



First Nations Market Housing Fund

TRUSTEE PROFILE 2018

MANDATE

The First Nations Market Housing Fund (the “Fund”) is designed to facilitate access to financing for market-based housing in First Nations communities. The Fund also helps to create and sustain the capacity in First Nations communities to support the administration of market-based housing programs, thereby contributing to the socioeconomic well-being of First Nations communities and their residents. An overarching goal is to promote a system that allows First Nations residents the same housing opportunities in their communities as other Canadians.

The Fund continues implementing its mandate in the context of the ongoing discussions between the Assembly of First Nations (AFN) and the Federal Government on transformative change leading to First Nations’ care, control and management of housing and related infrastructure.

ROLES AND RESPONSIBILITIES

The Board of Trustees provides governance and leadership, and acts as stewards of the Fund. The trustees of the Fund are also responsible for overseeing the Fund’s governance and practices, and for providing direction to achieve results in relation to its two objectives:

- Facilitate the availability of private sector financing for and the accessible supply of market-based housing in First Nations communities through the delivery of a credit enhancement program.
- Increase the capacity of First Nations to develop and sustain market-based housing options.

CHALLENGES, ISSUES AND INITIATIVES

The need for adequate, affordable and culturally appropriate housing on First Nations reserves is significant. This situation contributes to the socioeconomic gaps between First Nations people living on-reserve and non-Indigenous Canadians.

Social housing continues to make up a significant portion of the housing stock on-reserve. While some First Nations have implemented market housing regimes for private homeownership and rental, overall rates of homeownership and market rental housing remain low. There is evidence, however, that interest in market housing on-reserve is growing.

Factors such as the land tenure system on-reserve, lack of credit history and ability to qualify for private financing, and inadequate housing-related infrastructure hinder the ability of First Nations and their members to access financing for housing.

The Fund is not intended to replace Government funding for existing programs or future financial investments in First Nations on-reserve housing. Instead, the Fund provides another option in the range of housing options available, to individuals residing in First Nations communities, to enable First Nations members to have the same housing choices and opportunities as other Canadians.

The Fund is not a government program. Instead, it is a complimentary tool to help interested First Nations take steps to ensure their members living on-reserve can obtain loans from financial institutions to build, buy or renovate a house. Members may choose to live in the house or they may choose to rent the house to other members of their community. Since reserve lands belong to the community— not the individual—members living in First Nations communities have traditionally been unable to provide financial institutions with the same forms of mortgage security as are provided by individuals who live off-reserve. Participation in the Fund is voluntary—it is available for those First Nations who choose to apply and qualify.

The Fund ensures that eligible First Nations members can obtain loans, while leaving reserve ownership unchanged. Reserve lands will continue to be for the collective benefit of First Nations members.

The Fund is one available option that can respond to on-reserve housing needs by helping to develop housing markets. Market housing includes both homeownership and rental housing. First Nations may continue to use their own resources as well as Indigenous Services Canada and Canada Mortgage and Housing Corporation funding and housing programs to help meet their housing needs. For more information about how the Fund works visit <http://www.fnmhf.ca>.

CORE ATTRIBUTES, COMPETENCIES AND EXPERIENCE OF TRUSTEES

Leadership – A solution-driven leader, who demonstrates intellectual leadership in defining the future direction of the Fund to ensure its continued relevance and the fulfillment of its mandate.

Provides a clear sense of purpose and a vision of the future to energize and focus people on achieving goals and organizational success; acts as a role model and behaves in accordance with personal and professional values.

Analytical thinking – Ability to provide thoughtful advice, to analyze, ask relevant questions at the strategic level, consider different perspectives and address underlying issues through consensus building.

Ability to bring a wide range of considerations and perspectives to issues, analyzing a variety of information and data to make logical, well-reasoned decisions.

Demonstrates the ability to comprehend, interpret and make decisions on matters related to a broad range of matters associated with the governance of the Fund and simultaneously promote the interests, goals and objectives of the Fund.

Integrity and accountability – Demonstrates high ethical standards and integrity, is willing to act on and remain accountable for trustees' decisions, meets the accountabilities outlined in the law, bylaws and rules of procedure, sees oneself as serving the interests of the Fund.

Financial literacy – Ability to read and assess financial and investment statements and understand financing arrangements.

Communication (Presenting and Influencing) – Presents information clearly and effectively, influences or persuades others in positive and negative circumstances, and expresses self well in a group or one-on-one conversation.

Demonstrates an understanding of various stakeholders' positions based on accurately interpreting forms of written and oral communication, including interactions with First Nations communities, government officials and business representatives, and regarding how the Fund is perceived by stakeholders (understand government and relationships with First Nations).

Interacts with a diverse set of individuals and groups, is able to relate and be respectful to what is being said while advocating for the Fund's position on relevant issues.

Knowledge and understanding of First Nations – Possesses knowledge and understanding of the complexity of First Nations communities (governance, financial, social, economic, lands, legal, taxation, human resources) generally, and in respect to housing (specifically, market housing).

Innovative – Visionary, thinking outside the box with new ideas and approaches.

SPECIFIC SKILLS, KNOWLEDGE AND EXPERIENCE

Collectively, the trustees must possess knowledge and experience, including:

Financial acumen and literacy – Ability to read and assess financial statements, investment statements and budgets.

Knowledge of housing system (on- and/or off-reserve) – Understanding of Canada's housing finance system and approach to housing on- and/or off-reserve.

Audit Committee financial expert knowledge – CPA or similar professional accounting designation (that is, Certified Aboriginal Financial Manager[CAFM]), considered an audit committee financial expert as per the Treasury Board of Canada definition or the Ontario Securities Commission definition, and having experience in the audit of complex corporations.

Experience in a senior position in risk management – Experience in a broad cross-functional role in risk management level in a government entity or agency that requires the management of complex risks. Relevant skills include determining, mitigating and managing risks pertaining to the corporations' or clients' activities, and determining principles, standards and guidelines for managing risks.

Expertise or experience in training and education – Knowledge and experience in adult education and capacity development training programs.

Human resources and performance management expertise or experience – Expertise or experience in managing the Human Resources function of a corporation, as well as in assessing executive performance.

Business development and marketing – Leadership experience and knowledge of business development and marketing targeted to First Nations communities (leadership, members). Demonstrated ability to lead an organization through a results-focused business development and strategic plan, including marketing planning processes, establishing key performance measures and monitoring results to proactively adjust strategies in order to achieve results.

Relevant financial industry expertise – Areas of particular relevance include high degree of expertise in mortgage underwriting, investment and risk management.

Change management expertise – Experience in leading change in response to corporate/sectoral restructuring or transformation, regulatory changes or other change-driven factors.

Expertise in information technology – Solid understanding of information technology and the changing environment.

REPRESENTATION

Trustees may be required to represent the interests of the Fund in a broad range of forums on behalf of the Fund.

WORKING CONDITIONS¹

Trustees meet face to face approximately six times per year, including one strategic planning session. Between in-person meetings trustees may hold conference calls. A trustee may also be required to attend meetings of the trustee committees. Trustees must have access to the Internet for communications and information exchange.

It is estimated that the average annual time commitment is approximately 12 days for regular meetings plus travel time. This does not include work on committees.

Trustees are paid such remuneration for their services². A per diem rate is normally payable for the following:

- a. Attendance at full trustee meetings and of recognized trustee committees or subcommittees in person or via conference call.
- b. Reasonable preparation time for trustee meetings.
- c. Travelling time, if the time required to travel between the meeting place and the normal place of residence exceeds three hours.
- d. Fund representational responsibilities subject to pre-approval by the chairperson.

The Treasury Board Travel Directive, as it applies to the Executive Group of the Public Service, shall govern the reimbursement of travel expenses incurred by trustees.

TERM

Trustees are appointed for a fixed term of three years. At the expiry of their term, trustees continue to serve with full authority until they are formally replaced or they resign. Trustees may be reappointed. However, no trustee may serve in office for more than two consecutive terms.

Trustees will be required to execute appointment documents that affirm their obligations to the Fund as per the Indenture of Trust. Short-listed candidates will be given the opportunity to review the Deed and the Indenture of Trust.

SECURITY CLEARANCE

Government of Canada secret security clearance and background checks will be required.

¹ PCO Remuneration Guidelines <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-appointments/compensation-terms-conditions-employment/remuneration-guidelines-agencies-boards-commissions.html>

² Ibid.