Housing Authority Board Manual

October 2025

Saskatchewan Housing Corporation

Contents

Chapter 1 | An Introduction to Housing in Saskatchewan 1-1
1.1 A History of Government-Funded Housing in Saskatchewan 1-1
1.2 SHC's Current Role 1-2
1.3 Role of Governments 1-2
1.4 What is a Housing Authority? 1-3
1.5 What is a Housing Authority Board? 1-5
Chapter 2 | Being a Board Member 2-1
2.1 How to Become a Board Member 2-1
2.2 What Makes a Good Board Member? 2-2
2.3 Board Member Eligibility 2-3
2.4 Board Member Terms of Service 2-4
2.5 Board Composition 2-5
2.6 Board Positions 2-6
2.7 How to Leave the Board 2-7
Chapter 3 | Role of the Board 3-1
3.1 Overview of the Board's Role 3-1
3.2 Governance 3-1
3.3 The Annual Operations Plan 3-3
3.4 Housing Authority Asset Management 3-6
3.5 Monitoring Housing Authority Finances 3-7
3.6 Human Resources 3-10
3.7 Establishing Local Policy 3-11
3.8 Housing Program Management 3-12
3.9 Appeals 3-14
Chapter 4 | Board Meetings 4-1
4.1 Introduction 4-1
4.2 Frequency of Meetings 4-1
4.3 Attendance at Board Meetings 4-2
4.4 Procedure at Board Meetings 4-2
4.5 Committees & Committee Meetings 4-5
4.6 Manager Reports 4-5
4.7 Meeting Minutes 4-6

Chapter 5 | Conduct of Board Members 5-1
5.1 Introduction 5-1
5.2 Conflict of Interest 5-1
5.3 Confidentiality 5-4
5.4 Discrimination and Harassment 5-6
5.5 Election Campaigns 5-8
5.6 Board Expenses and Reimbursements 5-9
5.7 Benefits 5-11
5.8 Educational Materials and Workshop 5-12
5.9 Commemorative Gifts 5-12
5.10 Legal Matters 5-12
Chapter 6 | Glossary of Terms 6-1
Chapter 7 | Appendices 7-1
7.1 Delegation of Authority Chart 7-1
7.2 Sample Management Agreement 7-2
7.3 Sample Ministerial Order 7-10
7.4 Sample Operations Plan 7-12
7.5 Sample Board Meeting Workbook 7-18

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About this Manual

The Housing Authority Board Manual provides important information about governance and administration for the housing authority board of directors. This is a living document and as policies change, this manual will be revised.

Contacts

Please contact the Housing Authority Board Coordinator if you have any questions about the policies in this manual.

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Revisions And Updates

Revision dates will be recorded in the Amendment Notices section of this manual. You will receive a printed copy of the updated section(s) to the Board Chair's mailing address on file.

Related Resources

- The Nominating Committee Handbook
- Housing Authority Operations Policy Manual

Chapter

1

An Introduction to Housing in Saskatchewan

Chapter 1 | An Introduction to Housing in Saskatchewan

Saskatchewan Housing Corporation (SHC) is an agency of the Ministry of Social Services and is responsible for delivering housing programs and services in Saskatchewan. SHC works with federal, provincial, and municipal governments, as well as housing authorities (HAs) and community-based organizations (CBOs), to provide these programs and services to households in need.

1.1 A History of Government-Funded Housing in Saskatchewan

Government-funded housing has been around for more than 70 years in Saskatchewan. The roots of our housing programs go back to the period just after the Second World War – when the federal government established the Central Mortgage and Housing Corporation (CMHC – later changed to Canada Mortgage and Housing Corporation) to build houses and provide mortgages for veterans.

National and provincial housing programs began to emerge in the 1950s. Saskatchewan signed its first partnership agreement with CMHC in 1952 for the acquisition of family housing units in Moose Jaw. The Moose Jaw Housing Authority – the province's first housing authority – was established to manage the housing projects completed under this agreement. CMHC funded, directed, and delivered the program, and then turned ongoing operation over to the province. Because SHC did not exist until 1973, all operations were handled through the province's Department of Municipal Affairs.

Saskatchewan's housing programs have grown since the 1950s to address the needs of additional groups. This includes funding projects to provide rental accommodations for seniors and families with low incomes, group homes, and supported living environments for people with disabilities. The province has also provided funding for the development of land in municipalities. This guarantees an adequate supply of reasonably priced lots for residential development and serviced lots for provincial housing projects.

In 1973, the provincial government passed The *Saskatchewan Housing Corporation Act* (The Act). It established SHC as a Treasury Board Crown Corporation that is accountable to Cabinet through the Minister of Social Services. SHC now has the legal authority to deliver programs or services to meet its mandate. The Act also established a board of directors to conduct SHC business. The SHC Board provides oversight according to SHC's legislated objectives. It is also responsible for establishing SHC's strategic direction within the context of government priorities and monitoring results achieved.

In 1997, SHC and the Canada Mortgage and Housing Corporation (CMHC) signed *The Social Housing Agreement.* This agreement transferred CMHC's ownership portion to SHC and gave SHC sole responsibility for social housing in the province.

1.2 SHC's Current Role

Today, SHC aligns with the provincial government's direction and the Ministry of Social Services' mandate. A range of housing programs and services are provided to households that could not otherwise access adequate, safe, and secure shelter. SHC also works toward the repair and improvement of existing housing, the development of new housing projects, and partnerships to meet the demands of a growing province.

The goals and direction of SHC programs are based on the *Saskatchewan Housing Action Plan 2019-2022*. SHC signed a bi-lateral agreement with CMHC under the *National Housing Strategy (NHS)*. Funding through NHS is used to maintain, improve, renew, and expand community housing and affordability assistance.

SHC also manages financial contributions from provincial and municipal levels of government and plays a lead role in developing housing policies on behalf of the Government of Saskatchewan.

The current SHC projects and programs are designed to serve Saskatchewan residents by:

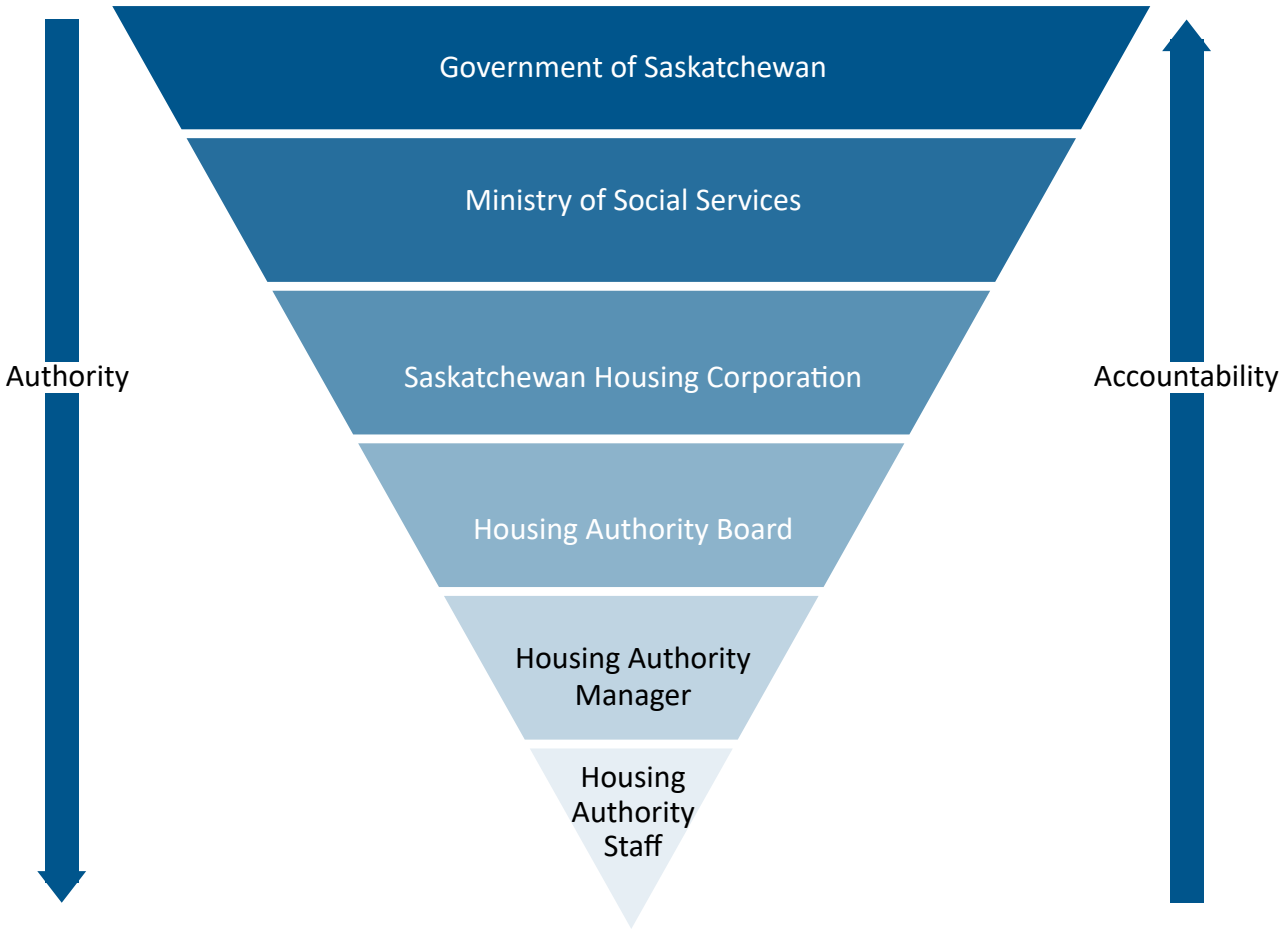
- improving quality of life;
- improving social equality; and
- providing safe, adequate, and secure shelter and related services.

1.3 Role of Governments

The Government of Canada provides SHC with funding through CMHC under the NHS. This funding is cost-matched to funding from the Province of Saskatchewan. Three housing initiatives benefit from the NHS cost-matched funding: Saskatchewan Priorities, Canada Community Housing Initiative (CCHI), and the Saskatchewan Housing Benefit (SHB).

The Government of Saskatchewan provides funding for SHC through the Ministry of Social Services. Many agencies within the provincial government partner with SHC to provide a well-rounded approach to serving those in need. These agencies include Income Assistance (IA), Child and Family Services (CFS), the Saskatchewan Health Authority (SHA), and more.

Municipal governments around the province also contribute to housing in their communities. They provide advice to SHC about local supply and demand. Most municipalities also contribute to the costs of local public housing projects. The mayor or reeve of each community volunteers their time to lead the housing authority board nominating committee, which nominates new HA board members.



1.4 What is a Housing Authority?

Housing authorities exist in communities across the province. Each housing authority has a unique portfolio made up of different housing assets – duplexes, apartment buildings, detached homes, and more. A Board of Directors oversee the overall operation and management of the portfolio and a housing authority manager handles the day-to-day activities to keep things running smoothly. Some housing authorities have many full-time employees and multiple offices. Others are smaller and may only have one or two people contracted to perform the management duties for a small number of units.

A housing authority is established through a Ministerial Order issued by the provincial Minister responsible for SHC under Section 18 of the *Saskatchewan Housing Corporation Act.* Housing authority board appointments are also made through Ministerial Orders.

As of January 1, 2023, there are more than 240 housing authorities in over 280 communities across Saskatchewan.

Management Agreements

Each housing authority has a contract with SHC called a management agreement. By signing a management agreement, the housing authority agrees to comply with SHC's policies and standards. SHC provides direction on housing authority activities, and in turn, housing authorities report to SHC on their operations.

The management agreement between SHC and a housing authority legally defines the roles and responsibilities of the housing authority. The housing authority agrees to:

- maintain SHC's social housing portfolio in the community where the housing authority is located;
- keep complete and detailed tenant, property, and financial records, and provide these records to SHC upon request;
- ensure the information in housing authority records remains confidential;
- create budgets and submit them to SHC for approval (with the understanding that no expenditures can be made until they have been approved);
- hold rents and other revenue in trust;
- hire or contract a manager to oversee housing operations; and
- ensure that housing authority business is conducted ethically.

Management agreements are not transfers of ownership. SHC still controls housing programs, owns the houses and apartments, and controls finances and the associated records.

The agreement also places limits on housing authority actions. The housing authority cannot:

- make changes to SHC programs;
- charge for delivering SHC programs;
- mortgage housing stock or use it as collateral for loans;
- sell housing stock;
- enter into any agreement related to housing programs or projects that involves a period of obligation longer than one year; or
- exceed its approved budget.

See the sample documents in the appendices for a sample Management Agreement.

1.5 What is a Housing Authority Board?

Each housing authority has a Housing Authority Board of Directors (the Board). They are responsible for final approval of several operational requirements, including approving applicants, setting local policy, approving annual audited financial statements, and more. For more information on the Board's responsibilities, please see Chapter 3: The Role of the Board.

The number of board members for each housing authority ranges in size based on the complexity of their housing portfolio. Board members are volunteers and are nominated to their position by a local Nominating Committee. Official appointment of board members comes from a Ministerial Order. A sample Ministerial Order is included at the end of this manual.

The Board meets regularly to fulfill its role. More information about board meetings is included in Chapter 4: Board Meetings.

Chapter

2

Being a Board Member

Chapter 2 | Being a Board Member

Housing authority board members serve their communities by assisting those in need of housing or at risk of becoming homeless. A successful board contains members with a variety of skills and experience. This chapter will explain how to become a board member, the composition of the executive board, and what makes a good board member.

2.1 How to Become a Board Member

Board members are recommended by the nominating committee. Each housing authority has their own nominating committee. Membership consists of the mayor or reeve of the community, plus representatives appointed by the provincial Minister-in-Charge.

> Some nominating committees also have a federal representative, however, this practice is being phased out.

The Role of the Nominating Committee

The nominating committee invites interested individuals to put their names forward. A list of potential nominees is also often maintained in preparation of board vacancies. The committee makes an effort to choose new board members who bring diverse backgrounds to the board and have a particular knowledge or skill that the board may be lacking, for example, financial experience or leadership skills.

The process of nominating a new member is as follows:

1. The nominating committee gathers a list of interested individuals.
2. The nominating committee determines which individual they want to recommend for the position.
3. The nominee must complete a criminal record check.
4. The nominating committee provides the selected individual with a nomination form. The nominee completes a portion and signs the form.
5. The nominating committee completes the bottom of the form and also signs it.
6. The nominating committee submits the completed form to their usual SHC representative.
7. Once approved, SHC prepares a Ministerial Order to confirm the appointment.
8. Once the Ministerial Order is received, the board member can now begin attending meetings.

Additional information about nominating new members is included in the Nominating Committee Handbook, which can be obtained from a member of that committee or your housing authority manager.

2.2 What Makes a Good Board Member?

The board members have a variety of life experiences, and this diversity contributes greatly to its success. However, there are several values that all members will need to share. These include:

- Service: a willingness and dedication to commit their time to both prepare for and attend board meetings.
- Impartiality: the ability to be fair and objective when reviewing and considering applicants. Board members must ensure all stakeholders are treated with dignity and respect.
- Confidentiality: a board member needs to keep all sensitive and private information confidential (even after they leave the board).

In addition, board members will also have a variety of practical and essential skills. These skills could be obtained from paid work, volunteering, formal education, or many other sources.

Some of the most valuable skills to have on a housing authority board include:

- Community relations;
- Leadership skills;
- Organization skills;
- Program management knowledge;
- A background in human services;
- Knowledge of housing and government strategies;
- Cultural awareness and sensitivity;
- Accounting and financial skills; and
- Knowledge of the communities they serve.

The board should regularly evaluate its own effectiveness and advise the nominating committee of any skill areas that may need to be strengthened to maintain the board.

2.3 Board Member Eligibility

In order to be considered for a position on the Board, a candidate must live in or around the community where the housing authority is located.

A person is not eligible for a board position if they:

- Are an employee of CMHC or SHC;
- Are an immediate family member of someone who is currently serving on Board;

  Immediate family members include any or all of the following: spouse, common-law spouse, child, parent, brother, sister, brother-in-law, sister-in-law, son-in-law, daughter-in-law, father-in-law, and mother-in-law.

- Sit on the local housing authority nominating committee;
- Are an immediate family member of the housing authority manager;
- Are a housing authority employee;
- Are a housing authority tenant;
- Have previously defaulted on or damaged a housing authority unit, and have not made arrangements to pay arrears or damages; or
- Belong to, or work for, a private non-profit housing corporation.

Municipal Government Officials and Employees

Municipal government officials and employees are eligible to serve on the board. Each municipality may have only one government official or employee serve on the board. For housing authorities comprising more than one municipality, municipal government officials or employees must make up less than 50 per cent of the total board.

When municipal officials or staff serve on the board, they do not represent the municipality. They serve on the board as members of their community.

Mayors or reeves of rural municipalities (RMs) are not eligible to sit on a housing authority board even if they delegate their municipal authority. This is due to their obligation to lead the housing authority board nominating committee.

2.4 Board Member Terms of Service

A board member's term of service can vary in length. When new members join the board, they are appointed for either two or three-year terms. Staggering board terms helps create continuity, while also ensuring that the board benefits from the introduction of fresh perspectives and ideas.

It is a courtesy to ask a board member whose term is about to end if they wish to continue serving on the board. However, the nominating committee is not obligated to re-appoint that board member.

Renomination

When a member's term expires, the nominating committee is responsible for informing the member and initiating renomination, if the member wishes to continue serving.

There is no limit to the number of consecutive terms that board member may serve. However, the nominating committee is not required to nominate an individual who would like to serve another term.

Seeking Renomination

The nominating committee will meet at least three months before a board member's term ends. At this meeting, the committee discusses the existing board member's re-nomination and what skills (if any) the board may be missing.

The chair of the nominating committee will let the board member know that they will be renominated. The board member will need to complete:

- A new criminal record check; contact the Board Services Coordinator to begin this process.
- The Housing Authority Board Nomination Form. This is the same form that is used during their initial nomination to the Board and can be obtained from the committee chair.

The nominating committee is responsible for submitting the completed nomination form to SHC via the Board Services Coordinator.

While waiting to be formally reappointed, board members seeking re-nomination can continue serving until their Ministerial Order is received. The Minister must approve each reappointment to the Board. SHC will advise the board chair and housing authority manager of all appointments and reappointments to the Board.

2.5 Board Composition

SHC determines the number of board members required for each housing authority. Housing authorities that manage a large number of units will have boards with more members than housing authorities that manage fewer units.

Housing authority boards should include a minimum of five board members, and require a quorum to function. If the number of members on a board falls below the minimum requirement, the Board chairperson will ask SHC for direction on how to proceed.

Quorum

In order for a board meeting's proceedings to be considered legal, a "quorum" is required. A quorum is when a predetermined number of board members are in attendance. For housing authority boards to have a quorum, a minimum of 51 per cent of the Board's members must be present.

Consolidated Boards

There are consolidated housing authorities in Saskatchewan that serve multiple communities. Both the Housing Authority Board and the Nominating Committee are consolidated. The goal of consolidated boards is to have a specific balance of members from each community it serves.

Regional Housing Authorities

In some parts of the province – mainly the northern and southern areas - regional housing authorities were created. In these cases, many communities are amalgamated into one regional housing authority. These boards are larger because there is board representation for each community represented.

The nominating committees for regional housing authorities are chaired by a provincial representative, who is the only permanent member. The responsibility of nominating committees for amalgamated boards is to consult with the mayor in each community to find candidates or nominees.

2.6 Board Positions

Each housing authority board has an executive made up of three or four members of the Board, usually the chairperson, the vice-chairperson, and the secretary. Larger housing authority boards may also have a treasurer who is responsible for overseeing the housing authority's finances.

The executive carries out additional duties (beyond the regular duties carried out by all members) as approved by the Board.

Chairperson

A chairperson is nominated by the nominating committee and appointed via Ministerial Order. This is the only position on the executive that is appointed by the Minister, the other positions are appointed by board resolution.

The chairperson takes a lead role in managing the housing authority. Their responsibilities include:

- convening and directing board meetings;
- providing guidance when procedural or policy issues arise;
- liaising with SHC, as needed;
- informing SHC of any changes to board composition, (e.g. due to resignations or retirements); and
- welcoming new board members.

When the chairperson's term expires, the nominating committee recommends either reappointment or a new chair. The Minister still needs to officially appoint or re-appoint the board chair.

In most cases, an outgoing chair will recommend someone for the position. Other members of the board may also let the nominating committee know if they have a preference regarding who should serve as chairperson.

Vice-Chairperson

The vice-chairperson is expected to assume the duties of the chair when the chair is not available. Acting as vice-chairperson provides an opportunity to learn and practice the skills required to lead successful meetings.

Each year, as outlined in each housing authority's local policy, the Board is responsible for selecting and appointing a vice-chairperson. A board resolution is required for this appointment. For more information about how to reach a board resolution, see 4.4 Procedure at Board Meetings.

Secretary

The secretary is responsible for keeping complete and accurate records of all board business.

As a convenience, the Board may delegate taking minutes to the housing authority manager. However, the secretary remains responsible for reviewing the content of the minutes to ensure that they fairly represent the board's discussion. For more information about delegating authority, see 7.1 Delegation of Authority Chart.

Each year, as outlined in each housing authority's local policy, the Board selects and appoints a secretary. A board resolution is required for this appointment. For more information about how to reach a board resolution, see 4.4 Procedure at Board Meetings.

Member

Board members who are not assigned a specific role on the executive still have important responsibilities. These responsibilities will vary between housing authorities and could include:

- Preparing for regular meetings;
- Attending regular meetings;
- Joining a committee and attending committee-specific meetings;
- Staying up to date on changes in programs or policies;
- Attending various training sessions; and
- Any other tasks as assigned by the chairperson.

2.7 How to Leave the Board

Board members leave for several different reasons, both voluntarily and involuntarily. When a vacancy occurs, the chairperson or vice-chairperson must immediately notify their usual SHC representative in writing.

Resigning at Expiration of Term

If a Board member's term has expired and the member doesn't want to be considered for reappointment, they should inform the board chair. Typically, board members who don't wish to continue will let the chair know at least two or three months before the formal expiration of their term.

The board chair will then inform their usual SHC representative of the vacancy. The Board Services Coordinator at SHC will reach out to the nominating committee to let them know of the vacancy.

Resigning Before End of Term

If a board member decides to leave the Board before the end of their term, SHC recommends that the member provide the board chair with a formal letter of resignation.

In the absence of a letter, the Board can document the decision by recording it in the minutes of the next board meeting. The Board should also advise the local housing authority nominating committee of the resignation.

Death of a Board Member

If a serving member dies, the chairperson will advise their usual SHC representative. SHC will then advise the nominating committee of the vacancy so it can find a new board member as quickly as possible.

Removal of Board Member

The Minister can decide at any time to terminate a board member's term of service. Cases where this would be considered include:

- serious breach of conflict of interest;
- failure to attend more than 50 per cent of board meetings (in a calendar year) without reasonable explanation; and/or
- release of confidential information.

If the chairperson finds that a member is not performing to the standards outlined in this manual, they should first meet privately. The discussion should revolve around the board member's intentions. The chair should explore if there are extenuating circumstances (family emergencies, a change in lifestyle, health issues, etc.) that may be leading to the member being less active than required.

If the Board still wishes to terminate a member's appointment, they must pass a motion to have the housing authority advise the member in writing. The reason for the termination must be clearly indicated in the letter from the housing authority.

The Board must then inform their usual SHC representative, in writing, of the recommendation for cancelling the appointment. The letter written to the board member should accompany this recommendation.

Chapter

3

Role of the Board

Chapter 3 | Role of the Board

3.1 Overview of the Board's Role

The housing authority board (the Board) is responsible for making sure the housing authority's affairs are ethically sound, consistent with other housing authorities, and in line with SHC policy. The Board also needs to follow all relevant federal, provincial, and municipal laws and regulations.

The board is responsible for:

- Annual planning for the housing authority;
- Finances and budgeting;
- Deciding on local policy;
- Final approval of all tenant applications; and
- Hearing appeals.

Each community faces different challenges and has different housing needs. The local housing authority board is the best group to analyze and respond to local needs. SHC works with the housing authority and the Board to help build the capacity to meet those needs.

The Board also works with other partners to coordinate support for social housing tenants. These partners often include the health region, food banks, and other community-based groups.

3.2 Governance

Governance is the practice of overseeing, monitoring and evaluating the housing authority's operations. For a housing authority board, this means:

1. Establishing local policies;
2. Overseeing the housing authority's operations; and
3. Making significant and strategic decisions.

What Does Effective Governance Look Like?

Effective governance is:

- competent;
- collaborative;
- transparent;
- accountable;
- inclusive; and
- conducted with integrity.

Effective governance of the Board leads to a housing authority that:

- adheres to SHC's mandate and policies;
- best serves the needs of its clients;
- meets, and will continue to meet, its financial requirements, so as to maintain its viability; and
- grows and adapts to changing circumstances.

> "Good governance never depends upon laws, but upon the personal qualities of those who govern."
>
> - Frank Herbert

How is Governance Different from Management?

It is important to distinguish governance from management. Management implies direct instruction, but oversight refers to the legal responsibility or accountability for everything that happens within the housing authority. While the HA Manager has authority over much of the day-to-day tasks, the Board is legally accountable for all decisions.

Board members have a high-level view of the housing authority's operations, financial activities, and local policies. The Board also ensures compliance with all applicable regulations and standards.

Delegation of Authority

While the Board is responsible for all actions taken on behalf of the housing authority, it may delegate specific responsibilities to housing authority staff. Delegation of authority can include decision-making authority and/or signing authority.

A board resolution is required when the Board delegates authorities to the manager or staff. The resolution must specify the duties, documents, or items being delegated to the manager or staff member.

Signing Authority

Under SHC policy, the Board is required to appoint three people as signing officers by board resolution. These individuals have the capacity to authorize expenditures. At least two of them must be board members; the third can be a board member or an appropriate housing authority staff person (usually the manager). The Delegation of Signing Authority form must be completed and the Board must review delegation of signing authority every year to make sure it is up-to-date and accurate.

If a position is vacant or the person holding a position is away from work and has not provided written instructions, the authority delegated to that position transfers to the position's supervisor.

The 7.1 Delegation of Authority Chart is included in this manual as an appendix.

3.3 The Annual Operations Plan



The most important planning tool for a housing authority board is the annual operations plan. An operations plan is a business plan that:

- establishes the housing authority's direction;
- sets out concrete operating goals for the coming year;
- lists the resources the housing authority will need to achieve its goals (e.g. funding, partnerships with community-based organizations); and
- provides the basis for the yearly budget that the housing authority submits to SHC.

The Board has the freedom and responsibility to chart the direction of the housing authority within the context of the policies established by SHC. The Board sets the operating goals for the housing authority and is ultimately responsible for making sure those goals are achieved.

Establishing the Housing Authority's Direction

Together with the housing authority manager, the Board looks at how the housing authority and the services it provides fit into the "big picture" of the community or region, including considerations such as:

- patterns of commercial activity in the area

  This could include the state of different industries, like oil or agriculture. If these industries begin to perform poorly, more community members may benefit from affordable housing.

- availability of private market housing

  How affordable is private market housing? Are there lots of vacancies or is it hard for any one group to obtain housing in the private market?

- changing housing needs in the community

  This could include a decrease in the need for senior's housing and an increase in families that need affordable housing. Both of these groups have different housing requirements.

- the complex social demographics within the community

  Are there any social issues in the community, for example, crime or drugs? Is there an increase in hard to house applicants? Can the housing authority see any groups that might need housing, but face barriers to obtaining it?

Understanding the community or region's unique needs helps the Board anticipate the level of demand for the housing authority's programs and services and allows the Board to plan accordingly.

The housing authority manager does most of the practical work involved in gathering the information required to determine the community's changing needs. This community profile is used by the Board to determine the housing authority's direction for the year.

For example:

The Saskville Housing Authority has had several complaints from tenants about the security of their building. Many have mentioned an increase in non-tenants loitering in the common areas and hallways. Some have complained about loud parties and drug paraphernalia in the stairwell.

To make tenants feel safer, the housing authority decides to focus their efforts on tenant security. This is a new direction for Saskville Housing Authority and will guide their efforts for the next year.

Determining Operating Goals

The Board sets the operating goals for the housing authority. They are also responsible for overseeing the manager's implementation of the annual operating plan and for monitoring progress toward the operational goals.

Housing authorities that manage 40 or more units must prepare an annual operations plan to be submitted to SHC with their annual budget. This plan needs to contain the following:

- a written description of what the housing authority plans to achieve in the coming year (i.e. goals);
- the steps the housing authority will take in order to accomplish the goals; and
- the specific activities required and timeframes for completion.

Housing authorities with fewer than 40 units are provided a calendar template and submit their annual plan to their Living Skies HA representative for feedback and review.

Setting Effective Goals

There are a number of ways to set effective goals. The best goals follow the SMART mnemonic. They are:

- S – Specific (or Significant).
- M – Measurable (or Meaningful).
- A – Attainable (or Action-Oriented).
- R – Relevant (or Rewarding).
- T – Time-bound (or Trackable).

For example, instead of having "to sail around the world" as a goal, it's more powerful to use the SMART goal "To have completed my trip around the world by December 31, 2027."

For example:

Saskville Housing Authority's direction is to increase tenant safety and security in their multi-unit buildings.

This year, the Board wants to have a letter to send to tenants reminding them about the policies already in place around security. This year's budget will also include funds for security cameras and extra smoke detectors. The Board also wants to meet with local law enforcement and ask for suggestions or an increased presence.

What Resources Will We Need?

The HA Manager is ultimately responsible for identifying resources to reach the operational goals. The Board's role is to review the manager's action plan and ensure it is timely and will support the Board's direction for that year.



How to Use the Annual Operational Plan to Create a Budget

The HA manager is also responsible for the yearly budget. The Board's role is to review the yearly budget.

3.4 Housing Authority Asset Management

The housing authority is responsible for maintaining and protecting assets. For the purposes of asset management, the housing authority's assets include the rental units, appliances, office equipment, and any other type of asset owned or maintained by the housing authority.

Maintenance Planning

Asset maintenance planning follows a cycle that includes inspections, reviewing and analyzing reports, making a budget in keeping with the operations plan, and implementing the plan.

The Board's Role

- The Board is responsible for making sure that:
- an annual inspection is completed;
- a maintenance plan is developed;
- tendering and pricing policies are being followed; and
- reviews of the maintenance plan are completed at least quarterly.

3.5 Monitoring Housing Authority Finances

The Board is responsible for protecting the housing authority's financial health. It is important that the housing authority remains viable so that it can continue to serve the community for a long time to come.

Part of making sure the housing authority stays financially healthy means verifying that its operating funds are spent appropriately.

Stewardship

The Board's real function is financial stewardship. Stewardship is an ethic that embodies the responsible planning and management of resources. The Board provides long-term management of the housing authority's finances and the properties it administers on behalf of SHC.

The aim of stewardship is to ensure that the assets entrusted to the housing authority remain in good shape and that the housing authority continues to be able to provide services.

Good stewardship by the Board involves making sure the housing authority has appropriate reporting and accounting practices in place. The end goal is for the housing authority to:

- abide by its SHC-approved budget;
- align its operating decisions with the budget; and
- keep its revenues in line with budget projections.

Monthly Review

Every month, the Board reviews:

- the housing authority's operating and financial statements;
- the vacancy and arrears report (if applicable); and
- any other records of the housing authority's revenues, expenses, and operating losses.

These materials are used to evaluate the housing authority's financial position and determine if the Board needs to make any operating changes in order to create more revenue or prevent major expenditures later on. These reports are usually presented by the housing authority manager at a board meeting so that board members can ask questions.

Financial Expertise

Financial statements are a specialized form of documentation. Not every board member is required to have a financial background.

It is helpful if the Board includes at least one member with experience in interpreting financial statements. If this is not the case, there are SHC workshops that provide information on how to read financial statements. The nominating committee can also be advised that the Board needs a member with this skill.

> For more information about workshops and other training available to board members, ask your board chairperson for the workshop calendar.

Budget

The housing authority manager prepares a budget and the Board's role is to review what will be or has already been submitted to SHC. The Board is also responsible for making sure the housing authority is operating within the budget throughout the year.

Audit Requirements

Larger housing authorities are responsible for maintaining their own financial records. Most of the smaller housing authorities utilize the Living Skies Accounting Services for this task.

Any housing authority that maintains their own financial records must engage a qualified auditor to complete an annual audit on a timely basis. The audit must follow SHC's prescribed specifications. For more information about the specifications, please ask your manager for SHC's Terms of Reference.

Auditors must hold a professional accounting designation that is recognized in the Province of Saskatchewan, for example:

- Chartered Accountant (CA);
- Certified General Accountant (CGA); or
- Certified Management Accountant (CMA).

Smaller housing authorities that depend on Living Skies Accounting Services are not required to hire an auditor. This will be arranged on the housing authority's behalf by Living Skies and an audit report will be forwarded to the Board for ratification.

Collections and Write-Offs

Arrears

If a tenant is in arrears, this means they owe money that should have been paid earlier. The manager will make every effort to collect arrears and the Board is responsible for making sure that the manager takes appropriate and timely action.

Write Offs

When debts cannot be collected, the housing authority will need to request that they be written off.

In these cases, the Board must provide SHC with a written request that includes the nature of the arrears and the steps that have been taken to try to collect the money. Approval for write offs must be done annually, at a minimum, but can also be submitted more often.

Insurance

The Board does not need to buy insurance for the housing authority or for themselves. SHC has insurance that protects housing authorities, SHC properties, and any agent acting on the corporation's behalf. The insurance covers common area furnishings, including donated items, property loss, and liability.

3.6 Human Resources

Housing authorities with fewer than 100 units contract for management services. Housing authorities with more than 100 units hire managers as full-time employees. The distinction between contract staff and full-time employees is important.

Housing authorities should be careful to not treat a contractor as an employee. This could result in contractors being legally considered employees of the housing authority, which could limit a contractor's ability to conduct normal independent business practices. For example, if contractors were considered employees, they could not claim business expenses or subcontract work to others. In addition, housing authorities would be required to provide contractors with all the rights and benefits normally provided to employees.

HR Policy for Housing Authorities

The following information only applies to housing authorities with full-time employees. This is usually only those with 100 or more units.

Any housing authority with employees must adopt a human resource (HR) policy manual by board resolution. This manual, which governs the relationship between the housing authority and its employees, must provide a framework and direction for the consistent application of HR policies.

The policy manual must follow the SHC HR policies as set out in the Housing Authority Operations Policy Manual. Any changes to the housing authority's HR policy manual must be consistent with SHC policy and receive the approval of the housing authority board prior to implementation.

A human resources policy manual has been developed by Plains HR Services to serve as a starting point for housing authorities to create their own. The policy manual written by Plains HR Services can also be adopted in full.

Hiring a Housing Authority Manager

The Board hires or contracts a manager to complete the tasks involved in the day-to-day activities of the housing authority.

Supervising a Manager

The Board monitors the manager's performance to ensure that operational decisions serve SHC's mandate and satisfy the terms of the housing authority's management agreement. The Board will:

- provide direction to the manager on specific issues or topics;
- develop clear reporting requirements for the manager to follow; and
- conduct regular performance reviews of their manager.

Having these measures in place will allow housing authority boards to evaluate their managers' performance and determine whether they are acting in accordance with SHC policy.

Hiring Additional Housing Authority Staff

The Board's role in hiring additional staff depends on the size of the housing authority. In a large housing authority, the responsibility for hiring staff could be delegated to the manager. And in a smaller housing authority, the Board may hire staff directly themselves.

> "Housing authority staff" refers to both employees and contractors.

While the manager creates the job description for each positions, the Board is ultimately responsible for reviewing the need for the position. The Board also needs to adopt a compensation and classification process that is approved by SHC.

3.7 Establishing Local Policy

What is Local Policy?

SHC gives the housing authority the responsibility and flexibility to manage its own operations within the limits of established policies and standards. Any standards developed at the Board level are called local policies.

Well-written local policies lead to a more efficient housing authority. Instead of having the same matter or very similar matters on the agenda repeatedly, the Board can develop a policy that covers the issue and leave the policy implementation to management. Local policies should be reviewed annually to determine if they need to be changed.

Required Local Policies

Housing authorities need to have a local policy in place for the following areas:

- General Access;
- Emergency Access;
- Pets;
- Tenant Transfers (between units); and
- Appeals.

For information about the above required local policies, ask your manager for a copy.

3.8 Housing Program Management

The housing authority may deliver all, or only some, of these programs. Part of a board member's responsibility is to learn about the programs the housing authority offers to help ensure they are delivered effectively.

Current Housing Programs

Social Housing Program

The Social Housing Program is designed specifically to target low-income families, seniors, and people with disabilities. In order to be eligible, households must have income and assets beneath established limits. The rent in this program is calculated based on income (commonly called "rent geared to income") to make sure it is affordable for the tenant. There is a process for prioritization based on need using a point-scoring system.

Affordable Housing Program

The Affordable Housing Program is offered in northern and rural areas of the province. Rent for these units is fixed and not based on income. This is an older program and many tenants still under the Affordable Housing Program have been grandfathered in.

Life Lease Program

The Life Lease Program is designed to provide safe, adequate housing for seniors 55 years of age or older. In order to be eligible for the Life Lease Program households must have income and assets beneath established limits. Those in the Life Lease Program pay a deposit for their residence, plus an occupancy fee to cover the operational expenses of their building. This includes the occupant's portion of the property taxes, janitorial, landscaping, snow removal, etc.

Seniors Housing Program

The Seniors Housing Program provides rental housing to individuals and couples who are 55 years of age or older. This program is offered in all communities when there are no eligible applicants for the Social Housing Program. There are no income or asset limits for the Seniors Housing Program. If a unit is available, the only eligibility criteria is that the applicant needs to be 55 years of age or older. This program is administered by local housing authorities through the same prioritization process established within the Social Housing Program.

Approving Applicants

The housing authority manager accepts applications from interested households. All of the housing programs listed above use the same application, which is available online at Saskatchewan.ca. Applications are reviewed and prioritized by the housing authority manager based on the information provided.

The Board's role is to approve or deny applicants that have been reviewed by the manager. Approval or denial is based entirely on the information provided by the manager. The Board is also responsible for making sure that the manager followed the prioritization and allocation processes.

SHC will not become involved in the approval or tenant selection process unless the housing authority's decision violates SHC policy.

Victims Of Interpersonal Or Family Violence

Occasionally, the housing authority will receive an application from someone who is a victim of interpersonal/family violence. When victims of interpersonal/family violence apply to the Social Housing Program, their status is assessed and verified by the housing authority manager. After verification, SHC requires the Board to deal with these requests immediately. For convenience, the Board may choose to grant the chairperson or vice-chairperson the authority to approve the applications of victims of interpersonal/family violence. The Board can then ratify the decision at its next regular meeting.

For victims of interpersonal or family violence, privacy and confidentiality is key. As such, much of the information in the application may be kept private from most of the Board. The manager and the chairperson are the only individuals who see the personal information of an applicant experiencing interpersonal or family violence.

Housing authority managers can provide current policy information relating to victims of family violence.

3.9 Appeals

An applicant or tenant may want to dispute a decision the housing authority has made. In these circumstances, the decision may be appealed to the Board.

Types of Appeals

Applicants could make appeals to the Board for:

- rejected applications;
- point scoring results;
- a denied accessibility accommodation; or
- unit allocation.

Tenants can appeal to the housing authority board for any decision made that affects their tenancy, including:

- unit allocation;
- rent calculation;
- transfer requests to another unit/residence;
- maintenance of their unit or the premises;
- the housing authority's refusal to permit a tenant to make modifications to a unit;
- charges for damages to a unit; or
- eviction procedures.

If a tenant has a conflict with the housing authority that is related to their tenancy (instead of related to an SHC program), they may choose to take the issue to the Office of Residential Tenancies for resolution.

Appeals Process

The Board is responsible for creating a local policy to determine how to handle appeals. Because it is local policy, each housing authority may have a different appeals process.

SHC provides the following requirements for a local appeals policy:

1. The applicant or tenant must make a written request for an appeals hearing.
2. The housing authority must establish an appeals process that is fair, objective, and consistent.

Appeals Committees

For Boards that receive a large number of appeals, it may be more efficient to establish a separate committee to evaluate them. The appeals committee would hear all the required appeals, which would make board meetings more efficient.

Any member of the appeals committee would need to attend appeals meetings and also regular board meetings. Where possible, the board members on this committee should be different from those on any tenant approval committee.

For smaller boards, or if the Board does not wish to create a committee to hear appeals, appeals may be handled by the chairperson and the vice-chair.

Chapter

4

Board Meetings

Chapter 4 | Board Meetings

4.1 Introduction

The Board works most effectively when members come to meetings prepared to discuss the issues facing the housing authority. Informed debate and an enthusiastic exchange of ideas allow the Board to solve problems more easily, develop better local policies, and manage the housing authority's resources in a way that better serves the tenants.

Board meetings are held in a specific way with formal rules for speaking and for voting on issues. An agenda is prepared and followed, minutes are taken, and presentations are given.

4.2 Frequency of Meetings

The Board needs to meet as often as required to manage the housing authority's affairs. SHC recommends a minimum of monthly meetings to allow the housing authority manager to provide monthly reports to the Board. Some boards meet more often and the Board should decide how often it needs to meet in order to stay on top of events in the housing authority.

Boards with separate committees for approvals, appeals, budgets, etc. will also have committee meetings. While the majority of members need to be present for a full board meeting, only those on the committee are invited to a committee meeting. See 4.5 Committees & Committee Meetings for more information about committees.

Special or Emergency Meetings

Pressing issues, such as the need for a major repair or a victim of family violence application, could arise between regular board meetings. The board chairperson must call additional emergency meetings as necessary to deal with such issues.

Board members may also call a special meeting without the approval of the chairperson if at least one third of the members feel it is necessary.

4.3 Attendance at Board Meetings

SHC expects board members to attend meetings regularly. If a board member is absent from 50 per cent (or more) of meetings held in a calendar year without an acceptable reason, their appointment could be terminated by the Minister. Acceptable reasons include family emergency, medical appointments, planned vacations, illness or family member illness, car trouble, etc.

Quorum

Having a quorum means that there are enough board members to make decisions about housing authority business. At least 51 per cent of currently appointed board members need to be present for a quorum to exist. The actual number of members needed for a quorum will be different for each housing authority.

If there is not a quorum when the meeting starts, the Board can still hold the meeting. However, they will not be able to make any formal decisions. The meeting will be limited to an informal discussion of the items on the agenda.

A quorum may be lost partway through a meeting because someone has to leave early. If this happens, the Board can choose to end the meeting or continue with an informal discussion. Without quorum, they will not be able to ratify any of the decisions until the next board meeting with a quorum.

Participation During Meetings

Board members are expected to participate fully in meetings. In order to do so, they need to be familiar with the items on the meeting agenda and read any supporting materials provided by the Board chairperson or the housing authority manager. These materials might include tenant reports, vacancy reports, or financial statements. It is important to set aside time before a meeting to review these documents in order to fully participate.

4.4 Procedure at Board Meetings

Robert’s Rules of Order (Parliamentary Procedure)

SHC recommends that board meetings follow Robert’s Rules of Order (also known as parliamentary procedure). This formal structure is commonly used in legislative bodies to keep meetings on time and to make sure everyone has a chance to speak if they choose.

Resolutions (Motions)

All board decisions must begin with a resolution (also known as a motion) put forward by a board member. This resolution needs to be seconded by another member. Afterward, a discussion (and possibly an amendment) occurs. When the discussion is over, the chair calls for a vote.

Procedure	For Example
The member stands up to signal an intention to speak	Joan wants to add a coffee break to meeting agendas so she waits until her colleague, Tim, is finished speaking and then stands up.
The chair recognizes the specific person standing	The chair, Adina, says, “The chair recognizes Joan”
Explain resolution (action to be taken)	Joan explains “A 15 minute coffee break on the agenda ould improve participation in the second half of the meeting”
Another person must second the resolution before it can be discussed or considered	Tim raises his hand and says “Seconded”
Everyone can speak about the resolution. Speaking a second time can only be done after everyone has a chance to speak once.	Joan, as the member to propose the resolution, explains that the coffee break would give members a chance to check their phones, refill their water, go outside for a cigarette break, etc. Members would pay closer attention to the meeting with a break halfway between. Tim agrees with Joan and adds that he has noticed that he has trouble concentrating at the end of a long meeting. Abdul agrees that a break would be welcome to stretch his legs. Naomi isn’t sure about a break and is concerned it will make the meetings longer which means she won’t see her kids before they go to bed. Adina, Mark, and Linda are quiet and don’t have anything to add.
After everyone who wishes to speak has had a chance, the Chair frames the question and explains the voting procedure.	Adina asks “The question is on the adoption of a motion that adds a 15-minute coffee break to the agenda. Raise your hand for aye.”

Procedure	For Example
Voting occurs by show of hands.	Joan, Tim, Abdul, and Linda vote yes by raising their hands. Naomi, Mark, and Adina do not raise their hands. This doesn't necessarily mean they are against the motion, but could mean they wish to abstain.
Resolutions require a majority in favour in order to pass. Ties result in a rejection.	The vote is 4 to 3. Adina states "The motion passes. A 15 minute coffee break will be added to all future board meetings."

Amendments

If a board member agrees with the general intent of a resolution, but wants to make a change to its wording or scope, the member can suggest an amendment. Another member must second the amendment and then a full vote is taken to see if the majority of members wish to discuss an amendment.

Naomi doesn't want a coffee break because it would extend the meeting's length by at least 15 minutes. She proposes an amendment, which is seconded by Linda. The full Board will now decide by vote if they wish to consider an amendment. The vote passes unanimously.

Naomi suggests that a strict 10-minute break would be just as effective. A new discussion begins and the resolution process continues.

Voting

If the majority of board members vote in favour of the resolution, it passes. If the majority of board members vote against it or abstain, it is rejected. A tie vote means the resolution is rejected.

A majority is always 51 per cent (or more) of members present.

The chairperson has the same right as other board members to vote on all resolutions before the Board. A chair's vote has the same weight as any board member.

4.5 Committees & Committee Meetings

For large housing authorities, it may not be reasonable for the full Board to attend to all the issues that come up in the space of one monthly meeting. It may be more efficient to form committees that oversee different aspects of housing authority business. If possible, the Board should limit crossover in membership between committees.

SHC suggests committees for:

- tenant selection;
- maintenance and improvements (for tendering); and
- appeals.

Committees do not have the authority to act on their decisions. Instead, a committee makes recommendations, which are brought to the larger group for discussion. At a full board meeting, the recommendation will be discussed, amended (if needed), and voted on.

4.6 Manager Reports

Housing authority managers present monthly reports at regular board meetings. These reports are usually an oral presentation, but a written report is also acceptable.

Manager reports include, but are not limited to:

- financial operations;
- vacancy, arrears and collections;
- tenant relations;
- general operations;
- program activity;
- maintenance;
- accidents, property loss, and personal injury; and
- other information requested by the Board.

4.7 Meeting Minutes

Minutes of board meetings are official records of board business. The minutes document the issues the housing authority faces and the decisions the Board makes in regards to those issues.

Board members and housing authority personnel can refer to the minutes for context, direction, and information about the development of local policies. The minutes are also an important source of information about the operational history of the housing authority.

Contents of Meeting Minutes

The board secretary is responsible for ensuring the complete, official minutes are recorded at each meeting. The minutes should include:

- a record of all proposed resolutions or motions, any amendments, and the results of any votes;
- a summary of major items discussed, any concerns brought up during the discussion, any opposing opinions or views; and
- copies of any reports (written or oral) from the manager.
- The recording of the meeting minutes can be delegated and does not necessarily need to be physically conducted by the secretary.

Recorded Votes

Typically, the results of a vote are recorded as “passed” or “rejected.” However, any board member can ask for a recorded vote on a particular matter. A recorded vote would have specific details about which board members voted in favour and which board members voted against. Unless it is a recorded vote, how each member votes is not included in the minutes.

Local Policies

Any local policies created by the Board should be recorded in a separate section of the meeting minutes. This section will be shared with the manager so they can create or update their local policy and procedures manual.

In Camera Discussions

An “in camera” discussion is a private discussion for board members only. If the manager is present, they may be asked to step out of the room. A separate set of minutes are taken, which are not shared with the manager. The Board is unable to pass any motions while in camera – these sessions are discussions only. If they want to pass a motion, the Board needs to return to their regular meeting.

The minutes from the in-camera session are only available to the Board members present during that session. Otherwise, they are confidential.

Approval of Meeting Minutes

At the next meeting, the minutes must be approved, with or without amendments, and then signed by the chairperson of that meeting.

The original signed copy of the minutes is put on file for the housing authority. A copy of the minutes is given to the manager for their reference and guidance and a copy is sent to Regional Housing Operations (RHO or Living Skies Housing Authority) for their records.

Security of Board Minutes

Board minutes are confidential. They are only to be shared with authorized individuals. This includes:

- the housing authority manager (except “in camera” minutes);
- Saskatchewan Housing Corporation;
- Regional Housing Operations (RHO or Living Skies);
- current board members; and
- a new member taking over secretary duties.

All recorded minutes need to be stored in a secure location. SHC recommends that the minutes are kept in the housing authority office.

Not all housing authorities have designated office space, so this arrangement may not always be possible. The minutes should be accessible by at least two board members, including the secretary. This means if the secretary is not available, the minutes can still be accessed.

Chapter

5

Conduct of Board Members

Chapter 5 | Conduct of Board Members

5.1 Introduction

SHC has written a number of policies to guide board member conduct. These policies are intended to improve the public's trust in HA Boards and ensure compliance within labour laws, election law, privacy law, etc.

This chapter contains the following Board policies:

- conflict of interest;
- confidentiality;
- discrimination and harassment;
- election campaigns;
- board expenses and reimbursements;
- benefits;
- educational materials and workshops;
- commemorative gifts; and
- legal matters.

5.2 Conflict of Interest

A conflict of interest is a situation in which a person's private interests could influence their decisions or impair their ability to act without bias.

A conflict of interest can be:

- financial: the decision results in monetary or other gain, immediately or in the future;
- personal: the decision produces a benefit that advances or protects interests, although not measurable as financial gain; or
- professional: the actions of the board member intend to, and directly promote, their career, either present or future (or the career of anyone with whom the member has a personal relationship).

An apparent or perceived conflict of interest is just as damaging to a housing authority's reputation as an actual conflict of interest.

Avoiding the perception of a conflict of interest:

- develops an increased level of trust in the Board and the organization;
- demonstrates to others that accountability within the organization exists; and
- assures the community that the Board and the organization are ethical and are working in the best interest of the community.

A conflict of interest does not exist if the board member has an interest in common with others in the industry or sector.

> For example, a board member is a property manager of a private market multi-unit building. This building houses mainly professional couples with a higher income than those seeking housing with the HA. This board member's interest is common to all private market landlords.

Examples of Conflicts of Interest

The following represent some common situations that may occur, but is not an exhaustive list of examples:

Contractors

A conflict of interest could occur or be perceived to have occurred if a board member…

- is involved in the selling, leasing, or assisting with the sale or lease of real estate or their own personal property for development by the housing authority;
- is the hired contractor;
- is a director, officer, or senior manager of a hired contractor;
- is a shareholder of a hired contractor or could become a shareholder;
- is a partner with a hired contractor or could become a partner;
- holds or has an interest in any stock, bond, debenture or security of the hired contractor; or
- has any business, financial, personal, or familial relationship with a director, officer, or senior manager of a hired contractor.

Personal Profit

A conflict of interest could occur or be perceived to have occurred if a board member…

- engages in any personal business transaction or private arrangement for personal profit that arises from their position on the board. This situation includes access to confidential information through their position.
- is a friend, an acquaintance, or a relative of a housing applicant and tries to favour or disfavour this applicant because of their personal relationship.
- accepts a fee, gift, or personal benefit connected directly or indirectly with their duties as a board member. The exception to this is if the item is part of a ceremonial occasion or social obligation that normally goes with a board member's responsibilities.

Hiring

Board members must remove themselves from the entire hiring process if:

- they apply for a position with the housing authority;
- a member of their immediate family or spouse's immediate family applies for a position; or
- the majority of the board feels that a business associate of the board member, or some other individual, may put the board member in a conflict of interest.

Approval of Applicants

If a family member applies for housing, Board members will need to disclose the conflict and a discussion will occur. In some cases, they will be asked to remove themselves from the applicant approval process and in others, the Board may decide it is not needed.

Disclosure of Conflict of Interest

Disclosure of interest is the first step in avoiding or responding to a conflict of interest situation. Upon becoming aware of a potential conflict of interest, board members need to disclose as soon as possible.

Any disclosure of conflict of interest must be recorded in the minutes. Housing authorities should contact their usual SHC representative for advice if they are not sure if a conflict of interest exists.

What Happens If No Disclosure Occurs?

The housing authority board is responsible for determining appropriate consequences for any conflict of interest policies that are broken. This includes accepting a board member's resignation. If the board cannot resolve a conflict of interest situation, they may need to ask SHC to act on its behalf.

How Can A Conflict Be Avoided?

Companies in which a board member holds an interest are permitted to tender and contract for work with the housing authority only if the board member has:

1. disclosed their full interests to the board; and
2. removed themselves from any discussions, voting, or decisions on the work which the company wishes to tender or contract.

If someone in a board member's immediate family or spouse's immediate family submits a tender or bid for work to the housing authority, the board member must leave the meeting room and remain out of the meeting until the matter is dealt with.

Immediate family includes a:

- spouse or common-law spouse;
- child or child's partner (son/daughter-in-law);
- parent or spouse's parent (father/mother-in-law); and
- sibling or sibling's partner (brother/sister-in-law).

5.3 Confidentiality

Housing authorities must not disclose any confidential information without SHC's consent. Housing authorities must understand their obligations under *The Freedom of Information and Protection of Privacy Act and The Health Information Protection Act (FOIP).*

The Freedom of Information and Protection of Privacy Act (FOIP)

The Freedom of Information and Protection of Privacy Act is a piece of legislation that allows anyone the right to apply for access to records under the control of the government. It also establishes privacy rules for how government institutions collect, protect, use, and disclose personal information.

Information Requests

If the Board receives an information request, they must send the request to their usual SHC representative. SHC will respond to the request or advise the Board on how to respond.

The Health Information Protection Act (HIPA)

This legislation applies to the collection, storage, use, and disclosure of personal health information, access to personal health information, and the privacy of individuals regarding personal health information. HIPA applies to SHC and all housing authorities and boards.

Privacy

Board members must keep everything discussed during board and board committee meetings strictly confidential. They should be especially careful not to disclose information about housing authority staff or tenants. This includes, but is not limited to:

- tenant lists;
- financial information;
- payroll records;
- information about someone's personal, health, or financial status; and
- written or verbal exchanges, including emails and faxes.

Only SHC and the housing authority are allowed to access the housing authority's records. A tenant can ask to look at their own tenant file, but they cannot access anyone else's file.

Privacy And Family Members

Occasionally, housing authorities have reported that immediate family members have requested access to a tenant's file. This would be a breach of confidentiality and is not permitted. For a board member, this means that tenant information needs to be kept confidential even when speaking with the tenant's family.

If the tenant wants a third party to have access to their information (including records and files), that tenant must complete and sign a Consent to Disclose Information form. Only the information listed on the form can be shared with the person(s) listed. For more information, refer to SHC's Privacy Policy Manual.

Exceptions

The Board's duty to maintain confidentiality doesn't apply to any information that is already public. Information made public could be released through The Freedom of Information and Protection of Privacy Act or if SHC publishes the information.

If a housing authority isn't sure whether something should be kept confidential, they should ask their usual SHC representative for clarification.

Privacy Breach

Housing authorities and board members must refer any actual or potential privacy breaches to their usual SHC representative as soon as possible. Further instruction will be provided by SHC.

5.4 Discrimination and Harassment

The housing authority must follow all relevant laws to prevent discrimination and harassment in the workplace and within the housing authority's services. Contractors, agents, and board members carrying out housing authority business must not discriminate against or harass anyone.

Rights and Freedoms

In Canada, every individual has a right to equality and to be treated without discrimination. *The Canadian Charter of Rights and Freedoms* guarantees Canadians the right to "equal protection and equal benefit of law without discrimination, and in particular, without discrimination based on:

- race;
- national or ethnic origin;
- colour;
- religion;
- sex;
- age; or
- mental or physical disability."

The Saskatchewan Human Rights Code also promotes and protects individual dignity and equal rights by prohibiting discrimination. The Code makes it illegal for anyone to discriminate in:

- employment;
- education;
- housing;
- publications;
- public services (restaurants, stores, hotels, etc.);
- contracts or purchase of property; or
- professional associations or trade unions.

Harassment

Harassment is any inappropriate conduct, comment, display, action, or gesture by a person that is made on the basis of:

- religion;
- creed;
- marital status;
- family status;
- sex;
- sexual orientation;
- disability;
- age (18 or more);
- colour;
- ancestry;
- nationality;
- place of origin;
- race or perceived race;
- receipt of public assistance; and
- gender identity.

Housing authorities will not tolerate discrimination or harassment by anyone carrying out housing authority business.

5.5 Election Campaigns

SHC routinely provides direction regarding limitations on activities such as awarding contracts and advertising during the writ period of both federal and provincial elections. Two pieces of legislation apply: sections 44 and 46 of *The Residential Tenancies Act, 2006,* and section 24 of *The Election Act, 1996.*

> The writ period begins on the day the election is announced. For provincial elections, the writ period is 27 to 34 days long. For a federal election, the writ period is 37 to 51 days long.

This legislation has two purposes:

1. it ensures the governing party does not use its advantage as Government to further its political interests, and
2. it protects government employees/staff from unintentional engagement in political debate during an election.

Housing Authority Staff Activities

Advertising, Contracts, And Tenders

Activities that can proceed as usual:

- Information/advertising required to address an emergency or an issue of public safety.
- Items such as posters, brochures, and pamphlets currently available inside the housing authority office may remain available. Housing authority staff may provide these items in response to individual requests.
- Advertising with respect to employment or the procurement of supplies. This means housing authorities may post job ads and tender approved maintenance and improvement (M&I) work.
- Activities that are prohibited:
- Printing or distributing brochures, posters, pamphlets, fact sheets, email messages, or other materials that promote SHC or housing programs. However, they may respond to individual inquiries by email or phone.
- Displaying the SHC or government logo in locations other than the housing authority office (for example, posters advertising housing programs or services).
- Sponsoring events or receiving public credit for sponsorship (no signage, posters, or TV or radio ads, and no logos on third-party websites).
- Organizing or attending public events in the community as housing authority representatives.

If contacted by the media, housing authority staff must contact their usual SHC representative immediately.

Municipal And Committee Meetings

Activities that are prohibited:

- Meetings with the municipal government or its representatives.
- Participation on committees as a representative of the housing authority.

Staff Meetings, Seminars, And Training

Activities that are prohibited:

- All out-of-town training seminars and/or management courses.
- Staff meetings using outside facilities must be cancelled.

Staff Rights

Staff may engage in political activity outside of working hours. They must not be forced to take part in any political undertaking or make any contribution to any political party. They must not be threatened with discrimination for refusing to take part in any political activity.

Staff must not attempt to influence the political actions of others. They must not engage in any form of political activity during work hours or when conducting housing authority business. They must not take part in any political activity in a manner that impairs their usefulness in their current position.

Staff must be granted a leave of absence if they are seeking nomination as a candidate or becoming a candidate. *The Labour Standards Act* requires employers to grant reasonable leave and, when the leave ends, to allow employees to continue their employment without loss of any privilege connected with seniority.

On Election Day, staff are entitled to three consecutive hours to vote, and if necessary, housing authorities can amend their hours of operation to ensure their staff have three consecutive hours off during polling hours.

For more information about activities during an election, refer to the most recent Election Protocols document or ask your manager.

5.6 Board Expenses and Reimbursements

Housing authority board members are volunteers. The housing authority must not pay board members for their services, however SHC will compensate board members for expenses incurred while on housing authority business.

Meals at Board Meetings

The housing authority may provide a meal to the board during the meeting if:

- the board meets during regular meal time; or
- members otherwise would not have time for a meal.

Annual Board Dinner

The housing authority may provide one special board dinner annually, usually at Christmas. Board members may invite the manager and guests. The board's budget request to SHC must reflect actual and reasonable expenses.

Alcohol

Alcohol must not be purchased at housing authority expense for any housing authority function.

Board Travel Expenses

The housing authority may reimburse board members for travel, meal, and accommodation expenses if they are required to travel on official housing authority business.

The amount board members may claim is based on a daily allowance for meals and accommodation and the current approved mileage rate. Board members must arrange their travel to make the most efficient use of available resources.

Meals

A receipt for meal expenses is not required. At housing authority conferences, workshops, or other events where the meal is provided, the allowance does not apply.

Meal(s)	Amount	Time Frame
Per Diem	$70.00	
Breakfast	$16.00	If you leave before 7:30 a.m. or return after 8:30 a.m.
Dinner/Lunch	$23.00	If you leave before 11:30 a.m. or return after 12:30 p.m.
Supper	$31.00	If you leave before 5:30 p.m. or return after 6:30 p.m.

**The rates above include GST and tips.*

Accommodation

Public Accommodation

When a board member stays at a hotel, motel, bed and breakfast, or similar public accommodation, they need to submit a receipt for the expense. The board member will be reimbursed for the total expense.

Private Accommodation

When a board member lodges at a private residence such as the home of family or friends, an allowance of $50.00 per night will be provided. They are not required to submit a receipt.

Use of Private Vehicle

Kilometre rates for use of private vehicles are issued by letter to the chairperson and the manager. New rates are published twice a year in spring (effective May 1) and fall (effective November 1).

Other Expenses

The housing authority may reimburse board members for actual and reasonable expenses, such as childcare.

5.7 Benefits

Accidental Death and Dismemberment Insurance

Board members under the age of 80 are provided with Accidental Death and Dismemberment Insurance to a limit of $50,000 at no cost.

If a serving board member dies, the chairperson will advise their usual SHC representative. The cause of death and the name of the member's next of kin will be requested to determine eligibility for a claim under the insurance policy and to allow SHC to extend sympathy to the spouse.

If a serving member is injured, the chairperson will advise their usual SHC representative to begin the insurance claim process.

5.8 Educational Materials and Workshop

To help new board members feel more comfortable in their roles, SHC offers introductory workshops. These workshops are designed to help board members understand their responsibilities and focus on practical explanations and examples of a board member's role.

SHC or its regional offices will also hold workshops on other topics of interest to board members. The housing authority manager or an SHC representative will provide board members with more information about upcoming events.

The housing authority manager has a set of policy manuals and technical documents that board members can consult if they wish.

5.9 Commemorative Gifts

When board members retire after having served full terms of service, SHC provides a commemorative gift. Board chairs are expected to present these gifts at appropriate social occasions (e.g. farewell teas).

Gifts are also given to mark ten, fifteen, twenty, and twenty-five years of service. Those who have volunteered for twenty-five years are recognized at an annual Long Service Luncheon and Awards ceremony that SHC holds in their honour.

5.10 Legal Matters

The housing authority may find itself in a situation where it wishes to hire a lawyer to advise the board about a legal matter. These situations could include concerns regarding an eviction, contracts, death or injury of a tenant, wrongful dismissal, or other issues. The housing authority must have SHC's approval before hiring a lawyer.

SHC will:

- become involved in the action;
- appoint a lawyer to represent the authority as SHC; and
- be responsible for the administration of the legal costs for the housing authority or any individual board member, employee, or contractor identified in the Management Agreement.

SHC may, at its discretion, reimburse board members for legal costs if board members are involved in a legal action to prove they were not at fault for any breach of board duties and responsibilities.

Chapter

6

Glossary of Terms

Chapter 6 | Glossary of Terms

Accepted Applicant

An applicant who is assigned a unit or program benefit.

Accountability

Accountability means being responsible for, or having to account for, one's actions and decisions. For example, a housing authority board demonstrates accountability by sending monthly reports to SHC.

Agent

A housing authority agent is a board member, manager, staff member, or any individual or group approved to act on behalf of the housing authority.

Applicant

An individual wanting housing must complete and hand in an application.

Arrears

Arrears are rent or other charges that are due and have not been paid. To be in arrears means that you are behind in making payments.

Asset Management

A set of activities designed to make sure that physical assets are well cared for. For example, buildings, grounds, tools, etc.

Board Resolution (Motion)

A board resolution is a formal expression of opinion by a legislative group, such as a housing authority board. All board decisions must be in the form of a resolution suggested by a board member. These resolutions are approved or rejected by a vote. The board's resolutions determine how the housing authority will proceed on any matter.

CA

Chartered Accountant

CGA

Certified General Accountant

Charter Of Rights And Freedoms Act

This federal act guarantees that Canadians have a right to equal protection and benefit of law without discrimination.

CMA

Certified Management Accountant

Common-Law Status

A couple who are not legally married and have co-habited as spouses for at least one year.

Competitive Process

A process where more than one individual or group has the opportunity to compete against others. (e.g.: when bidding on a tender)

Competitive Recruitment Process

This process is an open and widely published competition for a position. Qualifications for the position must be clearly defined. Qualifications and availability are the only factors that should be considered in the selection process. Qualifications must not be narrowly defined to preselect a particular individual.

Conflict of Interest

A conflict of interest arises from a situation in which a person's private interests could influence his or her decision or impair his or her ability to act without bias.

Contract

A binding legal agreement between two parties.

Due Care and Diligence

Legally defined as the care that a reasonable person exercises to avoid harm to other persons or their property.

Eligible Applicant

A person that the housing authority has determined is eligible for a housing authority program.

Eligible Expenses

Expenses that are incurred while completing housing authority business. Specific costs are reimbursed by SHC.

Emergency Planning

The process in which key roles and responsibilities are defined in anticipation of an emergency or disaster in order to enhance ability to respond effectively.

Financial Information

Financial information includes items such as bank statements, accounts receivable reports, income statements, cheque reports, and audited financial statements.

Immediate Family

Immediate family includes any or all of the following: a spouse, common-law spouse, child, parent, brother, sister, brother-in-law, sister-in-law, son-in-law, daughter-in-law, father-in-law, and mother-in-law.

In-Camera

In-camera means “in private”. Housing authority staff or other guests are not present at in-camera meetings or an in-camera portion of a meeting.

Ineligible Applicant

A person that the housing authority has determined is not eligible for a housing program.

Invitational Tender

An invitation to bid on a tender for goods or services that is offered only to specific parties.

Liability

Liability means being responsible for debts and financial obligations of a company or organized group.

Manager (General Manager)

The manager is an individual that the board hires as an employee or a contractor to oversee operations.

Ministerial Order

A Ministerial Order is an official written directive from the Minister responsible for the Saskatchewan Housing Corporation (SHC).

Municipal Office/Officials

The municipal office includes:

- elected city, town, or village council members;
- mayors; and
- civic administrators.

If the governing partnership agreement is with a rural municipality, municipal office refers to the reeve and council members.

Net operating target

The financial budget set by Saskatchewan Housing Corporation (SHC).

Nominating Committee

This committee makes recommendations for appointments to a local housing authority board. Its recommendations go to the Minister responsible for the Saskatchewan Housing Corporation (SHC). The committee is made up of representatives from different levels of government.

NSF

Non-sufficient funds. The acronym used by financial institutions when the holder of a chequing account doesn't have enough in their account to fulfill the transaction.

Oath of Confidentiality

Housing authority employees and contractors sign a written declaration that they will not disclose information about any individual, during or after working for the housing authority. Information may only be disclosed if they receive approval from the housing authority.

Officers

The officers of the housing authority board are the chairperson, vice-chairperson, and secretary. Some larger housing authorities may have additional officers.

Official Minutes

The official minutes are the original record of proceedings at board meetings. The recording secretary and the board chairperson or delegate must sign official minutes.

Operations Plan

A document that outlines a housing authority's annual goals and the steps the authority will take to achieve them.

Personal Information

Any information about a person that is not otherwise publicly available.

Personal Injury

Personal injury arises from an event causing death, physical injury, and/or disability. It is an injury that requires medical attention.

Psychological Injury

Psychological injury or mental injury includes a range of cognitive, emotional and behavioural symptoms that interfere with a worker's life and can significantly affect how they feel, think, behave and interact with others.

Portfolio

All assets and properties collectively managed by the housing authority on behalf of SHC

Procurement

The process of obtaining goods and services for housing authority use.

Property Damage or Loss

This refers to a loss or drop in value of any type of property. It includes real property (i.e., buildings), personal property (i.e., clothing), or intangible property (i.e., rights or privileges).

Public Tender

An invitation to bid on a tender for goods or services that is open to the public. For example, a newspaper advertisement or an online listing on SaskTenders.

Purchase Order

A purchase order is a pre-numbered form that is used to buy goods or services for the housing authority.

Quorum

A predetermined number of board members that must be present to make a board meeting's proceedings legal.

Record

Recorded information related to the transaction of business. This includes documents, maps, electronic records, e-mail, drawings, photographs, letters, vouchers, and any other paper records.

Replacement Items

The housing authority must only replace items if they are no longer serviceable at a location.

Risk Management

A process to reduce, eliminate, or prevent the severity, occurrence, or impact of known or possible risks. Risks can include personal injury, psychological injury, and property damage due to fire, crime, abuse or accidents.

SHC Representative

Each housing authority has a designated SHC representative to support their operations. Contact the Board Coordinator if you do not know your SHC Representative.

Social Equality

Social equality means fair access to social and economic opportunities among people of varying personal or economic circumstances.

Suitable

Suitable housing has the required number of bedrooms to meet the needs of the household by age, gender, and relationship based on National Occupancy Standards.

Tendering

A formal process for more than one party to submit a written bid for a required good or service.

The Election Act, 1996

This act specifies the law before, during, and after an election, including:

- workers' right to vote;
- when and where political advertising can be displayed in a publicly-owned building;
- when and how campaigning can be conducted; and
- when and how enumeration can be conducted.

The Freedom Of Information And Protection Of Privacy Act (FOIP)

This act enables any person to apply for access to records held by the government, subject to-certain exemptions. The act also outlines rules for how the government collects and deals with personal information.

The Labour Standards Act

This provincial act specifically addresses:

- payment of wages;
- overtime payment;
- averaging;
- public holidays;
- annual vacations;
- maternity leave, parental leave, adoption leave, bereavement leave;
- termination of employment; and
- pay equity.

The Saskatchewan Employment Act

This act outlines the legislated safety standards and requirements for occupational health and safety in Saskatchewan.

The Saskatchewan Human Rights Code

This code supplements the *Canadian Charter of Rights and Freedoms* with additional protections in Saskatchewan. See section 5.4 Rights and Freedoms above for a specific list.

The Workers' Compensation Act

This act gives employees protection from loss of income associated with work-related injuries. Every employer is required to contribute to the Workers' Compensation Board (WCB). Every employer must follow specific guidelines set by the Board based on type of work and salary levels.

Work Order

A pre-numbered form normally used to identify services that housing authority personnel need to perform.

Workplace Hazardous Materials Information System (Whmis)

WHMIS has four functions:

- legal standard-setting and enforcement;
- workers' compensation;
- accident prevention and education; and
- information and advice.

Chapter

7

Appendices

Chapter 7 | Appendices

7.1 Delegation of Authority Chart

Who is Responsible?				
* - responsible for task/signing A - delegation to this person is possible				
Document or Task	SHC	HA Board	Manager	Other Staff
SHC/HA Management Agreement	*	*		
Hire/Contract a Manager		*		
Hire/Contract other HA positions		*	A	
Recommend a budget to SHC		*		
Approve HA Operating Plan		*		
Supervision of Manager		*		
Supervision of staff or contract positions			*	
Approval/Recommendation of financial statements to SHC		*		
Release of information under *Freedom of Information and Protection of Privacy Act*	*	A	A	
Recommend write-offs to SHC		*		
HA Insurance	*			
Contact with media		*	A	
HA Request to SHC for legal counsel		*		
Ministerial Orders	*			
Recommendation to SHC to change rents		*		
Authorization of board minutes		*		
Large Housing Authorities				
Approve/Sign contracts:				
$50,000 and over		*		
$2,500 to $49,999		*	A	
Under $2,500		*	A	A
Approve bank signing authority for payment vouchers and cheques		*	A	
Small Housing Authorities				
Approve/Sign contracts:				
$50,000 and over		*	A	
$2,500 to $49,999		*	A	
Under $2,500		*	A	
Approve bank signing authority for payment vouchers and cheques		*		

For tasks with both * and A:

Two signatures/authorizations are required
Role with * is required to sign/authorize
(no delegation required if two people in * role are available)
Role with A can be delegated to sign/authorize

7.2 Sample Management Agreement

Housing Authority Management Agreement

THIS AGREEMENT made this ___ day of _____, 20__.

BETWEEN:

SASKATCHEWAN HOUSING CORPORATION, a Crown corporation constituted pursuant to *The Saskatchewan Housing Corporation Act*, having its head office in the City of Regina, in the Province of Saskatchewan ("SHC")

- and -

_____**HOUSING AUTHORITY**, a corporate body constituted by Ministerial Order pursuant to *The Saskatchewan Housing Corporation Act* (the "Housing Authority")

WHEREAS SHC is responsible for making arrangements with respect to the effective delivery of housing programs for individuals in need and the effective management of housing projects, and for this purpose has agreed to turn the management of certain housing programs and housing projects over to the Housing Authority;

AND WHEREAS the parties wish to enter into this Agreement to confirm their respective rights and obligations with respect to the housing programs and housing projects;

NOW, THEREFORE, the parties agree as follows:

APPOINTMENT OF HOUSING AUTHORITY

Appointment of Housing Authority

SHC appoints the Housing Authority to

(i) manage and deliver the Housing Programs developed by SHC and identified in the Housing Program Schedule attached and marked as Exhibit "A" (the "Housing Programs") and

(ii) manage the Housing Projects identified in the Housing Project Schedule attached and marked as Schedule "B" (the "Housing Projects"),

on behalf of and in the best interests of SHC for the purpose of:

(i) improving the quality of life for Saskatchewan residents;

(ii) improving social equity for Saskatchewan residents; and

(iii) providing safe and adequate shelter and related services for Saskatchewan residents.

SAMPLE

Acceptance of Management Responsibilities

The Housing Authority accepts its appointment set forth in section 1.1 and, to the extent of funds made available by SHC, agrees to provide services on behalf of SHC to implement, administer, manage, operate and maintain the Housing Programs and Housing Projects. The Housing Authority shall perform its services in a faithful, diligent, lawful and professional manner and in the best interests of SHC, in accordance with the terms and conditions of this Agreement and the applicable SHC policies, procedures and directions specified from time to time by SHC.

Termination of Prior Agreements

This Agreement supercedes and replaces any prior agreements between the parties relating to the management of the Housing Programs and Housing Projects, from and after the date of this Agreement. Any accrued claims which arose before the replacement of such prior agreements and any other rights and obligations which survive termination or expiration of such prior agreements, shall continue to be governed by the terms of such prior agreements.

Operation of Housing Authority

As required by *The Saskatchewan Housing Corporation Act*, the Housing Authority shall comply with all policies established by SHC respecting the manner in which the Housing Authority is to conduct its affairs, including its financial affairs, and carry out its duties. The Housing Authority shall make any reports and returns that may be required by SHC.

Limitations on Housing Authority

The Housing Authority shall not take any action, expend any sum, make any decision, give any consent, approval or authorization or incur any obligation on behalf of SHC with respect to any of the following matters unless and until such matter has been first approved in writing by SHC:

(a) on account of any SHC program or service, except in accordance with the applicable program policy or other relevant terms, conditions or standards approved by SHC;

(b) placing or permitting to be placed any mortgage, charge, lien or encumbrance on, against or in respect of the Housing Projects (or any part thereof);

(c) selling, offering for sale or otherwise disposing of the Housing Projects (or any part thereof);

(d) construction of any improvements or the making of any capital improvements, significant repairs, alterations, or changes in, to or of the Housing Projects except as may be authorized in a budget approved by SHC, or otherwise expressly delegated in writing to the Housing Authority by SHC;

SAMPLE

(e) making any expenditure or incurring any obligation which, when added to the other expenditures for the fiscal year, results in the Housing Authority exceeding its total approved annual budget; or

(f) entering into any significant contract in reference to the Housing Programs or Housing Projects where the Housing Authority assumes any liability or obligation for a period longer than one year.

Except for the management services on behalf of SHC contemplated by this Agreement, the Housing Authority shall not carry on or undertaken any business, operations or activities on its own behalf or on behalf of others, without the prior written consent of SHC.

Housing Authority Personnel

Any employee or independent contractor retained by the Housing Authority for the purpose of performing its services pursuant to this Agreement shall be retained by the Housing Authority on its own behalf and in its own name. Nothing contained in this Agreement shall create any contractual relationship between SHC and any independent contractor retained by the Housing Authority nor an employment relationship between SHC and any employee of the Housing Authority. The parties acknowledge and agree that SHC is not a joint or co-employer of any employee retained by the Housing Authority.

Confidential Information

All data and information generated or collected by or for the Housing Authority in connection with the Housing Programs or Housing Projects including all tenant information, drawings, plans, books, records, contracts, agreements and all other documents and writings in its possession relating to its services (collectively, the "Confidential Information") shall at all times be the property of SHC. The Housing Authority shall protect, manage and use the Confidential Information and provide SHC with access to the Confidential Information in accordance with the policies, procedures and directions prescribed by SHC from time to time.

Property of SHC

All property received by the Housing Authority pursuant to this Agreement or otherwise acquired by the Housing Authority either from SHC or with Trust Money (as defined below) (collectively, the "Property") shall be held by the Housing Authority for the account of SHC and shall at all times be the exclusive property of SHC. The Housing Authority shall have the right to use any Property for the purpose of carrying out its duties under this Agreement and shall keep the Property which is tangible capital property in good working order and repair.

Non-Arms Length Contracts

It is the intention of SHC and the Housing Authority that all material, labour and services supplied in respect of the Housing Projects or Housing Programs be competitive as to cost and terms. Therefore, the Housing Authority shall not negotiate, enter into or maintain any

SAMPLE

contract or other arrangement with any person who is not at arms length with the Housing Authority or any member of the Housing Authority, for the supply of material, labour or services in respect of the Housing Projects or Housing Programs, without the consent of SHC to such contract or other arrangement.

FINANCIAL MATTERS

Annual Budgets

Each year during its appointment as manager pursuant to this Agreement, the Housing Authority shall prepare and submit to SHC for its consideration and approval a budget in respect to the following fiscal year, at such time and in such form and containing such information as SHC may from time to time require. No budget shall be implemented or amended by the Housing Authority until approved by SHC. Where a budget or amended budget of the Housing Authority has been approved by SHC in respect of any fiscal year, the Housing Authority shall not in that fiscal year pay, incur, contract or become liable for an expenditure in excess of such approved budget or amended budget without the prior approval in writing of SHC.

Trust Money

All monies received by the Housing Authority on account of rents and other revenues derived from the Housing Projects, accountable advances received from SHC and any other revenue relating to the Housing Programs or Housing Projects (collectively, the "Trust Money") shall be deemed to be held in trust by the Housing Authority for SHC and shall be used by the Housing Authority solely for the purpose of and to the extent authorized by SHC.

Management of Trust Money

The Housing Authority will comply with any applicable requirements prescribed by SHC from time to time regarding the management and expenditure of any Trust Money in the Housing Authority's possession.

Reimbursable Expenses

All expenses incurred by the Housing Authority in performing its management services pursuant to this Agreement shall be reimbursed by SHC at the Housing Authority's net cost, provided that such expenses are incurred in accordance with budgets approved by SHC from time to time. All such expenses shall be reimbursed in accordance with SHC's applicable policies and procedures. SHC shall receive the benefit of all rebates, commissions, discounts and allowances. The Housing Authority shall not be entitled to any other compensation from SHC for its services under this Agreement.

SAMPLE

Accounting

The Housing Authority shall keep and maintain full, detailed and proper records regarding all financial transactions involved in the management and operation of the Housing Programs and Housing Projects and shall provide SHC with such statements and reports required by SHC from time to time, in a form and at times required by SHC. All such records shall be made available to SHC and SHC's auditors or other designated representatives at reasonable times whenever requested.

Financial Statements

The Housing Authority shall provide to SHC, unaudited monthly financial statements and audited annual financial statements, as and when required by SHC and in such form and showing such details of the Housing Authority's financial position and all revenues and expenditures, as SHC may prescribe.

TERM AND TERMINATION

Term of Services

The Housing Authority shall assume its responsibilities as manager of the Housing Programs and Housing Projects effective as of such date as the parties may agree. Thereafter, the Housing Authority shall continue as manager pursuant to this Agreement until its services are terminated by either party giving at least 30 days' prior written notice to the other party.

Default and Termination

If the Housing Authority fails to duly perform and carry out any of its obligations as manager of the Housing Programs or Housing Projects in accordance with the requirements of this Agreement or otherwise in accordance with the applicable SHC policies, procedures or directions specified by SHC from time to time, SHC may give written notice (the "Notice of Complaint") to the Housing Authority specifying in reasonable detail the matter complained of. If within 30 days of receipt of any Notice of Complaint the Housing Authority fails to remedy the matter complained of in a reasonable manner, or fails to take reasonable steps to so remedy and give reasonable assurances to SHC that such matter will be remedied or rectified within a reasonable period of time, SHC may, notwithstanding any other provision of this Agreement:

(a) exclude any specified Housing Programs or Housing Projects from the scope and operation of this Agreement, by giving a written notice to the Housing Authority to that effect;

(b) reduce the scope of the Housing Authority's duties and responsibilities under this Agreement, by giving a written notice to the Housing Authority to that effect; and/or

SAMPLE

(c) immediately terminate the appointment of the Housing Authority as manager pursuant to this Agreement, by giving a written notice to the Housing Authority to that effect.

Delivery of Property to SHC

The Housing Authority shall immediately after the effective date of termination of its appointment as manager pursuant to this Agreement for any reason whatsoever, deliver to SHC all:

(a) records and documents including, without limitation, all plans, reports and contracts, all leases with tenants, all books of account maintained in accordance with the provisions of this Agreement and all other Confidential Information;

(b) Property acquired for the benefit of SHC pursuant to this Agreement; and

(c) Trust Money held by the Housing Authority for SHC pursuant to this Agreement;

in the possession or control of the Housing Authority and that relate to the Housing Programs or Housing Projects, as the case may be.

Duties Arising from Termination

On termination of the Housing Authority's appointment as manager pursuant to this Agreement for any reason whatsoever, SHC shall:

(a) assume any contracts entered into by the Housing Authority relating to the management or operation of the Housing Programs and/or Housing Projects if such contracts have been entered into in accordance with the provisions of this Agreement and indemnify the Housing Authority against any liability by reason of anything done or required to be done under any such contracts after the termination of this Agreement; and

(b) provide sufficient financial assistance to the Housing Authority as may be reasonably necessary to enable the Housing Authority to wind up its operations pursuant to this Agreement in an orderly fashion and to discharge all of its legitimate debts and liabilities incurred in the ordinary course of business in respect of the matters relating to this Agreement including, without limitation, all amounts due on account of the termination of commitments made to third parties or the Housing Authority's employees engaged in activities relating to this Agreement.

SAMPLE

MISCELLANEOUS

Amendments to Schedules

SHC shall have the right to amend the Housing Program Schedule and/or the Housing Project Schedule and add or remove Housing Programs and Housing Projects to the applicable Schedule, by giving written notice to the Housing Authority of the required amendments to the applicable Schedule.

Indemnity by SHC

SHC agrees to indemnify and save the Housing Authority, its agents, members and employees harmless from any action, cause of action, suit, debt, cost, expense, claim or demand whatsoever, at law or in equity, arising out of, resulting from or attributable to the performance by the Housing Authority of any of its obligations under this Agreement, but the indemnity provided under this section shall not extend to any wrongful act or neglect of the Housing Authority or of its agents, members or employees and shall not extend to any action taken by the Housing Authority outside the provisions of this Agreement.

No Assignment

The Housing Authority shall not assign this Agreement or any interest in this Agreement without the prior written consent of SHC.

Notices

Whenever in this Agreement it is required or permitted that notice or demand or requests be given by one of the parties to the other, such notice or demand or request shall be deemed sufficiently given if in writing and served personally upon the chairperson of the party (or his or her designate) or forwarded by prepaid registered mail addressed as follows:

To the Housing Authority at:
_____,
Saskatchewan

To SHC at:
11th Floor – 1920 Broad St.
Regina, Saskatchewan S4P 3V7

or to such other address as any party may give to the other in writing.

Any such notice, demand or request shall be conclusively deemed to have been given on the day n which it is delivered or if mailed, then on the second business day following the day of mailing, as the case may be.

SAMPLE

Governing Laws

This Agreement shall be construed in accordance with and be governed by the laws of the Province of Saskatchewan.

IN WITNESS WHEREOF the parties have executed this Agreement as of the day and year first above written.

	SASKATCHEWAN HOUSING CORPORATION Per:_____ Per:_____
	_____ **HOUSING AUTHORITY** Per:_____ Per:_____

SAMPLE

7.3 Sample Ministerial Order

Ministerial Order No. 058/57

Section 18 of The Saskatchewan Housing Corporation Act, 1973, provides that:

"18. (1) For the purpose of carrying out agreements entered into pursuant to Sections 17 or 26, the Minister may, by Order:

a) Incorporate bodies with no share capital as public housing authorities, consisting of such number of persons as he determines;

b) Vest in a public housing authority any powers, functions, and duties he considers necessary or advisable to carry out any agreement and, without limiting the generality of the foregoing, including the power to acquire, operate and maintain public housing projects and housing accommodation.

(2) The Minister shall:

a) Appoint members of each public housing authority incorporated under Clause (a) (of Subsection I):

b) Fix the term of office of members of each public housing authority;

c) For each public housing authority, designate one of its members to be the Chairman of the Authority and one other member to be the Vice-Chairman of the Authority.

(3) The Minister may fix the amount of remuneration and travelling and other expenses to be paid to the members of public housing authorities.

(4) The amounts paid under Subsection (3) in respect of the members of a public housing authority shall be chargeable to the housing projects of that public housing authority.

(5) A Housing Authority shall make such reports and returns as may be prescribed by the Corporation."

AND WHEREAS agreements have been entered into between Canada Mortgage and Housing Corporation, The Province of Saskatchewan, and the Village of XXXXXXXXX for the purpose of acquiring land and constructing thereon six units of housing for sale or lease;

AND WHEREAS it is deemed desirable to incorporate the XXXXXXXXXX Housing Authority which will assume responsibility for the operation and management of the aforesaid housing units;

SAMPLE

NOW THEREFORE WITNESS THAT I do hereby order the incorporation of the XXXXXXXXX Housing Authority, a body corporate with no share capital and that the following be and hereby appointed members thereof for terms commencing with the date of this Order:

Members	**Terms**
Mrs. A. Brown	3 years
Mr. B. Green	3 years
Ms. C. Violet	3 years
Ms. D. Scarlet	2 years
Mr. E. Black	2 years

AND THAT Mrs. A. Brown be appointed Chairman of the aforesaid Housing Authority.

SAMPLE

7.4 Sample Operations Plan

YEAR ____ OPERATIONS PLAN _____ HOUSING AUTHORITY

	Board - Governance	Manager – Operations (Program Delivery & Asset Management)
January		
February		

BM – Board Policy Manual OM – Operations Policy Manual TM – Tenant Programs Policy Manual

Page 1 of 6
S-05 Iss: 05/10

SAMPLE

	Board - Governance	Manager – Operations (Program Delivery & Asset Management)
March		
April		

SAMPLE

	Board - Governance	Manager – Operations (Program Delivery & Asset Management)
May		
June		

SAMPLE

	Board - Governance	Manager – Operations (Program Delivery & Asset Management)
July		
August		
Sept		

SAMPLE

	Board - Governance	Manager – Operations (Program Delivery & Asset Management)
October		
November		

SAMPLE

	Board - Governance	Manager – Operations (Program Delivery & Asset Management)
December		

The _____ Housing Authority has reviewed and approved this document as their Operations Plan.

Board Chairperson Signature: _____

Date Adopted: _____

SAMPLE

7.5 Sample Board Meeting Workbook

_____ Housing Authority

_____ Meeting Date

SASKATCHEWAN HOUSING AUTHORITIES
BOARD MEETING
WORKBOOK

SAMPLE

Mission Statement:

"The local housing authority board has been entrusted to manage and maintain in good condition the housing projects which have been assigned to the authority in order to provide adequate, suitable, and affordable housing for the benefit of low income seniors, families, the disabled and any other individual in their communities."

This workbook provides an easy to follow meeting agenda and a complete format for recording board minutes.

Return the designated copy of these minutes to your Regional Housing Operations office as soon as possible after your board meeting. Please remember to **complete all the relevant sections** within this workbook.

A copy of the Housing Authority Manager's report should be attached when sending these minutes to the Regional Housing Operations office. (The reports provided by Regional Housing Operations do not need to be returned with these minutes, but are kept with the Housing Authority's records.)

A quorum of the board must meet as often as required to manage the housing authority's affairs and handle its business. The chairperson must call emergency meetings as necessary. Board members may call a special meeting without the approval of the chairperson if at least one-third of the board members feel this is necessary.

WHITE COPY – HOUSING AUTHORITY MINUTE BOOK

YELLOW COPY – REGIONAL HOUSING AUTHORITY

29978

S-01 Rev: 01/16

Board Meeting

_____ **Housing Authority** **Meeting #:** _____

Date and Time: _____ **Location:** _____

Attendance: _____ _____
_____ _____
_____ _____

1) **Call or Order by:** _____

2) **Agenda – Additions / Deletions:**

Motion to adopt agenda:

Moved by: _____; Seconded by: _____; Carried.

3) **Minutes of Previous Meeting were read or dispersed:**

Amendments to Minutes: _____

Errors/Omissions: _____

Motion to approve minutes of the _____ meeting:

Moved by: _____; Seconded by: _____; Carried.

4) **Business arising from minutes:**

_____
_____
_____
_____

5) **Correspondence: (As recorded)**

_____
_____
_____
_____
_____

Motion to accept and file correspondence:

Moved by: _____; Seconded by: _____; Carried.

6) **Manager's Report:** [Written report to be attached]

Financial

Motion to approve SHN Payment by Vendor Report provided by Regional Housing Operations for the month ending _____ in the amount of $ _____ or approve payables in the amount of $ _____ as listed in the Manager's Report.

Moved by: _____; Seconded by: _____; Carried.

Income Operating Statement:

Motion to approve the SHN Income Statement for the month ending _____

Moved by: _____; Seconded by: _____; Carried.

SAMPLE

Accounts Receivable: Action to be taken

_____

_____

Motion to approve the Tenant Aging Report as of (date): _____

Moved by: _____; Seconded by: _____; Carried.

Vacant Units: Action to be taken

_____

_____

Motion to approve the SHN Vacancy by Project Report as of (date): _____

Moved by: _____; Seconded by: _____; Carried.

Applications and Tenant Placements:
Applications approved / units allocated (as listed).

_____

_____

Applications Declined: _____

Moved by: _____; Seconded by: _____; Carried.

Maintenance/M&I Report (Parent Work Order Report):
Motion to award contract(s), initiate further action(s) as listed:

_____

_____

_____

Moved by: _____; Seconded by: _____; Carried.

Tenant Programs and/or Tenant Issues:

_____

_____

General Housing Operations / Risk Management / Operations Plan: (Update / Revisions to Plan)

_____

_____

Motion to accept Manager's Report as presented and attached:

Moved by: _____; Seconded by: _____; Carried.

7) New Business:

_____

_____

_____

8) Next Meeting Date: _____ at _____ (time)

9) Meeting Adjourned by: _____ at _____ (time)

Authorization of Minutes: Chairperson _____ **AND/OR Secretary**_____

SAMPLE

Housing Authority Meeting
Board Agenda

Standard Agenda Format

1) Call to Order - Chairperson or Vice-chairperson

2) Adoption of Agenda

3) Minutes of Previous Meeting
- Errors or Omissions:

4) Business Arising from Minutes

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-

5) Correspondence

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6) Manager's Report
- Financial: Accounts Payable, Income Statement, Accounts Receivable
- Vacant Units
- Applications and Tenant Placements
- Maintenance / M&I Report
- Tenant Programs and/or Tenant Issues
- General Operations / Risk Management/ Operations Plan Review – Updates / Revisions to Plan
  Proposed Amendments

7) New Business

-

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-

-

8) Next Board Meeting

Date: _____ Location: _____

9) Meeting Adjournment

SAMPLE

Additional notes:

SAMPLE