

VISION AND MISSION STATEMENTS:

Vision

The Saskatoon Housing Initiatives Partnership (SHIP) will support initiatives that invest in community stability through affordable housing and provide a sense of individual or community ownership.

Mission

The Saskatoon Housing Initiatives Partnership (SHIP) raises, directs, and supports long-term investment in affordable housing and fosters creative housing solutions.

STATEMENT OF PRIORITIES:

The goals of SHIP are:

- § to raise investment capital from public and private sources
- § to operate a housing investment fund that will place funds as investments in housing initiatives
- § to improve the capacity of individuals to meet their housing needs by providing technical assistance to housing providers and the housing industry
- § to provide a network for co-ordination of affordable housing activities in Saskatoon

BOARD JOB DESCRIPTION:

The job of the Board of the SASKATOON HOUSING INITIATIVES PARTNERSHIP, INC. is to make contributions of time and expertise which lead the Organization toward the objectives articulated in the SHIP Strategic Plan and assure that action items identified by the Board occur. The Board's specific contributions are unique to its stewardship role and necessary for proper governance and management.

Collectively, the job of the Board, which cannot be delegated, is to:

1. Provide the link between the Organization and its "membership".
2. Develop written governing policies which, at the broadest levels, address:
 - 2.1 BOARD GOVERNANCE - including but not limited to Board Job Description, Governing Style, Role of the Chair and Other Officers, Board Committee Principles and Structure, Code of Conduct, Conflict of Interest, and the Handling Complaints
 - 2.2 DELEGATION OF AUTHORITY TO THE EXECUTIVE DIRECTOR - the SHIP Board consider the establishment of policy that outlines the perimeters of responsibility and authority, and establish performance evaluation criteria for the Executive Director position. Supervision of the Executive Director and Staff is the collective responsibility of the Board of Directors and no one single individual Board member.
 - 2.3 ROLE OF THE MEMBERSHIP - including the establishment of membership criteria and benefit
 - 2.4 FINANCE POLICIES AND PROTECTION OF ASSETS - while the keeping of the accounts is the responsibility of the Executive Director, the Board of Directors bears the liability for the finances of SHIP and may, therefore, want to consider the development of policies in the following areas: Role of the Treasurer, Financial Reporting, Signing Authorities, General Financial Guidelines
3. Act within the limits established by the Non-Profits Corporations Act as it pertains to Confidentiality, Conflicts of Interest, Actions within the corporation's best interest, and the Exercise of Prudence (ie - Act carefully and cautiously, going beyond the information presented at the board level to make decisions; and Attend all meetings (to ensure other directors acting carefully/cautiously AND if not present, Corporations Act deems Director consents to all resolutions passed)

4. Assume the following principal responsibilities of a Board of Directors:
 - 4.1 Adoption of a Strategic Planning process
 - 4.2 Manage Risk
 - 4.3 Appoint, Train, and Monitor management staff
 - 4.4 Establish a Communication Policy
 - 4.5 Implement a System of Corporate Internal Control and Management Information Systems for measuring the Strategy identified by the Board, ensuring appropriate audit and accounting systems are in place, and assuming responsibility for accuracy of information

BOARD GOVERNANCE

GOVERNING STYLE

The Board will approach its task with a style which emphasizes vision, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, future rather than past or present business, and proactivity rather than reactivity.

More specifically, the Board will:

1. Focus chiefly on intended long term impacts on the world outside the Organization (Vision and Mission Statements), not on the administrative or programmatic *means* of attaining those effects.
2. Direct, control, and inspire the SASKATOON HOUSING INITIATIVES PARTNERSHIP, INC. Organization through the careful deliberation and establishment of the broadest Organizational values and perspectives. These policies will address (a) the desired results, (b) the boundaries of prudence and ethics, (c) Board roles and responsibilities, and (d) the Board-Executive Director relations.
3. Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy-making principles, respect of clarified roles, speaking with one voice and self-policing of any tendency to stray from governance adopted in Board policies.
4. Be accountable to the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment.
5. Initiate policy, not merely react to staff initiatives.
6. Monitor and regularly discuss the Board's own process and performance. Ensure the continuity of its governance by continuing education and development.
7. Use the expertise of individual members to enhance the ability of the Board as a body to make policy, rather than to substitute their individual values for the group's values.
8. Review and approve an annual management/business plan developed by the Executive Director with input from Board Committees.
9. Function as a "Board unit" such that Board decisions are collective decisions with all directors participating in the decision-making and all directors accepting responsibility for the decision.

10. Be provided indemnity and be covered by directors and officers' liability insurance for actions and decisions taken in good faith and with due diligence.

ROLE OF TABLE OFFICERS AND COMMITTEE CHAIRPERSONS

PRESIDENT

A one-year term, the contribution of the President is two-fold: (1) ensuring the integrity of Board process; and (2) representation of the Board to outside parties. The President is the only Board member authorized to formally speak for the Board, other than in specifically authorized circumstances. Speaking for the Board means stating only what the Board has stated.

1. The result of the President's role is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Organization.
 - 1.1 Meeting discussion content will only be those issues which, according to Board policy, clearly belong to the Board, not the Executive Director, to decide.
 - 1.2 Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
 - 1.3 Meetings will be conducted with "Roberts Rules of Order" as the final arbiter.
2. The authority of the President consists only in making decisions on behalf of the Board which fall within and are consistent with any reasonable interpretation of Board policies, except where the Board specifically delegates portions of this authority to others.
 - 2.1 The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing, agenda setting).
 - 2.2 The President is responsible for making correspondence available to Board members in the pre-board meeting package.
 - 2.3 The President will annually lead the Board in conducting a Board self-evaluation.
 - 2.4 The President may represent the Board to outside parties in announcing Board-stated positions and in stating Presidential decisions and interpretations within the area delegated to the President and consistent with Board policy

VICE-PRESIDENT

The Vice-President is elected each year as the President-elect and succeeds the President in the year following election.

Forming part of the Executive Committee, the Vice-President shall act as the Organization President in the absence of the President.

TREASURER

Forming part of the Executive Committee, the Treasurer shall:

1. Act as consultant to the Executive Director in the keeping of the accounts and provide signature to monthly account reconciliations.
2. Provide to the Board of Directors a statement of accounts and financial statements (including an Income Statement and Balance Sheet) at each of its meetings.
3. Ensure any two (2) of the following five (5) officers act as signing authorities for Organization: the Chairperson, Vice-Chairperson, Treasurer, Secretary, and Executive Director.
4. Ensure budgeting for any fiscal period or the remaining part of any fiscal period does not deviate materially from Board priorities, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight. Accordingly, the Treasurer may not cause or allow financial planning which:
 - a) Contains too little detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.
 - b) Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
 - c) Reduces the current assets at any time to less than twice current liabilities or allows cash to drop below a safety reserve of less than (\$100,000) at any time.
 - d) Provides less than ½ of 1% of total budgeted revenues for Board prerogatives during the year, such as costs of fiscal audit and Board development.
 - e) Deviates materially from Board-stated priorities in the allocation among competing budgetary needs.

- f) Is not derived from a long term Organizational plan.
- g) Fails to address fiscal contingency in the plan.
- h) Fails to comply with Government regulations.

SECRETARY

Forming part of the Executive Committee, the Secretary is responsible for review and signatory approval of all Board of Directors' meeting minutes.

EXECUTIVE COMMITTEE MEETINGS

Executive Committee meetings require a quorum of at least three (3) table officers.

COMMITTEE CHAIRPERSONS

Committee Chairpersons are responsible to the Board of Directors. Responsible for all reporting of Committee activities to the Board of Directors, Committee Chairpersons also:

1. Call committee meetings.
2. Chair committee meetings.
3. Ensure Committees operate in compliance with the policies on Board Committees.
4. Ensure Board of Directors are provided with a report from the Committee in the Board meeting package circulated prior to Board of Directors' meetings.

Committee Chairpersons need not be members of the Board of Directors, however, at least one Board member shall be a member of each Committee to act as a liaison.

Committees shall include:

Fundraising Committee

Responsible for establishing links to public, private, co-operative, and non-profit sources of capital; and developing and implementing an annual fundraising strategy.

Finance Committee

With the Treasurer acting as the Chair, this Committee is responsible for developing investment policies; providing advice on liability; and providing fund monitoring.

Program Committee

Responsible for developing strategies for the use of Housing Investment Fund monies; developing the programs of SHIP; developing project guidelines; providing preliminary project screening; and providing project and program monitoring.

Technical Assistance Committee

Responsible for defining and developing “technical assistance”; defining the mechanisms for providing technical assistance and the services of SHIP to its members; and defining and providing linkages with SHIP’s target market.

Nominating Committee

Responsible for ensuring the annual election of directors who are unrelated to the Organization; ensuring the Board of Directors are provided an annual orientation and education program; periodically assessing the effectiveness of the Board of Directors as a whole; and seeking candidates for appointment to the Board of Directors in the event of a resignation.

Ideally, nominations to the Board of Directors provide staggering of terms to achieve a corporate goal of planned Executive succession. It is desirable that no more than one-half of the Board positions be held for election in any given year.

BOARD COMMITTEES

Board committees do pre-Board work, not sub-Board work, to preserve the authority and functions of the Board as a whole. Committees will be used so as to minimally interfere with the Board's responsibility, and so as never to interfere with delegation from the Board to the Executive Director.

1. Board committees are to help the Board do its job (pre-Board work), not to help staff do their jobs (sub-Board work). Board committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Board committees are not to be created by the Board to advise staff. Board committees attempt to:
 - 1.1 Clarify what the Board-level issue is.
 - 1.2 Search out the alternative value positions or perspectives available to the Board in answer to an issue.
 - 1.3 Investigate the cost, public relations, productivity, and other implications of each policy option.
2. The Executive Director may be called upon to assist, not in selecting a course of action but in ensuring that available options and important implications have not been omitted.
 - 2.1 Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
 - 2.2 Board committees cannot exercise authority over staff. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations. Because the Executive Director works for the Board, he/she will not be required to obtain approval of a Board committee before an executive action.
3. All committee members shall abide by the same Code of Conduct as governs the Board of Directors.
4. Except as formally defined by the Board of Directors, no Committee has authority to commit the funds or resources of the Organization.
5. Committees may be comprised of non-Board members. However, all Committees shall be chaired by a Board member.

6. Quorum for Committee meetings shall be 50% of the Committee membership plus one.
7. Committees are required to report all activities to the Board of Directors in the pre-board meeting package.

BOARD OF DIRECTORS' CODE OF CONDUCT

Directors' will be required to abide by the Code of Ethics stated below.

Directors will:

1. Exercise the powers and discharge the duties of the office honestly, in good faith, and in the best interests of the Organization.
2. Strive fully to respect citizens of the community and never show a prejudice or bias to a citizen or a group of citizens.
3. Recognize that the expenditure of funds is a public trust and will endeavour to see that all such funds are expended in the best interest of the community and of high quality service.
4. Discuss the confidential business of the Board only at Board meetings or committees thereof.
5. Not withhold or conceal from fellow Board members any information or matters with which they should be concerned.
6. Abide by majority decisions of the Board once they are made, and will accept and support them as long as remaining a member of the Board.
7. Recognize that authority rests with the Board as a whole and not with the individual members of the Board.
8. Adhere to the Board's Conflict of Interest Policy.
9. Maintain the integrity, confidence and dignity of the Board by striving to have all the facts before making a decision.
10. Endeavour to avoid rancour and bitterness, to observe proper decorum and behaviour, to encourage full and open discussion in all matters with fellow Board members, and to treat them with respect and consideration.
11. Make no disparaging remarks, in or out of Board meetings, about other members of the Board or their opinions, while reserving the right (subject to section 5) to make honest and respectful criticism.
12. Strive to maintain a high level of service, confidence and social justice for all associated with the Organization.

13. In dealing with allegations regarding the conduct of Board members, the following process shall apply:
 - 13.1 Information regarding a complaint or allegation shall come to the Board of Directors through the President, or Vice-President if the allegations are about the President.
 - 13.2 The President (or Vice-President) shall investigate and collect such information as is reasonable, in preparation for presentation at the next meeting of the Board of Directors.
 - 13.3 The President shall inform the accused Board member about the substance of the allegations before the next Board meeting, and that the matter will be raised at the next Board meeting, where the individual will have an opportunity to respond.
 - 13.4 The President shall present all available information to the members of the Board, and the accused shall be given reasonable opportunity to respond to the allegations.
 - 13.5 The Board of Directors shall render a decision regarding the allegations, as deemed necessary.

CONFLICT OF INTEREST POLICY

No member of the Board of Directors of the Saskatoon Housing Initiatives Partnership, Inc. shall place themselves in a position from which the individual, or family (as defined), may receive direct or indirect financial benefit.

1. This policy shall apply to all members of the Board of Directors, of the Saskatoon Housing Initiatives Partnership, Inc.
2. Each individual shall identify and declare annually, in writing, any personal interest they, or their family, might have in any issue within the scope of the operation of the Organization, immediately on joining the Organization, or in the future should it arise.

Conflict of Interest is defined as situations in which financial, professional, or other personal considerations may compromise, or have the appearance of compromising the judgment of a Director as they undertake their stewardship of the organization. An interested Director, Officer or person may not use his or her position with respect to the Saskatoon Housing Initiatives Partnership (SHIP), or confidential corporate information obtained by him or her relating to the organization, in order to achieve a financial benefit for himself or herself or for a third person, including another nonprofit or charitable organization. This policy is intended to supplement but not replace any applicable laws governing conflicts of interest for nonprofit corporations in Saskatchewan.

Interests are defined in three categories:

- A. Outside Interests.
 - i. A contract or transaction between the Saskatoon Housing Initiatives Partnership (SHIP) and a Director or family member.
 - ii. A contract or transaction between the Saskatoon Housing Initiatives Partnership (SHIP) and an entity in which a Director or family member has a material financial interest or of which such person is a director, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative.
- B. Outside Activities.
 - i. A Director competing with the Saskatoon Housing Initiatives Partnership (SHIP) in the rendering of services or in any other Contract or Transaction with a third party.
 - ii. A Director's having a Material Financial Interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative of, or consultant to; an entity or individual that competes with the Saskatoon Housing Initiatives Partnership (SHIP) in the provision of services or in any other Contract or Transaction with a third party.

C. Gifts, Gratuities and Entertainment.

A Director may not accept gifts, entertainment or other favours from any individual or entity where it might be inferred that such action was intended to influence or possibly would influence the Director in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity of the Saskatoon Housing Initiatives Partnership (SHIP).

3. Should the declared interest have the potential for direct or indirect financial benefit for the individual or their family, or be in conflict with interests of the Organization, the individual in question shall immediately withdraw from the discussion and decision making process.
 - 3.1 Prior to board or committee action on an initiative, contract, or prior to board recommendations provided to external entities involving a conflict of interest, a director or committee member having a conflict of interest and who is in attendance at the meeting shall disclose all facts material to the conflict. Such disclosure shall be reflected in the minutes of the meeting.
 - 3.2 A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a conflict of interest shall disclose to the President of the meeting all facts material to the conflict. The President shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
 - 3.3 A person who has a conflict of interest shall not participate in or be permitted to hear the board's or committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
 - 3.4 A person who has a conflict of interest with respect to an initiative, contract, or to board recommendations provided to external entities that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person having a conflict of interest may not vote on the motion and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting.
 - 3.5 In the event it is not entirely clear that a conflict of interest exists, the individual with the potential conflict shall disclose the circumstances to the President or the President's designate, who shall determine whether there exists a conflict of interest that is subject to this policy.

- 3.6 Confidentiality - Each Director shall exercise care not to disclose confidential information acquired in connection with such status or information the disclosure of which might be adverse to the interests of the Saskatoon Housing Initiatives Partnership (SHIP). Furthermore, a Director shall not disclose or use information relating to the business of the Saskatoon Housing Initiatives Partnership (SHIP) for the personal profit or advantage of the Director or a family member.
- 3.7 Review of policy.
- a) Each new Director shall be required to review a copy of this policy and to acknowledge in writing that he or she has done so.
 - b) Each Director shall annually complete a disclosure form identifying any relationships, positions or circumstances in which the Director is involved that he or she believes could contribute to a conflict of interest arising. Such relationships, positions or circumstances might include service as a director of or consultant to a nonprofit organization, or ownership of a business that might provide goods or services to the Saskatoon Housing Initiatives Partnership (SHIP). Any such information regarding business interests of a Director or a family member shall be treated as confidential and shall generally be made available only to the President, the Executive Director, and any committee appointed to address conflicts of interest, except to the extent additional disclosure is necessary in connection with the implementation of this policy.
 - c) This policy shall be reviewed annually by each member of the Board of Directors. Any changes to the policy shall be communicated immediately to all Directors.
4. Duty to Disclose - In connection with any actual or possible conflicts of interest, a Director or Officer must disclose the existence and nature of his or her material financial interest to the President prior to the consideration of the proposed motion of the Board or any Committee of the Board.

Determining Whether a Conflict of Interest Exists - After disclosure of the financial interest, the disinterested members of the Board shall determine whether a conflict of interest exists. Neither the Board nor any Committee of the Board shall vote upon any proposed motion in connection with which an actual or possible conflict of interest has been disclosed by a Director until such time as the Board has addressed the actual or possible conflict of interest.

Violations of the Conflicts of Interest Policy –

- a) If there is reasonable cause to believe that a Director or Officer has failed to disclose an actual or possible conflict of interest, it shall inform the Director or Officer of the basis for such belief and afford the Director or Officer an opportunity to explain the alleged failure to disclose.

- b) If, after hearing the response of the Director or Officer and making such further investigation as may be warranted in the circumstances, the Board determines that the member has in fact failed to disclose an actual or possible conflict of interest, it shall consider appropriate disciplinary and corrective action.
- c) The violation of this conflicts of interest policy is a serious matter and may constitute "cause" for removal or termination of a Director or Officer, or the termination of any contractual relationship the organization may have with an interested person or other party.

Where the impact of the declared interest is questionable, the Board of Directors will render a decision regarding the participation of the individual. This decision shall be binding.

- 5. Board members are entitled to participate in the programs and activities administered by the Organization provided that:
 - a) They meet the program criteria as defined by the Organization.
 - b) They submit a proposal for development assistance in the same manner in which other applicants do.
- 6. Relatives shall not serve on the Board of Directors simultaneously.
- 7. Relatives shall not work in a direct reporting relationship.
- 8. "Family" and "Relatives" shall include spouse or common-law partner, natural or adopted son/daughter or parent, uncle/aunt, or cousin. "Family" shall also include natural or adopted son/daughter or parent through marriage.
- 9. If a payment for services is to be made or is expected, from an external source to a Board member(s), as a result of their involvement with the Organization, prior approval from the Board is required. Generally speaking, no honourariums are paid or accepted, but reasonable fees for service are permitted.
- 10. Non-compliance with this policy by a Board member, may warrant dismissal.
- 11. The provisions of any Contribution Agreements entered into between the Organization and senior levels of government shall govern the corporate and business affairs of the Organization, and all dealings shall be subject to the terms and provisions of that Agreement and any amendments thereto.

DELEGATION OF AUTHORITY TO THE EXECUTIVE DIRECTOR

BOARD - EXECUTIVE DIRECTOR RELATIONSHIP

To facilitate optimum effectiveness, the Board recognizes its responsibility as being generally confined to establishing topmost or broadest policies, leaving implementation and subsidiary policy development to the Executive Director. The Strategic Plan directs the Executive Director to achieve certain results: Executive Limitations policies constrain the Executive Director and staff to act within acceptable boundaries of prudence and ethics.

1. All board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff is to be the authority and accountability of the Executive Director.
2. With respect to *ends* and executive *means*, the Executive Director is authorized and required to establish all further policies, make all decisions, take all actions and develop all activities which are true to the board's policies.
3. The Board may change its policies, thereby shifting the boundary between Board and Executive Director domains. Consequently, the Board may change the latitude of choice given to the Executive Director, but will respect and support the Executive Director's choices so long as the delegation continues. This does not prevent the Board from obtaining information in the delegated areas.
4. No individual Board Member or Committee has authority over the Executive Director or any employee. Only the Board has authority over the Executive Director. Information may be requested by an individual Board Member or Committee, but if such requests, in the Executive Director's judgement, requires a material amount of staff time or funds or is disruptive, it may be refused.
5. The Executive Director may not perform, allow or cause to be performed any act which is unlawful, insufficient to meet commonly accepted business and professional ethics or the "prudent person" test, in violation of funding source requirements or regulatory bodies or contrary to explicit Board constraints.
6. Should the Executive Director deem it necessary to violate a Board policy, he or she shall inform the Board in a timely manner. Informing is simply to guarantee no violation may be intentionally kept from the Board. Board response, either approving or disapproving, does not exempt the Executive Director from subsequent Board judgement of the action.

EXECUTIVE DIRECTOR'S JOB DESCRIPTION

As the Board's single official link to the operating Organization, the Executive Director is accountable for all Organizational performance and exercises all authority transmitted into the Organization by the Board. Executive Director performance will be considered to be synonymous with Organizational performance as a total.

Consequently, the Executive Director's job contributions can be stated as performance in only two (2) areas:

1. Organizational accomplishment.
2. Organization operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations*.

With respect to providing programs and services to the clients/consumers of the Organization, the Executive Director may not:

1. Plan programs inconsistent with the vision and mission statement.
2. Initiate programs without researching the need, costs, and benefits.
3. Allow programs to operate without evaluation of their costs/benefits.
4. Allow programs to operate without qualified personnel.
5. Allow programming to occur which does not provide positive outcomes.
6. Allow programs to occur in an inappropriate facility.
7. Allow programs to occur without advance promotion to a predetermined audience in a cost effective manner.
8. Operate in the absence of a process for monitoring client complaints and responding with appropriate, effective action.

Programs and services of the Organization are defined in a signed Contract for Management Services with the Executive Director as follows:

Services to be provided include but are not limited to:

Management - development, coordination, and monitoring of the programs, services and initiatives of SHIP under the direction of the Board of Directors or its Designates as identified by the Board;

Facilitation - consultation, co-ordination and liaison with SHIP's partners in the community towards common goals, objectives and working agreements.

The Contractor will:

- a) Ensure objectives established within signed contracts entered into by the SHIP Board of Directors are met including but not limited to:
 - a) Facilitate community input to housing policy and project priorities (eg. Centenary Affordable Housing Program Community Advisory Panel, update workshops for Community Plan for Homelessness and Housing, etc.)
 - b) Act as a housing intermediary in the community to facilitate affordable housing projects and enhance partnerships and collaboration through the provision of technical and financial resources and development consultation. Activities may include but are not limited to:
 - i. helping identify the community's most pressing housing needs and determining a viable, affordable housing plan based on existing opportunities within the community;
 - ii. working with agencies to ensure that housing developments coordinate with existing civic, provincial, and federal priorities;
 - iii. assisting in the development of project business plans and assisting in the obtaining of financing through a variety of sources and partners; and
 - iv. monitoring projects SHIP is involved with to ensure goals and objectives are reached.
 - c) Coordinate and assist in the preparation of affordable housing project Applications for Funding
 - d) Provide mentorship to proponents and coordinate documentation on projects receiving funding assistance from the City of Saskatoon
 - e) Provide capacity building opportunities (including but not limited to training workshops, symposiums, conferences, walking tours, etc) in the community to increase affordable housing project development expertise
 - f) Provide annual performance reports to City Council on the activities of SHIP based on a set of performance indicators developed in partnership with the City of Saskatoon

- b) Further SHIP commits to establishing a strategic plan and set of priority actions on an annual basis and asks the Contractor to:
 - a) Facilitate the development and implementation of a strategic plan for the SHIP Board and its Committees and provide progress monitoring along with mechanisms for evaluation of outcomes;
 - b) Coordinate and provide assistance for fundraising activities for SHIP and the Housing Investment Fund;
 - c) Coordinate and facilitate the flow of information throughout the SHIP network through mediums that may include newsletters, technical bulletins, brochures, leaflets and a web-site;
 - d) Provide administrative support to the Board of Directors and its Committees.

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Monitoring Executive Director performance is synonymous with monitoring Organizational performance against Board policies towards the Vision and Mission and is a continual process. Any evaluation of Executive Director performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. **INTERNAL OR EXECUTIVE DIRECTOR REPORT:** Disclosure of compliance information to the Board from the Executive Director. The Executive Director (or other staff at the Executive Director's behest) can develop for the Board a statement or measure of the Organization's performance against specific policies.
 - B. **EXTERNAL REPORT:** Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, applicable laws or regulations, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
 - C. **DIRECT BOARD INSPECTION:** Discovery of compliance information by a Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance. Such an inspection is only undertaken at the instruction of the Board.

COMMUNICATION AND COUNSEL TO THE BOARD

Information and advice to the Board shall have no significant gaps in either time-lines, completeness or accuracy. Accordingly, the Executive Director shall not:

1. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in assumptions upon which any Board policy has previously been established.
2. Fail to submit the required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored. Communication with the Chair or any other individual Directors is not considered a report to the Board.
3. Fail to obtain as many staff and external points of view, issues and options as needed to facilitate informed Board choices.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to provide a process for official Board, officer or committee communications.
6. Fail to deal with the Board as a whole except:
 - a) for fulfilling individual requests for information, or
 - b) for responding to officers or committees duly charged by the Board.
7. Fail to report actual or anticipated non-compliance with any policy of the Board.

PUBLIC RELATIONS

The SASKATOON HOUSING INITIATIVES PARTNERSHIP, INC. will provide clear, open communications with its members and the public. In order to meet this objective, the Executive Director may not:

1. Publicly portray the Board in a negative manner.
2. Publicly misrepresent the work and policies of the Board.
3. Publicly contradict or disparage the decisions made by the Board.
4. Fail to promote the Vision and Mission of the Board throughout the Organization and Community.
5. Permit presentations to be made to the media which provide information contrary to Board positions set out in Board policy.
6. Permit staff members other than self or a formal designate to make presentations to the media.
7. Undertake communications contrary to the terms and conditions established within any Contribution Agreements between the Organization and senior levels of government.

FINANCE POLICY AND PROTECTION OF ASSETS

The Board of Directors and Executive Director may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked.

Accordingly, the Board and Executive Director may not:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff or the Organization itself to beyond the minimally acceptable prudent level.
2. Allow non-bonded personnel access to material amounts of funds.
3. Unnecessarily expose the Organization, its Board or staff to claims of liability.
4. Receive, process or disburse funds under controls insufficient to meet the Board-appointed auditor's standards.
5. Invest or hold operating capital in insecure instruments.
6. Make any purchase or commit the Organization to any expenditure without appropriate documentation and/or approval
7. Insure assets for less than what is considered for prudent risk management.

REIMBURSEMENT OF EXPENSES

1. Board members will not be paid an indemnity or mileage allowance for any regular, local Board or committee meeting.
2. Out of pocket expenses shall be supported by receipts.
3. Expenses:
 - Mileage and Meals shall be paid at the provincial government Public Service Commission rate. Where the meal cost is greater than the maximum, but was a requirement of the occasion (ie. group attendance, seminar), the actual cost shall be reimbursed, where a receipt is submitted
 - Accommodation shall be paid at actual cost.

ROLE OF THE MEMBERSHIP

The Saskatoon Housing Initiatives Partnership is a member-based Organization which undertakes initiatives to stimulate the development of affordable housing. As such, SHIP behaves as a pro-active Organization and encourages full participation by members on Committees and Taskforces.

