following is a list of key events from RFP issuance to Notice of Award. The dates are subject to change by First Nations Housing Professional Association, in its sole discretion:

No.	Description	Key Dates
1	Issuance of RFP	August 29, 2022
2	Interest Disclosure Deadline	September 2, 2022
3	Questions Deadline	September 6, 2022
4	Proposal Submission Deadline	September 16, 2022
5	Evaluation of proposals	September 24, 2022
6	Notice of Award	September 26, 2022

In responding to this RFP, Bidders must provide the information requested in the Proposal Evaluation section.

Interest Disclosure and Bidder Questions

To be considered, Bidders must indicate their interest in submitting a proposal, by email, to Candace Bennett, Executive Director, FNHPA (the “**RFP Contact Person**”) at info@fnhpa.ca. Interest must be disclosed by **September 2, 2022, at 11:59 EST** (the “**Interest Disclosure Deadline**”).

Bidders may submit questions concerning the RFP, or the Project, to the RFP Contact Person at info@fnhpa.ca. It is requested that all Bidder questions be received no later than **September 6, 2022, at 11:59 EST**.

How to Submit a Proposal

Proposals must be sent electronically, by email, no later than Friday, September 16, 2022 at **11:59pm EST** (the “**Proposal Submission Deadline**”) to Candace Bennett, Executive Director, FNHPA at info@fnhpa.ca

Confirmation of receipt will be sent to the Bidder by reply email.

Proposal Evaluation

Upon the closing of the Proposal Submission Deadline, FNHPA will evaluate proposals in accordance with the following process:

Stage 1: Initial Assessment

All proposals received by FNHPA will initially be assessed by the Research & New Services Committee, comprised of First Nations Housing Professional Association staff and volunteers.

The assessment of each proposal will be based on the contents of the Bidders’ written proposal and any statements provided in writing, if needed, in response to requests for clarification made by First Nations Housing Professional Association. The Project Team will ensure compliance with the stated mandatory requirements and will score each proposal, in accordance with the Scoring Legend.

Stage 2: Interviews and Reference Checks

Following the Research & New Services Committee’s initial assessment of the proposals, the 2-3 highest

scoring Bidders will be contacted to conduct interviews and further confirm their ability and fit to provide the required services and deliverables. The references of the top-scoring Bidders may also be contacted at this stage.

Once this assessment is complete, First Nations Housing Professional Association will proceed to select and notify the successful Bidder, by issuing a Notice of Award.

8. Mandatory Requirements

First Nations Housing Professional Association has several requirements that are deemed mandatory when submitting a response to this RFP. The following criteria have been identified as mandatory:

- The lead proponent must be an indigenous individual or entity that is OCAP® certified
- Interest disclosure must be received before the Interest Disclosure Deadline.
- Proposals must be received prior to the Proposal Submission Deadline.
- Proposals must indicate that the Bidder is able to deliver the services and deliverables and complete the Project within the stated timelines.
- Proposals **must** include all of the information requested in the Proposal Evaluation section of this RFP; and
- Proposals must state a total Project cost and cost breakdown in the Budget section, including all fees and expenses, in Canadian funds.

Proposals which fail, in the sole discretion of First Nations Housing Professional Association, to meet any mandatory requirement will be eliminated from further consideration in the evaluation process. However, First Nations Housing Professional Association reserves the right to waive any mandatory requirements if it deems fit and appropriate to meet the interests of and provide best value to First Nations Housing Professional Association. This clause should be interpreted solely for the benefit of First Nations Housing Professional Association and not for the benefit of the Bidders.

9. Scoring

Proposals will be evaluated and scored by First Nations Housing Professional Association, using predetermined criteria to determine which proposal potentially provides the best value. **Scoring of proposals and evaluation comments are confidential and will not be disclosed.**

In terms of relative importance, each criterion is given a pre-assigned weight, as outlined in the Proposal Evaluation section, by which each proposal will be evaluated. Each criterion is rated on a scale of 0 to 10 (see below). Each criterion's rating is then multiplied by the assigned weight to yield a total for that element. Summation of the individual totals yields a total score, which represents the overall degree of satisfaction for the respective submission.

Scoring Legend

0 Points Deficient	1-3 Points Poor	4-6 Points Fair	7-8 Points Good	9-10 Points Excellent
The proposal fails to meet the requirements of the applicable scoring criteria in a suitable and documented manner.	The proposal fails to meet the requirements of the applicable scoring criteria in a suitable and documented manner.	The proposal barely meets the requirements of the applicable scoring criteria in a suitable and documented manner.	The proposal reasonably demonstrates that the requirements of the applicable scoring criteria are met in a documented and suitable manner.	The proposal fully demonstrates that the requirements of the applicable scoring criteria are met in a documented and suitable manner.
The proposal fails to demonstrate that the Program will be performed in an acceptable manner.	The proposal reveals significant weaknesses that could result in unacceptable shortcomings in performance of the Program.	The proposal reveals weaknesses that could result in tolerable or reasonably correctable shortcomings in performance of the Program.	The proposal reveals minor weaknesses that should not significantly impact performance of the Program.	There are no apparent weaknesses.

10. Proposal Evaluation

The proposals will be evaluated as follows:

No.	Scoring Criteria	Weight	Points	Total Points
1	Mandatory requirements	Elimination		
2	Qualifications and relevant experience	40		
3	Demonstrated understanding of the issues being addressed by the Project	20		
4	Approach and methodology	20		
5	Project cost	20		
Total		100		

To confirm the above criteria, Bidders must include with their proposal, at a minimum, the following supporting information:

1. Mandatory requirements (see [Mandatory Requirements](#))
2. Qualifications and relevant experience:
 - Bidders must detail their experience in delivering similar services to other organizations, particularly to non- profits or associations of comparable national scope to the First Nations Housing Professional Association.
 - Bidders must detail their experience in undertaking human resource capacity planning studies.
 - Bidders must provide the names of individual(s) who would be assigned to work on this Project, including a brief (1 page or less) summary of their qualifications and experience as they relate to the Project. At least one member of the proposed Project team must have

demonstrated experience:

- Engaging First Nations groups in collaborative problem identification and solution
- Supporting First Nations housing programs with a proven ability to build relationships, inspire trust and deliver results
- Bilingualism (by at least one member of the Bidder's proposed Project team) is considered an asset

3. Understanding of the issues

- The Bidder is asked to provide their understanding and interpretation of the objectives, requirements, and deliverables of this Project.

4. Approach and Methodology:

- Bidders must describe how they will approach the Project.
- Bidders are asked to identify the expected challenges for this Project and the proposed mitigation strategies.
- Bidders shall provide a detailed work plan with timelines.

5. Project cost:

- Bidders shall outline their proposed costs and fees for the delivery of services and deliverables under the Project and shall include any assumptions made in determining the fees. Proposed costs must include a breakdown that accurately represents the work undertaken.
- In addition to the above, in submitting their proposals, Bidders must supply the name, email address and phone number of four (4) customers/clients who have received services similar to those requested in this RFP and who may be contacted as references. Such services must have been received by Bidder references within the past 5 years. Include a short description of the work performed, including how it was similar to the work required under this Project.

11. Language

First Nations Housing Professional Association will communicate with Bidders in English, and all proposals must be submitted in English.

12. Confidentiality

Proposals and information submitted by Bidders will be treated as proprietary, held confidential, and used only for evaluating the ability of the Bidder to handle the Program or, if the Bidder is the selected Bidder, to negotiate a contract for services. The details of any proposals will be shared only with the persons involved in the Program evaluation process and First Nations Housing Professional Association's legal representatives, if and to the extent necessary.

13. RFP Terms and Conditions

Process conditions

This RFP is not an offer by First Nations Housing Professional Association to any person, and no contract of any kind whatsoever is formed between FNHPA and any Bidder upon the submission of a proposal in response to it. For greater certainty, nothing in this RFP, including without limitation, the use of mandatory language, language reserving rights to First Nations Housing Professional Association, or other language that might, but for this clause, be indicative of contractual intention, is intended by First Nations Housing Professional Association to indicate an intention to be contractually bound to any Bidder in any manner whatsoever. FNHPA retains the right in its absolute discretion to consider and analyze the proposals, negotiate with any Bidder at any time, select a preferred Bidder, or enter a service contract with a Bidder. Without limiting the foregoing, First Nations Housing Professional Association may:

- Reject or accept any proposal, whether or not complete, and whether or not it contains all the required information.
- Require clarification of any proposal.
- Request additional information on any proposal.
- Reject any or all proposals without any obligation, or any compensation or reimbursement to the Bidders.
- Refuse to enter into a service contract with any of the Bidders.
- Re-advertise for new submissions or call for tenders for this work or for work of a similar nature.

First Nations Housing Professional Association may, in its sole discretion, independently verify any information in any proposal. The proposals submitted by Bidders must be offers made in good faith, and First Nations Housing Professional Association reserves the right to make a choice from the various proposals, or not choose any. First Nations Housing Professional Association shall not be obligated in any manner until a written agreement relating to an approved proposal has been duly executed.

Competitive process

With the issuance of this RFP, First Nations Housing Professional Association is making a business opportunity available to Bidders having the experience, competence, and managerial sophistication to enter into a service agreement to complete the work.

Proposal Revisions

All proposal revisions must be received by FNHPA prior to the Proposal Submission Deadline stated in the section entitled How to Submit a Proposal, above.

Cost of Preparing Proposals

Bidders are solely responsible for all costs they incur in preparing and submitting proposals.

Clarification of Proposal

First Nations Housing Professional Association reserves the right, but does not have an obligation, to request clarification of a proposal or request further information from any or all Bidders. In addition, if, in the opinion of First Nations Housing Professional Association, any proposal contains a minor defect or irregularity or fails in some way to comply with any requirement of the RFP in a way that, in the opinion of First Nations Housing Professional Association, can be remedied without providing an unfair advantage to one or more Bidders, the RFP Contact Person may request rectification from the Bidder(s).

First Nations Housing Professional Association, upon receipt of appropriate clarification and/or rectification, may waive the minor defect or irregularity and accept the proposal. Failure by a Bidder to

provide a written response that, in the opinion of First Nations Housing Professional Association, properly clarifies or rectifies its proposal, within the time specified in the request for clarification or rectification, may result in disqualification of the proposal.

Acceptance of RFP Conditions

Receipt of a proposal by First Nations Housing Professional Association will be considered acceptance by the Bidder of the RFP terms and conditions and will be incorporated in the Bidder's proposal.

Negotiation Delay

First Nations Housing Professional Association will draft and provide the selected Bidder with a written agreement governing the provision of services and deliverables under the Program. If a written agreement cannot be negotiated and executed within fifteen (15) business days after receipt of an agreement by the successful Bidder, FNHPA may, in its sole discretion, terminate negotiations with that Bidder and either negotiate a service agreement with another Bidder of its choice or choose to terminate the RFP process and not enter into a contract with any of the Bidders.

Notification of Success

A written Notice of Award shall be the only valid form of notification of success in response to this RFP.

Reservation of Rights

First Nations Housing Professional Association reserves the right, in its sole discretion, to:

- modify, cancel, or suspend the selection process, or any or all stages of the selection process, including before or after provision of a Notice of Award, at any time for any reason.
- modify or expand the scope of work, including services or deliverables, at any point from RFP issuance through until contract negotiations have been completed.
- accept or reject any proposal based on the evaluation criteria in the Proposal Evaluation section above, as determined in the sole discretion of First Nations Housing Professional Association.
- not accept any proposal; and
- reject or disqualify all or any proposal without any obligation, compensation, or reimbursement to any Bidder.

Limitation of Damage

Each Bidder, by submitting a proposal, agrees that:

- In the event any or all proposals are rejected or disqualified, or the Program or selection process is modified, suspended or cancelled for any reason, neither FNHPA, nor its employees, agents, officers or directors will be liable under any circumstances for any claim, or to reimburse or compensate any person in any manner whatsoever, including but not limited to costs of preparation of the proposal, loss of anticipated profits, loss of opportunity, or for any other matter; and
- The Bidder waives any claim for loss of profits or loss of opportunity if: (i) the Bidder is rejected or disqualified or is not successful in the selection process; (ii) the selection process for the Program is suspended, cancelled, or modified at any time; or (iii) cancellation occurs per the above.

Proposal Documents

All documents submitted by Bidders will become the property of First Nations Housing Professional Association.