



First Nations Housing
Professionals Association

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

First Nations Housing Professionals Association

First Nation Housing Recruitment & Retention Strategy

Request for Proposal

Candace Bennett
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Unit #1 473 Kokomis Inamo
Pikwakanagan, ON
K0J 1X0



info@fnhpa.ca
(613) 702-4498
1-800-360-6114



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**First Nations Housing Professionals Association (FNHPA)
Request for Proposals (RFP)
First Nation Housing Recruitment & Retention Strategy**

The First Nations Housing Professionals Association (FNHPA) is seeking a qualified consultant to lead the development of a First Nation Housing Recruitment & Retention Strategy and a Marketing and Communications Plan designed to strengthen housing management and operations at the First Nations community-level. The strategy will require the consultant to conduct qualitative research to inform the strategy and its elements.

First Nation consultants or consulting teams who bring lived experience or demonstrated expertise in working with First Nations communities, particularly in the areas of housing, tenancy, governance, legal and policy development are encouraged to apply.

1. About FNHPA

The First Nations Housing Professionals Association (FNHPA) is a national, professional, non-profit organization that supports housing professionals working in First Nations communities. FNHPA provides education, certification, training, and professional development programs that strengthen housing management capacity and ensure service excellence.

As the central hub for professional standards, certification, and support services, FNHPA plays a vital role in strengthening housing capacity within First Nations communities. These efforts help advance the goals of First Nations housing departments on-reserve, ensuring housing professionals are well-equipped to serve their communities effectively.

2. Background

Systemic barriers faced by First Nations housing departments across the country are compound by the challenges of recruitment and retention. Among the most pressing challenges are:

- **Inconsistent and inadequate funding:** Funding levels for staffing vary across First Nations, leading to inequities in compensation and workforce capacity.
- **Recruitment challenges:** Lack of resources to hire staff.
- **Retention challenges:** Inability to offer competitive wages compared to other communities or off-reserve employers, resulting in poaching, high turnover, and burnout.
- **Housing shortages:** Even when community members wish to work locally, insufficient housing stock prevents them from residing in their communities.
- **Organizational capacity issues:** Lack of salary grids, lack of job descriptions, and unclear organizational structures leading to uneven or inequitable pay.
- **Operational strain:** Employment gaps force communities to outsource housing functions, which may provide short-term relief but undermine long-term self-sufficiency.

While population size of First Nations on-reserve currently informs federal housing operating budgets, this approach does not reflect First Nations housing realities on-reserve. A range of



factors—including geography, socioeconomics, unemployment rates, political environments, population growth, inflation, and climate change—require consideration when determining staffing needs.

The FNHPA recently conducted research supporting First Nations housing departments on-reserve to establish competitive and consistent compensation practices across housing roles. This research established tailored job descriptions and salary scale standards for First Nations on-reserve housing to further support the establishment of fair, transparent, and market-aligned pay structures for communities. Preliminary findings highlighted that for every 100 housing units an adequately staffed housing department on-reserve should include the following capacities, along with a maintenance manager:

- Housing Manager
- Administrative Support
- Maintenance Staff
- Tenant Relations Coordinator/Service Navigator

3. Purpose

To deliver a comprehensive First Nation Housing Recruitment and Retention Strategy aligned with OCAP®. This strategy will encompass the following elements:

- Culturally appropriate sustainable staffing models and ratios for housing programs on-reserve in Canada.
- Recruitment and retention plans aligned with on-reserve program needs.
- Communication and Marketing Strategy to attract candidates to vacant/new positions.
- Compensation frameworks, considering established FNHPA salary grids and job descriptions, that are industry comparable.
- Succession planning strategies that mitigate burnout.
- Identify alternatives to outsourcing that build internal capacity.

4. Scope of Work

The selected proponent will be expected to:

- Adhere to the OCAP® principles, conduct qualitative research that respects the governance authority of participant First Nations over their data and knowledges.
- Produce defined research methods and plans to engage and analyze current staffing and funding gaps derived from a sample of small, medium and large First Nation communities across 10 regions in Canada.
- Document best practices in recruitment, retention, and compensation strategies.
- Propose adaptable staffing models for different community sizes and housing portfolios.
- Produce recruitment plans tailored to on-reserve program needs, including communications and marketing strategies to attract candidates.
- Apply relevant FNHPA research findings to develop compensation ranges for different roles, ensuring consistency and competitiveness.



- Produce culturally appropriate and actionable recommendations for harmonized salary grids, organizational structures, and job descriptions.
- Provide policy recommendations to support long-term sustainability that align with each province and territory.
- Deliver a final written strategy accompanied by implementation tools and frameworks.

5. Deliverables

- Work Plan, methodologies, analysis plans, sampling strategies, engagement approach (due within 4 weeks of project start).
- Monthly reports summarizing activity.
- DRAFT report including findings, preliminary recommendations, and visualized data in the form of charts, tables, and graphs.
- Final Recruitment and Retention Strategy Report including:
 - Research methods
 - Engagement strategy
 - Staffing ratio models
 - Recruitment plans
 - Communications/marketing strategy
 - Compensation framework
 - Recommendations for succession planning and mitigating burnout.
 - Capacity-building pathways
 - Equitable funding models policy recommendations
- PowerPoint Presentations (for diverse audiences).
- X2 presentations (DRAFT and FINAL) for the FNHPA Research and New Services Committee.

6. Consultant Qualifications

The ideal consultant(s) will be First Nation or have significant experience working in partnership with First Nations communities. Proposals must demonstrate proficiency working with OCAP® principles and how it will apply in the design and execution of the strategy.

Applicants are required to demonstrate substantial experience in First Nations research and study design, particularly in the fields of First Nation Housing, Human Resources, Communication and Marketing, and a solid understanding of community governance.

The consultant must demonstrate the ability to produce accessible and culturally grounded content tailored to a First Nations audience by providing samples of their published work.

Required:

- First Nations consultant/team or demonstrated experience working with First Nations housing systems and governance.
- Completion and certificate of OCAP® principles and application in project design
- Strong research and policy development skills.



- Legal, housing, or governance background related to First Nation contexts.
- Demonstrated ability to produce culturally grounded and plain-language resources.
- Ability to work collaboratively with stakeholders.

Preferred:

- Bilingual, an asset (English/French or First Nation language)
- Familiarity with the Indian Act, UNDRIP, PIPEDA, Human Rights Act, and Land Management Regimes, Matrimonial Real Property.

7. Proposal Requirements

Proposals that do not include the following will not be considered:

- Years of experience.
- Company/organization background and relevant publications.
- Proposed methodology and work plan aligned with OCAP® and data sovereignty.
- Team composition, resumes/CVs/qualifications, and defined roles.
- Timeline and key milestones.
- Detailed budget (including professional fees, travel, engagement costs, and applicable taxes).
- OCAP® certification certificates.
- Three reference letters from reputable First Nation organizations – pertinent to research and product development.

The First Nations Housing Professionals Association (FNHPA) enforces a strict and unwavering commitment to the OCAP® principles—Ownership, Control, Access, and Possession—as the foundation of its data governance practices. All vendors and service providers must comply with mandatory data sovereignty protocols. Requirements are binding within both the Request for Proposal (RFP) process and any resulting contractual agreements.

FNHPA asserts full intellectual and cultural ownership rights over all frameworks, methodologies, and knowledges developed or co-developed under its direction. Vendors are prohibited from copying files, retaining files outside of the FNHPA environment, and are required to permanently delete project files produced on behalf of FNHPA upon completion. They are required to ensure all data remains within Canadian jurisdiction, and adhere to OCAP®, secure handling, access, and transmission protocols. Unauthorized use, adaptation, or dissemination of FNHPA intellectual property is strictly prohibited. All practices must be culturally informed, inclusive, trauma-aware, and grounded in First Nations knowledge systems.

FNHPA retains the right to require partners to enter into Data Governance Agreements with the FNHPA and consult legal experts to uphold First Nation data sovereignty to ensure full compliance with OCAP® standards.





8. Evaluation Criteria

Proposals will be evaluated using the following weighted criteria:

- Demonstrated understanding of First Nations housing challenges (20%).
- Proposed methodology and approach (30%).
- Relevant qualifications and experience of the team (30%).
- Feasibility of timeline and deliverables (10%).
- Cost-effectiveness and value for money (10%).
- Commitment to OCAP® principles and Indigenous data sovereignty (Pass/Fail requirement).

9. Submission Instructions

All proposals must be submitted via email to Farren Saulis Rogers at farren@fnhpa.ca - with the subject line: **“RFP – First Nation Housing Recruitment & Retention Strategy”**.

Proposals must be received no later than October 17, 2025, at 12:00 p.m. EST. Late submissions may not be considered.

10. Additional Notes

The consultant will work in collaboration with the FNHPA Research and New Services Committee that includes the FNHPA CEO, senior staff and FNHPA Board Members. The consultant is expected to attend monthly meetings and submit regular progress reports. All deliverables will be subject to review by the Committee.

- ✓ Preference will be given to First Nation-owned or First Nation-led firms, or those who demonstrate meaningful partnerships with First Nations.
- ✓ All research and findings remain the property of FNHPA in accordance with OCAP® principles.
- ✓ The successful proponent will be required to enter into a service agreement.

All community knowledge, input, and data gathered throughout the project must remain under the ownership of the contributing communities, consistent with OCAP® standards. FNHPA retains final editorial authority over the published version of the Research Report and all associated materials.

11. Timelines

- ✓ RFP Issued: September 19, 2025
- ☐ Deadline for Questions: October 6, 2025
- ☐ Proposal Deadline: October 17, 2025, at 12:00 p.m. EST
- ☐ Selection of Proponent: October 27, 2025
- ☐ Project Start Date: November 3, 2025
- ☐ Project Completion: March 31, 2026



12. Resources

Consultants are directed to FNHPA research available on our website and can be found here [Research Reports - FNHPA](#).

