



FIRST NATIONS MARKET HOUSING FUND

TRUSTEE PROFILE 2022

MANDATE

The First Nations Market Housing Fund (the “Fund”) is a self-sustaining independent and not-for-profit Trust with two clear goals:

1. To facilitate the availability of private-sector financing for First Nations while helping to ensure an accessible supply of market- or loan-based housing in First Nations communities; and
2. To increase the capacity of First Nations seeking to expand or develop market- or loan-based housing for private homeownership, rental, rent-to-own, and renovations. The Fund builds on the successes of innovative communities. Application to partner with the Fund is strictly optional. It does not replace any existing programs. Instead, the Fund works in tandem with existing programs to expand market housing on reserve.

The Fund’s overarching goal is to promote a system in which First Nations residents have the same housing opportunities on communally held lands – be they reserve, settlement, or lands set aside – as mainstream Canadians have in their communities.

The Fund finds itself at a pivotal moment. The Trustees are leading the development of a strategy to work with the federal government in pursuing transformational reforms to revitalize and strengthen the Fund. This revitalization is motivated by important legal and social justice rationales, including First Nations’ rights to self-determination, the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the ongoing pursuit of reconciliation requiring systems and thinking to be decolonized.

The strategy is intended to drive change. The Trustees established a Reform Mission which includes undertaking the research, policy development, relationship building, and operational growth initiatives necessary to develop consensus and collaboration on the Fund’s proposed path to reform. Modernization of the Fund’s framework involves hearing directly from others including Indigenous community leaders, technicians, homeownership champions, youth, elders, First Nations organizations, current homeowners and those aspiring to be homeowners, and our lending partners. The Trustees are focussed on identifying barriers to achieving more homes on the ground and how the Fund may significantly contribute to addressing these barriers as it pursues reimagining how the Fund can further support First Nations and their citizens to embrace and sustain homeownership opportunities in their communities.

The Board of Trustees plan to pursue two broad, mutually reinforcing objectives:

- Further governance reform (a First Nations organization operated by and for First Nations) that will form a best practice for other First Nations institutions and ultimately lead to better outcomes and stronger communities; and
- A fully independent Fund that embraces innovation, that produces more income for its Capacity Development Program that better engages and empowers First Nations communities to tackle the barriers to homeownership, and that provides inspiring examples of what can be achieved by working in partnership together.

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 goals.

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- or loan-based housing regimes for private homeownership, rental, rent-to-own, and renovations, overall rates of homeownership and market rental housing remain low.

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. 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.

The Fund 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 loan security as are provided by individuals who live off-reserve. 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.

Participation in the Fund is voluntary – it is available for those First Nations who choose to apply and qualify. The Fund is currently partnering with 41% of First Nations across Canada, demonstrating that interest in market housing on-reserve is growing.

For more information about how the Fund works, visit 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 interest 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 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- or loan-based 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 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, in 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 approximately six times per year, including one strategic planning session. Meetings are typically held via video-conference with 1-2-two meetings planned in-person if it is safe to do so. A Trustee may also be required to attend meetings of the Trustee committees which are held via video-conference. Trustees must have access to the Internet for communications and information exchange.

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>

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 video-conference.
- 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 may 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.

² Ibid.