



Staff Report

Administration

Report To: Attainable Housing Corporation
Meeting Date: September 5, 2019
Report Number: FAF.19.185
Subject: Request for Proposals options for Attainable Housing Corporation to retain Fairness Advisor and Financial Advisor Services
Prepared by: Shawn Everitt, CAO

A. Recommendations

THAT the Attainable Housing Corporation receive Staff Report FAF.19.185, entitled “Request for Proposals options for Attainable Housing Corporation to retain Fairness Advisor and Financial Advisor Services”;

AND THAT the Attainable Housing Corporation endorse Option ____ to issue a Request for Proposal for retaining the services of a Fairness Advisor;

AND THAT the Attainable Housing Corporation endorse Option _____ to issue a Request for Proposal for retaining the services of a Financial Advisor;

AND THAT the Attainable Housing Corporation receive the Draft Job Description for Executive Director for the Attainable Housing Corporation;

AND THAT the Attainable Housing Corporation endorse Option _____ for the potential hiring of an Executive Director for the Blue Mountains Attainable Housing Corporation.

B. Overview

This report outlines options for the Attainable Housing Committee to consider that will provide guidance to staff on developing two Request for Proposals on behalf of the Attainable Housing Corporation as well as review of the draft job description for the Attainable Housing Corporation Executive Director.

C. Background

The Blue Mountains Attainable Housing Corporation and the Town have worked collaboratively in moving forward with the completion of a Request for Information (RFI) process that will identify potential interest in identified properties for potential Attainable Housing Development opportunities.

Staff was requested by the Attainable Housing Corporation Chair to bring forward a report to the Attainable Housing Corporation that provided options for the Attainable Housing Corporation to consider relating to the potential of retaining the services of a “Fairness Advisor” and a “Financial Advisor Services”.

D. Analysis

Request for Proposal for retaining Fairness Advisor Services

Description of the Fairness Advisor Monitoring Services:

The Fairness Advisor shall provide Fairness Monitoring Services throughout the Request for Proposal and procurement processes for the Attainable Housing Corporation Request for Proposal process.

- (1) The Fairness Advisor would:
 - (a) Monitor the Town and the Attainable Housing Corporation conduct of its procurement process in accordance with the relevant procurement policies and processes, from development and release of the Request for Proposal documentation through to the selection of a preferred vendor to ensure that all bidders are treated consistently and fairly.
 - (b) Upon request, provide general fairness advisory services with respect to Town’s procurement policies, practices and processes.
 - (c) Review procurement documentation and comment on whether, and the extent to which, the process described therein may potentially cause a fairness issue.
 - (d) Attend and monitor any information, briefing, or other sessions held with bidders during the procurement process.
 - (e) Monitor the Town’s personnel and external advisors to ensure adherence to Town’s conflict of interest and confidentiality policies.
 - (f) Observe and monitor the evaluation process.
 - (g) Observe and monitor that all communications and responses undertaken during the procurement process are undertaken in accordance the terms outlined in the procurement documentation.
 - (h) Monitor and report immediately to Town’s Chief Administrative Officer, Procurement any known or perceived contraventions by Town or Attainable Housing Corporation personnel of the requirements established in the applicable procurement documentation or relevant policies of Town that may negatively impact on the fairness or transparency of the procurement process.

The Fairness Advisor services would be limited to the work that is being completed through the Attainable Housing Corporation Request for Proposal Process and the entire procurement and development process for the Attainable Housing Project.

Request for Proposal for retaining Fairness Advisor Services

As part of the Request for Proposal process, it has been suggested that during the Request for Proposal process and through the consideration of potential attainable housing development(s) the retaining of a Fairness Advisor be considered by the Attainable Housing Corporation.

Option 1 – The Fairness Advisor for the Attainable Housing Corporation be retained by the Blue Mountains Attainable Housing Corporation. The Fairness Advisor services would be retained by the Attainable Housing Corporation throughout the Attainable Housing Project from the development of the Request for Proposal and through completion of the overall project including construction of projects identified through the Request for Proposal process.

Option 2 – The Fairness Advisor be retained by the Town. The Fairness Advisor services would be retained by the Town throughout the Attainable Housing Project from the development of the Request for Proposal and through completion of the overall project including construction of projects identified through the Request for Proposal process.

Town Staff are recommending that Option 2 be selected to allow for the Fairness Advisor to report directly to the Chief Administrative Officer.

Request for proposal for retaining Financial Advisor Services

As part of the Request for Proposal process, it has been suggested that during the Request for Proposal process and the initial stages of a potential attainable housing development project, the retaining of a Financial Advisor be considered by the Attainable Housing Corporation.

The use of legal counsel to develop a retainer agreement is recommended by staff that could develop a Financial Advisor retainer agreement along with detailed services to be provided and identify a payment schedule based on an hourly rate.

Option 3 – The Financial Advisor Services for the Attainable Housing Corporation be retained by the Blue Mountains Attainable Housing Corporation. Services would be retained through the Attainable Housing Project from the development of the Request for Proposal and through the completion of the overall project including construction of projects identified through the Request for Proposal process.

Option 4 – The Financial Advisor Services for Attainable Housing be retained by the Town. Option 4 would have the Financial Advisor Services be retained for the Attainable Housing Corporation Project from development of the Request for Proposal and through the completion of the overall project including construction of projects identified through the Request for Proposal process.

Town Staff are recommending that Option 3 be selected to promote the Attainable Housing Corporation to have a clear line of communication and relationship with the Financial Advisor. Having the Financial Advisor report directly to the Attainable Housing Corporation and keeping a partnership relationship between the Corporation and the Town is supported by the Town's Financial Services Department.

Future consideration of hiring of an Executive Director of Attainable Housing

The key to moving forward with the success of initiating future Attainable Housing Project(s) is identifying and securing an individual that has the specific skill set and ability to focus solely on the development of an Attainable Housing project(s) and other potential opportunities that provide an increase of attainable housing stock for the Community.

StrategyCorp has provided a draft Job Description for the potential hiring of an Executive Director of the Attainable Housing Corporation.

Option 5 – (As outlined in the Draft Job Description) The Executive Director for Attainable Housing be an employee of The Blue Mountains Attainable Housing Corporation. Base Salary could also consider potential performance based compensation enhancements and incentives.

Option 6 – The Executive Director for Attainable Housing be an employee of the Town. It is suggested that this position is to be considered a full time position. Base Salary could also consider potential performance based compensation enhancements and incentives. Town Staff are recommending that Option 5 as proposed in the draft Job Description be selected.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability

Objective #1 Retain Existing Business

Objective #2 Attract New Business

Objective #3 Promote a Diversified Economy

Objective #4 Support Value-Added Agriculture and Culinary Tourism

Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities & Partners

Objective #1 Improve External Communication with our Constituents

Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles

Objective #1 Promote the Town as a Healthy Community

Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability

Objective #3 Manage Growth and Promote Smart Growth

Objective #4 Commit to Sustainability

Goal #4: Promote a Culture of Organizational & Operational Excellence

Objective #4 To Be a Financially Responsible Organization

Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

- Goal #5: Ensure Our Infrastructure is Sustainable
- Objective #2 Avoid Unexpected Infrastructure Failure and Associated Costs and Liability
- Objective #3 Implement Best Practices in Sustainable Infrastructure
- Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

Supporting Attainable Housing and consideration of potential Attainable Housing Project(s) must consider impacts on the environment.

G. Financial Impact

Funds currently in Attainable Housing Corporation Reserves

Audited Statement ending December 31st, 2018 \$246,816.00

The intent is to utilize Reserve funding and as projects move along the Reserves would be topped up through revenue generation from the projects.

Option 1 or 2 – Retaining the Services of a Fairness Advisor.

**Option 2 recommended by Town Staff

Anticipated Costs	<u>2019</u>	\$14,000
	<u>2020</u>	\$20,000

Funding Source – Attainable Housing Corporation Reserves

Option 3 or 4 – Retaining Financial Advisor Services

**Option 3 recommended by Town Staff

Anticipated Costs	<u>2019</u>	- \$7,000 including Legal for development of Retainer Agreement
	<u>2020</u>	- \$12,000

Funding Source - Attainable Housing Corporation Reserves

Option 5 & 6 – Potential hiring of an Executive Director for Attainable Housing is recommended as being an employee of The Blue Mountains Attainable Housing Corporation.

** Option 5 recommended by Town Staff

Anticipated Costs	<u>2019</u>	- \$25,000 base
	<u>2020</u>	- \$125,000 base

2021 – \$125,000 base

Funding Source - Attainable Housing Corporation Reserves and ongoing Financing of position through the Attainable Housing Project(s) through both capital and operations ongoing.

It is anticipated that no taxation funding will be required for the salary position of Attainable Housing Corporation Staffing,

Total 2019 funding with source of funding being Attainable Housing Corporation Reserves

Fairness Advisor Services - \$14,000

Financial Advisor Services - \$7,000

Town Staff Resources for development and management of Request for Proposals - \$4,700

Executive Director - \$25,000

Total - \$50,700

Funds remaining in Attainable Housing Reserves - \$196,140.00 ending 2019

Total 2020 funding with source of funding being Attainable Housing Corporation Reserves

Fairness Advisor Services - \$20,000

Financial Advisor Services - \$12,000

Executive Director - \$125,000 base with potential of 50% to 100% performance pay

Estimated Funds remaining in Attainable Housing Reserves - \$39,140.00 ending 2020

2021 and beyond to be determined throughout 2020.

H. In consultation with

Attainable Housing Corporation Chair

Senior Management Team

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, cao@thebluemountains.ca.

J. Attached

1. Draft Executive Director RFP

Respectfully Submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
cao@thebluemountains.ca
519-599-3131 extension 234



The Blue Mountains Attainable Housing Corporation
Town Hall
32 Mill Street, P.O. Box 310
Thornbury, Ontario N0H 2P0

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The Blue Mountains Attainable Housing Corporation is seeking an Executive Director

Application Deadline: **TBD**

Location of Position: **Town of The Blue Mountains
Town Hall
32 Mill Street, P.O. Box 310
Thornbury, ON, N0H 2P0**

LATE APPLICATIONS WILL NOT BE ACCEPTED

To apply in confidence, please submit your cover letter and resume as one PDF file to **[insert email]**.

More information about The Blue Mountains Attainable Housing Corporation can be found here: <http://thebluemountainshousing.ca/>

1. About the Blue Mountains Attainable Housing Corporation (BMAHC)

Established in 2014, the Blue Mountains Attainable Housing Corporation (“BMAHC”) is a not-for-profit corporation with a mandate to facilitate the supply of healthy, attainable and sustainable rental and ownership housing units and to create more housing opportunities for those living in the vibrant, diverse community of The Blue Mountains (“TBM”).

BMAHC is governed by a strong multi-disciplinary volunteer Board of Directors, including 2 representatives from TBM City Council. The roles and responsibilities of the Board include setting the strategic vision for BMAHC, strategic and administrative oversight of operations and management, and exercising accountability to the Town and its residents.

To date, in an effort to alleviate the growing attainable housing crisis, BMAHC has created two programs, a down payment assistance program and a grants program for secondary suites. BMAHC is now ready to expand its reach to help develop more attainable housing stock in the municipality and is seeking an Executive Director who has the passion, skills, and experience necessary to maximize performance outcomes and make a positive contribution to the community.

BMAHC’S short- and medium-term goal is the development of rental and ownership housing units that offer attainable rental and ownership rates in perpetuity. This short- and medium-term goal will be achieved through 5-year development targets:

- a) 100 – 200 rental units built and occupied between 2019-2022, which will target working families, including service and tourism employees, as well as Seniors; and
- b) 50 home ownership units built and occupied between 2021-2023, which will target working families, including service employees and the working population.

More information about BMAHC can be found at thebluemountainshousing.ca.

2. Position Summary

Reporting to the Board of Directors, the full-time Executive Director of BMAHC is responsible for operationalizing the programs and policies of the Corporation and acts as the day-to-day representative of the Corporation to stakeholders. The Executive Director is instrumental in the successful execution of the Corporation’s mandate, financial objectives, strategies, and adopted business model to advance the Corporation’s mission to develop the supply of attainable housing in TBM that meets the needs of local residents and results in a more inclusive community.

3. Essential Job Functions

Relationship with the Board of Directors

- Serve as chief staff support and advisor to BMAHC’s Board of Directors, including advising on daily operations.
- Provide monthly operating, status, and financial reports to the Board and maintain all records of the Board of Directors.

- In consultation with the Board, ensure that consistent and timely progress is made in accomplishing BMAHC's strategic objectives and organizational goals, including communicating progress updates with internal and external stakeholders.

Resource Development and Advocacy

- Identify new development opportunities to expand BMAHC's projected housing portfolio.
- Develop partnerships with other public and private affordable/attainable housing corporations and developers to leverage public funds with private capital to facilitate the supply of attainable housing in TBM.
- Advocate for increased opportunities for affordable/attainable housing in lower-tier municipalities in response to federal, provincial, and municipal legislation and participate in advocacy or housing organizations, wherever applicable.
- Stay abreast of all legislative and regulatory changes at all levels of government and respond promptly by advising the Board and implementing revised policies, procedures, and practices where required.
- Establish and maintain positive working relationships with Grey County; Town of Blue Mountain's Council and Town Staff; federal and provincial representatives, officials and organizations; local community and neighbourhood organizations, and residents.

Operations & Administration

- Administer BMAHC's existing housing programs and policies, including rigorous quality control, program performance evaluation, and identify any gaps in service delivery or effectiveness.
- Manage the Corporation's properties and assets via third-party contractors.
- Administer and manage the eligibility requirements of the attainable ownership and rental units owned by BMAHC, including any resulting waitlist.
- Oversee and manage the procurement activities of the Corporation and ensure compliance with all federal, provincial, and municipal legislative and contract requirements and procurement policies.
- Manage annual operating and capital budgets and oversee expenditures.

Tenant Engagement & Community Partnerships

- Promote tenant engagement practices and tenant participation in planning and problem solving.
- Foster the development of a healthy and safe community.

4. Experience and Qualifications

Education

- A Bachelor's Degree in Real Estate, Business Administration, Economics, Marketing, Public Administration, Public Policy, or the equivalent from a recognized Canadian University (or its equivalent).

- A Master's Degree or MBA in any of the aforementioned areas would be considered a significant asset.
- A Certified Housing Professional or Chartered Housing Professional designation would be considered a significant asset.
- Experience and formal training, combined with demonstrated performance and verified ability, may substitute for the aforementioned educational requirements.

Experience

- 10+ years of business or related experience, including several years of experience at the Senior/Executive Leadership level in a supervisory capacity.
- Experience working directly with affordable/attainable housing programs, including housing supply and procurement, in a leadership capacity with direct budgetary responsibility would be considered a significant asset.

Qualifications

- Demonstrated ability to work effectively and collaboratively with a volunteer Board of Directors, including elected officials.
- Thorough and extensive knowledge of the principles and practices related to the overall operations and administration of a non-profit corporation or public agency, which includes budgeting; financing; marketing; reporting; and policy development and implementation.
- An understanding of the affordable/attainable and non-profit housing sectors in both lower and upper tier municipalities in Ontario.
- Knowledge of real estate development and housing procurement, including financing, design, construction, and property management.
- Corporate and public sector financial experience.
- Proven experience fostering effective partnerships with the public, private, and non-profit sectors, including community engagement and public consultation skills.
- Ability to develop and maintain contacts within all levels of government, and with a variety of community groups and individual stakeholders, to elicit information and funding to effectively design, implement and maintain existing and potential housing programs.
- A proven track record of meeting or achieving short-, medium- and long-term operational and fiscal goals, with the demonstrated ability to strategize, operationalize, prioritize, lead and manage sustainable change in an established housing or non-profit corporation.
- Excellent interpersonal and communication skills, including demonstrated political acuity.

- Demonstrated ability to lead and mentor a small, but dedicated staff team that supports a respectful and inclusive environment.

5. Compensation

This is a full-time one-year contract position with opportunity for extension. The Executive Director will earn a competitive salary with bonus opportunities commensurate with experience and qualifications.

6. Application Instructions

To apply in confidence, please include a cover letter, stating your experience and understanding of the position, along with your resume, as one PDF file. Please submit applications, as well as any questions, directly to [\[insert email\]](#).

Note: A criminal background check and a credit check will be required of the successful candidate prior to hiring.

BMAHC is an equal opportunity employer. Should you require any accommodations throughout the application or hiring process, please contact [\[insert email\]](#).

We thank you for your interest in the position, but only Applicants who have been selected for an interview will be contacted.