

**TORONTO SENIORS HOUSING CORPORATION**

**Board of Directors Meeting Package**

**Date:** April 28, 2022

**Time:** 8:30 A.M. – 11:30 A.M.

**Location:** WebEx

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**Toronto Seniors Housing Corporation  
BOARD OF DIRECTORS MEETING AGENDA**

**Date: Thursday, April 28, 2022**

**Time: 8:30AM-11:30AM**

**Location: Webex & Livestream**

**AGENDA**

	Time	Description	Action	Supporting Documents	Presenter
1.	8:30 2 min	Chair's Remarks	Information	N/A	Lawrence D'Souza, Board Vice Chair
2.	8:32 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Vice Chair
3.	8:33 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Vice Chair
4.	8:34 1 min	Approval of Public Meeting Minutes of March 31, 2022	Approval	Minutes of the Meeting Held on March 31, 2022	Vice Chair
5.	8:35 1 min	Approval of Closed Meeting Minutes of March 31, 2022	Approval	Minutes of the Closed Session Meeting Held on March 31 2022	Vice Chair
6.	8:36 5 min	Matters arising – Action Items	Information	Action Items List	Vice Chair
7.	8:41 1 min	Motion to move into Closed Session	Approval	N/A	Vice Chair
8.	8:42 1 min	Approval of Closed Session agenda	Approval	Closed Session Agenda	Vice Chair
9.	8:43 10min		Information	N/A	Norman Rees

## Toronto Seniors Housing Corporation

10	8:53 10min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	N/A	Councillor Ainslie
11	9:03 10min		Approval	N/A	Michael Sherar
12	9:13 15min		Information	N/A	Linda Jackson
13	9:28 15min		Approval	N/A	Councillor Ainslie
14	9:43 1min	Motion to move into public session	Approval	N/A	Vice Chair
15	9:44 2min	Motion to approve Closed Session Decisions	Approval	N/A	Vice Chair
16	9:46 10min	Transitional Lead's Report	Information	Verbal Report	Michael Sherar
17	9:56 5min	Corporate Governance and Human Resources Committee Report (from April 11 meeting)	Information	Verbal Report	Councillor Ainslie
18	10:01 15min	Governance Policies: a. Board of Directors	Approval	Board Report Policies a) to e)	Michael Sherar



## Toronto Seniors Housing Corporation

		Reimbursement Policy b. Whistleblower Policy c. Director Education and Board Development Policy d. External Directorship Policy e. Conflict of Interest Policy			
19	10:16 5min	Quality & Tenant Engagement Committee report (from April 12 meeting)	Information	Verbal Report	Linda Jackson
20	10:21 5 min	Integrated Service Model (ISM) Annual Report	Information	<ul style="list-style-type: none"> <li>• Board Report</li> <li>• 2021 ISM Annual Program Report</li> </ul>	Linda Jackson
21	10:26 15min	TSHC Recommended Tenant Facing Policies and amendments to Tenant Charter <ul style="list-style-type: none"> <li>• Tenant Charter</li> <li>• Absence from Unit</li> <li>• Eviction Prevention Policy for Non-payment of Rent (Arrears)</li> <li>• Eviction for Cause</li> </ul>	Approvals	<ul style="list-style-type: none"> <li>• Board Report</li> <li>• Tenant Facing Policies</li> </ul>	Linda Jackson

		<ul style="list-style-type: none"> <li>• Vulnerability Definition Policy</li> <li>• Human Rights, Harassment and Fair Access Policy</li> <li>• Parking Policy</li> <li>• Relocation Policy</li> <li>• Visitor and Guest Policy</li> <li>• Non-Residential Use of Space Policy for Tenants and Tenant-led Groups</li> <li>• Non-Residential Use of Space Policy for Agencies</li> <li>• Tenant Representative Code of Conduct</li> <li>• Roles and Responsibilities for Tenant Representative</li> <li>• Removal of a Tenant Representative</li> <li>• Distribution of Tenant Council Funds</li> </ul>			
22	10:41 10min	Communications & Engagement Report	Information	<ul style="list-style-type: none"> <li>• Board Report</li> <li>• Communications &amp; Stakeholder</li> </ul>	Arlene Howells

## Toronto Seniors Housing Corporation

				Engagement Update	
23.	10:51 15min	Finance Update  a. External Auditor Recommendation to the City of Toronto  b. TSHC Financial Planning- Financial Results through March 31, 2022  c. Appointment of Officer and Banking Delegation of Authority	Approval   Information   Approval	Board Report  • Board Report • Statement of Operations • Statement of Financial Position  Board Report	Norman Rees
24	11:06 10min	TSHC Transition Status and Risk Report	Information	Board Report • Project Status & Risk Report	Mary Tate
25	11:16	Adjournment	Approval	N/A	Vice Chair

## **Board of Directors**

### **Toronto Senior Housing Corporation**

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on March 31, 2022 at 8:30 a.m. (EDT) via video conference. The meeting was live streamed on YouTube and subsequently posted to the City's [website for TSHC](#).

#### **Directors in Attendance:**

Lawrence D’Souza – Vice Chair  
Councillor Paul Ainslie  
Councillor Paula Fletcher  
Linda Jackson  
Warren Law  
Carrie MacNeil  
Jim Meeks  
Brenda Parris  
Paul Johnson, City of Toronto, Ex-Officio

#### **TSHC representatives present:**

Michael Sherar, *Interim Transitional Lead and Chief Corporate Officer*  
Rajni Vaidyaraj, *Interim Executive Assistant*  
Mary Tate, *Interim Project Management Lead*  
Helena Ferreira, *Interim Human Resources Lead*  
Norman Rees, *Interim Financial Lead*  
Arlene Howells, *Interim Communications and Stakeholder Relations Lead*

Phelps Group representatives present:

Fareed Amin,  
Jayson Phelps,

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*

## **CONSTITUTION AND NOTICE OF MEETING**

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Mr. D’Souza served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

All the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

## **ITEM 1: CHAIR’S REMARKS**

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The Chair welcomed everyone to the fourth Board meeting of 2022 and stated that the meeting was being live streamed on YouTube. The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13.

The Chair informed that good work is being conducted to be fully transitions on June 1, 2022 and thanked the interim transitional team for assisting in

propelling the transition. Finally, he stated that there were no deputation requests.

**ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA**

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The Chair tabled the agenda for the meeting.

*Motion carried*      **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously, **IT WAS RESOLVED THAT** the public meeting agenda is hereby approved.

**ITEM 3: CHAIR'S POLL RE: CONFLICT OF INTEREST**

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The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any public agenda item.

**No conflicts were declared.**

**ITEM 4      APPROVAL OF PUBLIC MEETING MINUTES OF FEBRUARY 23, 2022**

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The Chair tabled the minutes of the public meeting held on February 23, 2022 and asked that they be taken as read.

*Motion carried*      **UPON MOTION**, duly made by Councillor Ainslie and seconded by Ms. Jackson and unanimously, **IT WAS RESOLVED THAT** the public meeting minutes of February 23, 2022, as tabled, are hereby approved.

**ITEM 5: APPROVAL OF CLOSED SESSION MEETING MINUTES OF  
FEBRUARY 23, 2022**

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The Chair tabled the minutes of the closed session meeting held on February 23, 2022 and asked that they be taken as read.

*Motion carried*      **UPON MOTION**, duly made by Ms. MacNeil, and seconded by Mr. Law. and unanimously, **IT WAS RESOLVED THAT** the closed session meeting minutes of February 23, 2022, as tabled, are hereby approved.

**ITEMS 6-13: CLOSED SESSION**

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*Motion carried*      **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously, **IT WAS RESOLVED THAT** the Board move into a closed session.

**ITEM 14: MOTION TO APPROVE CLOSED SESSION DECISION**

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**a) Appointment of President and Chief Executive Officer (“CEO”)**

*Motion carried*      **UPON MOTION**, duly made by Councillor Ainslie and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors receive the report and:

1. Appoint the Candidate identified in Attachment 1 to this Report to the position of CEO of Toronto Seniors Housing Corporation (“TSHC”), effective the (date

identified therein), in accordance with the terms and conditions of the Employment Agreement set out in Attachment 2 to this Report;

2. Authorize the Vice Chair (or his designate) to take all actions and execute all necessary documents, on behalf of Seniors Housing Corporation, to implement the above recommendations; and
3. That following Board approval and candidate signature, staff will fulfill the direction from City Council to provide Council with the relevant information as to the TSHC Board's appointment of the CEO.

**b) Ratification of Memorandum of Agreement ("MOA") with CUPE Local 79**

*Motion  
carried*

**UPON MOTION**, duly made by Mr. Meeks and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Directors receive the report and:

1. Ratify and approve the MOA between TSHC, TCHC, and CUPE Local 79, to affect a new Collective Agreement between TSHC and CUPE Local 79; and
2. Authorize the appropriate staff to take all necessary actions identified as agreed in the MOA, including the notification of ratification by the board to the other two parties to this MOA as soon as possible, and execute all necessary documents to implement the above recommendation.

**c) Approval of Corporate Human Resources Policies – Leaves and Fair Wage**

*Motion*



*carried* **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the following policies:

- Bereavement Leave
- Maternity and Parental Leave
- Citizenship Leave
- Religious Leave
- Compassionate Care Leave
- Secondment Leave
- Discretionary Leave
- Voluntary Leave
- Earned Deferred Leave
- Vacation
- Fair Wage Policy

**d) Approval of Transition Agreement Term Sheet**

*Motion carried* **UPON MOTION**, duly made by Ms. Parris and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the Term Sheet for the Transition Agreement with Toronto Community Housing Corporation and authorize the Interim Transitional Lead or permanent CEO to negotiate the Transition Agreement with TCHC on behalf of TSHC. The final agreement will return to the Board for approval prior to execution.

**e) Approval of Services Delivery Agreement Term Sheet**

*Motion Carried* **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED**

**THAT** the Board of Directors approve the Term Sheet for the Services Delivery Agreement with Toronto Community Housing Corporation and authorize the Interim Transitional Lead or permanent CEO to negotiate the Services Delivery Agreement with TCHC on behalf of TSHC. The final agreement will return to the Board for approval prior to execution

**f) Approval of Operating Agreement and Funding Model**

*Motion carried*      **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors receive, for information purposes, the alternative approach to and Operating Agreement with the City of Toronto (as Housing Manager) during the transition period. Further, that the Board of Directors receive, for information purposes, the approach to subsidy calculation provided by the City of Toronto

**ITEM 15:      MATTERS ARISING – ACTION ITEMS**

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The Chair reviewed the matters arising action items list. He reviewed the outstanding items and asked for an update on each beginning with Item 4 from the June 30, 2021 meeting regarding a list of tenant representatives. Mr. Sherar indicated that this item will be provided after the transition has occurred on June 1, 2022 because of the privacy issues surrounding supplying the names of the tenant representatives. He proceeded to Items 14 and 15 regarding access to recreational activities and membership consistency issues which Mr. Johnson undertook to follow up with STAC and bring information back to the Board. He proceeded to Items 28 regarding salary scale and position summary which is still in progress and Item 29 regarding the City's

input regarding TSHC Conflict of Interest policy which Mr. Sherar indicated the City had suggested minor changes which will be considered by the Corporate Governance and Human Resources Committee.

**ITEM 16: TRANSITIONAL LEAD'S REPORT**

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At the invitation of the Chair, Mr. Sherar provided a verbal update. He reviewed the achievements thus far including setting in place key agreements and term sheets with TCHC, the CEO appointment and the ratification of the Local 79 MOA.

He thanked the transition team and its partners at TCHC, including Jag Sharma for the work being done to successfully transition over to the TSHC.

He noted that it will take time for the new CEO to have a leadership team in place but that the work of the transition team completed to date and planning next steps will ensure that the continuity of leadership is in place to support the new CEO and his team to be successful when TSHC takes over full responsibilities post June 1, 2022

**ITEM 17: QUALITY & TENANT ENGAGEMENT COMMITTEE REPORT**

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At the invitation of the Chair, Ms. Jackson and Ms. Howells provided an update. Ms. Jackson indicated that the Quality & Tenant Engagement ("QTE") committee met to review items for recommended approval of the Board.

b) Ms. Jackson provided an overview of report (BD: 2022-31) and noted that all changes were incorporated in the Terms of Reference

*Motion*            **UPON MOTION**, duly made by Ms. Jackson and seconded by  
*Carried*            Ms. MacNeil and unanimously carried, **IT WAS RESOLVED**  
**THAT** the Board of Directors approve and adopt the Terms of  
Reference for the Quality and Tenant Engagement Committee  
with the changes approved at the Board Committee meeting  
on March 8, 2022.

c) Ms. Howells provided an overview of informational report (BD: 2022-32) pertaining to the focus group engagement and tenant survey. She indicated that Maureen Clohessy partnered with the QTE committee and focus group. She reviewed the key themes identified in the survey surrounding health and wellness because of the COVID-19 pandemic, assistance for tenants when preparing for maintenance services to be completed, for example, pest control and the displacement of tenants, consistency of staffing for security purposes and information contained in written literature in other languages as English is not the first language of many tenants.

**ITEM 18:    CORPORATE    GOVERNANCE    AND    HUMAN    RESOURCES  
COMMITTEE REPORT**

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At the invitation of the Chair, Councilor Ainslie provided an overview of report (BD: 2022-33) and indicated there are two policies to be recommended for approval.

*Motion*            **UPON MOTION**, duly made by Councilor Ainslie and seconded  
*Carried*            by Mr. Law and unanimously carried, **IT WAS RESOLVED THAT**  
the Board of Directors approve and adopt the Board Code of  
Ethics and Conduct Policy and Board of Directors Meeting  
Procedures Policy, and sunset the existing Interim Deputations  
Policy

**ITEM 19: REPORT FROM THE AUDIT, FINANCE AND RISK COMMITTEE**

---

The Chair provided a verbal report noting that the AFR committee held its first virtual meeting on March 14, 2022 and noted that Mr. Rees will bring to the committee some policy approvals in May 2022. He indicated that the policies will be similar to TCHC policies. He indicated that the rental revenue (including the City subsidy) will flow from TCHC to TSHC after the transition after deductions for building operational costs.

**ITEM 20: FINANCIAL PLANNING – FINANCIAL RESULTS THROUGH  
FEBRUARY 28, 2022**

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At the invitation of the Chair, Mr. Rees provided an update noting that TSHC is in the process of determining the HST status of the new corporation. He indicated that TSHC had received half of the \$2.8 million for the period from January 1 2022 to May 31 2022 from the City in January and the second payment is scheduled to be provided in April 2022.

**ITEM 21: TSHC TRANSITION STATUS AND RISK REPORT**

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At the invitation of the Chair, Ms. Tate reviewed the status report indicating that there are currently no items in red and that there are some manageable delays. She reviewed the planning process for April and May 2022.

**ITEM 29 TERMINATION**

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*Motion  
carried*

**UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 10:50 a.m. (EDT).

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Lawrence D'Souza, Interim  
Chair, Board of Directors

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Monique Hutchins, Secretary

## TORONTO SENIOR HOUSING CORPORATION

### Action Items List

As at April 28, 2022

	<b><u>MEETING ARISING FROM</u></b>	<b><u>DESCRIPTION</u></b>	<b><u>RESP.</u></b>	<b><u>STATUS</u></b>
1.	June 30, 2021	Chair to work with Transitional Lead and Chief Corporate Officer and City staff to amend as necessary and implement the preliminary workplan and re-submit for review by the Board	Maureen	Completed
2.	June 30, 2021	Create initial understanding of Board Committee structure and Board policies	Maureen	Completed
3.	June 30, 2021	What are the current processes for tenant engagement? Board needs to understand before shaping.	Maureen	Completed
4.	June 30, 2021	TCHC have some elected tenants, so need list of current tenants elect and where there are missing positions.	Maureen	Pending transition
5.	June 30, 2021	Concern over not meeting until September 28, 2021 therefore meet to engage with senior tenants during summer?	Maureen	Completed
6.	August 11, 2021	Provide detailed budget and capital plan for 83 buildings moving to TSHC	MS	Completed
7.	September 28, 2021	N/A		
8.	October 27, 2021	Provide list of outstanding tenant issues sent to TCHC and raised by deputant Mr. Bill Lohman to Mr. Jim Meeks	MS	Completed
9.	November 23, 2021	Add page number references in the agenda	Monique	Completed
10.	November 23, 2021	Board reports to include perceived risks and proposed mitigation	MS	Completed
11.	November 23, 2021	Revise Joint Transitional Workgroup composition to include one tenant representative from each corporation	Maureen and MS	Completed
12.	November 23, 2021	Amend Principles in Report BD:2021-29 to include tenants input on areas of the joint transition workplan excluding confidential Board matters	Maureen	Completed

## Toronto Seniors Housing Corporation

13.	November 23, 2021	Circulate Mr. Bill Lohman and Ms. Janet McLeod's written deputation to the Board	Rajni	Completed
14.	December 14, 2021	Inquire about the concerns surrounding access to recreational activities	Mr. Johnson	Completed
15.	December 14, 2021	Discuss the membership consistency issue with the seniors service team and senior housing unit within TCHC and report back with a presentation on various issues	Mr. Johnson	
16.	December 14, 2021	To replace the term "elected tenant leaders" with "building representatives" on the tenant input plan for transition	Ms. Howells	Completed
17.	December 14, 2021	City Council be advised of the candidate profile and salary range for CEO	MS	Completed
18.	December 14, 2021	To begin preliminary negotiations with TCHC on the functional service delivery agreement that will outline the terms under which TSHC will purchase services from TCHC	MS	Completed
19.	December 14, 2021	To enter into preliminary negotiations with TCHC on the lease agreement for the operation of the 83 seniors-designated buildings	MS	Completed
20.	December 14, 2021	To sign the Memorandum of Understanding, entitled 'To Enable Transitional Operating Funding to Support Long-Term Sustainability' with the City of Toronto	Maureen & MS	Completed
21.	December 14, 2021	To ensure that the Senior Tenants Advisory Committee (STAC) has input into the creation of the agendas related to the tenant input plan	Mr. Johnson	Completed
22.	January 21, 2022	Update ELT Organizational Chart	MS	Pending CEO start
23.	January 21, 2022	Prepare a Preliminary Shared Services Model	MS	Completed
24.	January 21, 2022	Provide list of non-unionized employees	Ms. Ferreira	Completed
25.	January 21, 2022	Financial flow of funds from the City and tenants including amount of subsidies; capital repairs	Mr. Rees	
26.	January 21, 2022	Transition team to bring full list of policies to February 2022 Board meeting	Mr. Law	Completed
27.	January 21, 2022	List of non-unionized positions	Ms. Ferreira	Completed



## Toronto Seniors Housing Corporation

28.	February 23, 2022	Salary Scale and position summary list of new hires	Ms. Ferreira	
29.	February 23, 2022	Oversight by City of Toronto re: COI	Mr. Sherar	Completed
30.	March 31, 2022	List of job titles for all units contained in the MOA with CUPE Local 79	Ms. Ferreira	

**Toronto Seniors Housing Corporation ("TSHC")  
Board of Directors Meeting  
Board of Directors Policies for Approval**

Item# 18

DATE: April 28, 2022

**Report: BD: 2022-41**

**To:** Board of Directors

**From:** Michael Sherar, Interim Transitional Lead and Chief  
Corporate Officer

**Date:** April 28, 2022

**PURPOSE: FOR APPROVAL**

On April 11, 2022, the Corporate Governance and Human Resources Committee approved that the below listed Board of Directors Policies go forward with a recommendation for approval by the Board. The Board of Directors of TSHC will adopt the following listed policies for Board Members. The draft policies are attached for consideration for recommendation for approval. These policies have been adapted with advice from John Dinner from the corresponding Toronto Community Housing Policy.

- Board of Directors Reimbursement Policy
- Director Education and Board Development Policy
- External Directorship Policy
- Whistleblower Policy-Board of Directors
- Board of Directors Conflict of Interest Policy \*

\* With respect to the COI policy, two minor changes have been made based on consultation with City of Toronto.

**RECOMMENDATIONS:**

It is recommended that the Board adopt the following resolution:

**BE IT RESOLVED** that the Board approve the policies appended to this report and listed as follows and as presented:

- Board of Directors Reimbursement Policy
- Director Education and Board Development Policy
- External Directorship Policy
- Whistleblower Policy-Board of Directors
- Board of Directors Conflict of Interest Policy

**Attachments:**

Attachment 1 – Board of Directors Reimbursement Policy  
Attachment 2 – Director Education and Board Development Policy  
Attachment 3 – External Directorship Policy  
Attachment 4 – Whistleblower Policy – Board of Directors  
Attachment 5 – Board of Directors Conflict of Interest Policy (clean copy)  
Attachment 6 – Board of Directors Conflict of Interest Policy (with track changes)

**Item 18**

**Attachment 1a**

**Board of Directors Reimbursement Policy**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### Board of Directors Reimbursement Policy

<b>Policy Owner:</b>	<b>Date Approved:</b>
<b>Type</b>	<b>Approved By:</b>
	<b>Last Reviewed:</b>

### **Summary of Policy**

This policy sets out the guidelines for directors of the Board to be reimbursed for reasoned expenses incurred in exercising their responsibilities as a director.

This policy is designed to be consistent and compliant with the Shareholder Direction from the City of Toronto to Toronto Seniors Housing Corporation, as well as the City of Toronto's Expense and Travel Reimbursement Policy For City Agencies, Boards, Commissions and Corporations.

### **Introduction**

It is expected that in the course of exercising duties, expenses may be incurred by members of the Board of Directors. Pursuant to Section 5.5 of the Shareholder Direction between the City of Toronto and the Toronto Seniors Housing Corporation (TSHC), TSHC will reimburse Directors for reasonable expenses.

### **Policy Statement**

TSHC will reimburse Board members for all reasonable expenses incurred in exercising their responsibilities as a Director. This policy

will ensure that reimbursement is done in an accountable and transparent manner.

### **Application of Policy**

This policy applies to:

- All expenses incurred by a director in performing their duties and responsibilities as a member of the Board and/or on behalf of the Board such as:
- Representing TSHC at conferences, gatherings, meetings;
- Being asked to undertake certain specified activities for the Board; and
- Participation in TSHC Corporate and Community events to which they have been formally asked to attend on behalf of THSC in their capacity as a Director.

### **Policy Guidelines**

#### **General Expenses Eligible for Reimbursement**

A Director may be reimbursed for all Board-related activities, including such expenses as:

- Meals (related expenditures that are incurred in the course of conducting the business of the Board or where the Director is entertaining a guest of the Board);
- Parking when attending meetings and event for the express purpose of fulfilling duties or expectations as a Director of THSC; and
- Any other expenses resulting from activities that are appropriate to

fulfilling their role as a Director of TSHC.

### **Conference Expenses Eligible for Reimbursement**

All TSHC travel by a Director must be approved in advance. Directors who are authorized to attend conferences on behalf of TSHC shall be reimbursed for related expenses including:

- **Travel Expenses**

- Travel costs must be based on economy fare rates, unless otherwise authorized by the Board. Directors may not use travel agents who charge service fees.
- Directors who use a personal car must claim the current per kilometer rate, as determined from time to time by TSHC to be consistent with City of Toronto rates and practices.
- Board members who use their own vehicle instead of traveling by air will be reimbursed at the rate of economy class airfare or the current approved mileage rate, whichever is less, unless specific rationale and authorization has been given for reimbursement at a higher rate.
- Other allowable expenses include taxis, shuttles, local transportation and parking, related to their role at the conference as a representative of TSHC.
- Reimbursement for TTC costs will be provided whenever a board member is required and authorized to travel on board business.

- **Accommodation Expenses**

- Eligible accommodation will be a single room at government rates, if available.

- **Meal Expenses**

- Meals not covered with the conference fees will be reimbursed at actual cost or up to \$65 Canadian funds and up to \$65 U.S. funds per day outside Canada.). No receipts are required. Where some or all meals are included in the conference / seminar, the per diem must be reduced accordingly.
- Alcohol charges will not be reimbursed.

- **Other Business Expenses**

- Reasonable incidental and business expenses, including faxes, photocopies, courier charges, telephone calls, and mail services will be reimbursed when those expenses are in support of TSHC business.
- Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.

### **Submission of Expenses for Reimbursement**

- All expenses must be reasonable and necessary to the business of the TSHC Board and must be within the budgetary parameters established by the Board of Directors.
- All expenses by Directors must be properly documented and retained in a format which may be reviewed by the Board, or a delegation thereof, from time to time.
- Acceptable proof of payment (e.g., receipts) must be submitted with any request for reimbursement.



- The acceptability of proof of payment will be determined by the Chief Executive Officer.
- Claim forms must be signed, both by the member making the claim and the Chair of the Board certifying that the expenses claimed were incurred in performance of the claimant's TSHC duties and authorizing the claim, before submitting it to TSHC Staff for processing. Another Board Member must sign the claim form for the Board Chair. (This can be submitted electronically and not necessarily in paper format).
- It is within the responsibility of the claimant to submit all expense claims for reimbursement within 30 days of the expenses being incurred.
- If TSHC is reimbursing the claimant for only a portion of an expense and the claimant requires the proof of payment to make another claim, the proof of payment will be returned to the claimant with the notation on it of the portion reimbursed by TSHC.

### **Accountability**

- The Chief Executive Officer will determine acceptable forms of proof of payment.
- Expense claims must be signed by the claimant and countersigned by the Chief Executive Officer or designate certifying that the expenses claimed were incurred in performance of the claimant's TSHC duties.
- TSHC will monitor expense claims to ensure that budgetary parameters established by the Board of Directors are not exceeded.
- TSHC will report to the Chair on all expenses claimed on a yearly

basis.

- The Board shall report annually to the Shareholder the total expenses paid to each Director using the protocols established by the City's Chief Financial Officer & Treasurer.
- TSHC will retain all expense claim forms and submitted receipts which may be reviewed by the Board, or a delegation thereof, from time to time.

### **Policy Review**

This policy will be reviewed as required.

### **Approvals**

Approved by the TSHC Board of Directors, (insert date).

### **Policy Contact**

**Item 18**  
**Attachment 2b**  
**Whistleblower Policy**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### Whistleblower Policy

<b>Policy Owner:</b>	<b>Date Approved:</b>
<b>Type</b>	<b>Approved By:</b>
	<b>Last Reviewed:</b>

### **Policy Statement**

Toronto Seniors Housing Corporation (TSHC) is committed to promoting integrity, ethics, accountability, and transparency in everything we do. TSHC recognizes it is in the best interests of the Corporation to maintain and enhance public confidence by encouraging the reporting of wrongdoing taking place within TSHC to designated individuals at the organization.

The purpose of this policy is to provide guidelines for reporting wrongdoing and to provide reasonable protection from reprisal for those persons who, in good faith and with reasonable belief, report wrongdoing in accordance with this policy.

### **Scope**

This policy applies to all employees of TSHC, whether they work on a full-time or part-time basis. This policy also applies to members of the Board of Directors of TSHC as set out in this policy. This policy provides reasonable protection from reprisal for all employees and Directors of TSHC, who in good faith report wrongdoing under this policy.

Tenants of TSHC are also encouraged to report wrongdoing and are provided reasonable protection from reprisal in accordance with this policy.

This policy covers matters that are in the public interest and for

which there are no existing processes for reporting and investigation. For example, corporate policy and/or the collective agreement (if applicable) are generally available to address individual complaints by employees of workplace discrimination or harassment. These complaints will not be seen as wrongdoing under this policy in the ordinary course. The exception is fraud which employees can report under this policy, but which may be investigated or addressed in accordance with the Fraud Prevention Policy.

## **Values**

All TSHC policies, including this policy, are based on THSC's core values of respect, accountability, community collaboration, integrity and accessibility for persons with disabilities.

TSHC expects employees to use proper judgment and act in a way that reflects these core values and corporate policy. Employees should also support the high standards expected of a corporation established to deliver seniors' social housing in the City of Toronto. TSHC is also committed to maintaining an environment where people can raise concerns about improper behavior without fear of reprisal. The effectiveness of these commitments and TSHC's policies, procedures, and directives are dependent on persons being able to report suspected cases of wrongdoing without fear of reprisal for doing so.

## **Definitions**

- **Director:** Any individual member of the TSHC Board of Directors.
- **Wrongdoing:** Refers collectively to any serious act (or failure to act) that is covered by this policy and which:
  - Constitutes fraud or waste as defined under this policy.
  - Is a violation of TSHC policies, procedures, or

directives.

- Risks the health or safety of residents, employees, or visitors to THSC sites.
  - Is unlawful under any municipal, provincial or federal laws.
  - Knowingly directs or counsels another person to engage in such acts.
  - Is designed or intended to conceal conduct prohibited under this policy.
- **Fraud:** Any dishonest act that results in actual loss or risk of loss, deception, misappropriation of resources or the manipulation of data to the advantage or disadvantage of a person or entity. Fraud includes any misuse, or attempt to misuse:
    - (i) one's position in the company; and/or,
    - (ii) a THSC asset for personal gain or purposes unrelated to company business.

Fraud includes corruption which is defined as the offering, giving or soliciting, or accepting of an inducement or reward that may improperly influence the action of a person or entity.

For more information, including examples of Fraud or Corruption, please see the Fraud Prevention Policy.

- **Reprisal:** Actions taken against another person as a direct result or in retaliation for making a report under this policy, being suspected of making a report under this policy, or participating in an investigation under this policy. Reprisal includes harassment, discrimination, intimidation, dismissal, suspension, demotion, discipline, termination, suspension, coercion, discipline, imposition of another

penalty, or, in the case of an employee, any other action which adversely affects their working conditions. Reprisal includes a threat to take any such actions and knowingly directing or counselling of another person to engage in reprisal.

- **Waste:** Any other gross mismanagement, theft, falsification, misappropriation, or misuse of TSHC facilities, resources, and/or assets, either deliberate or by negligence, which is not covered under the Fraud Prevention Policy.
- **Whistleblower:** An employee, Director, or tenant who, in good faith and with reasonable belief that wrongdoing has occurred, makes a report under this policy.

## **Policy Details**

### **Reporting Wrongdoing**

Any employee who suspects or has knowledge of any occurrence of Fraud, shall immediately notify his/her manager or the General Counsel and Corporate Secretary, or report to the ethics hotline. An employee who suspects or has knowledge of any other type of wrongdoing will immediately notify his/her manager or report to the ethics hotline. A tenant who suspects or has knowledge of wrongdoing shall notify the General Counsel and Corporate Secretary. If the occurrence involves the General Counsel and Corporate Secretary, the employee or tenant shall notify the Chief Executive Officer.

Any Director who suspects or has knowledge of any occurrence of Fraud or any other type of wrongdoing shall immediately notify the Board Chair who will consult with the General Counsel and Corporate Secretary on the appropriate actions to take. If the occurrence involves the Board Chair, the Director shall report the occurrence to the Chair of GHRC who will consult with the General Counsel and Corporate Secretary on the appropriate actions to take.

## **Implementation**

An employee who believes they are the subject of a Reprisal will notify the Vice- President of Human Resources immediately. Where a manager or supervisor is informed of, or becomes aware of, a reprisal, the manager or supervisor will notify the Director of Human Resources immediately. If the complaint involves the Director of Human Resources or a Director of the organization, the reprisal should be reported to the Chief Executive Officer.

Any allegation of a reprisal will be reviewed and may be the subject of a formal investigation. TSHC will determine who will lead the investigation, and the divisions/persons to be consulted, based on the subject matter at issue.

Investigations may be conducted by an external investigator if necessary and at the discretion of TSHC.

The Director of Human Resources will determine what, if any steps are appropriate to stop, reverse, or remedy a reprisal. For complaints involving the Vice- President of Human Resources, the President Chief Executive Officer will determine what, if any steps are appropriate to stop, reverse, or remedy a reprisal. For complaints involving a Director, the Chief Executive Officer in consultation with the Board Chair (or Vice-Chair if the complaint is against the Chair) will determine what, if any steps are appropriate to stop, reverse, or remedy a reprisal.

Once the TSHC has provided an assurance of confidentiality to a whistleblower, the individual's identity cannot be revealed without the individual's consent.

With respect to TSHC's commitment to provide reasonable protection for whistleblowers, this will include:

- Making all reasonable efforts to protect the identities of whistleblowers by not sharing a whistleblower's identity, or information that could reasonably be expected to reveal the



whistleblower's identity, with others, including a law enforcement agency without the whistleblower's explicit consent.

- Respecting the decision of the whistleblower as to how much personal information will be provided; and,
- Adhering to Canada's Criminal Code which means TSHC cannot dismiss, suspend, demote, discipline, harass, or otherwise disadvantage whistleblowers, or deny you a benefit of employment when the information provided was given in good faith and that reasonably believed to be true and accurate.

### **Compliance and Monitoring**

TSHC will not tolerate wrongdoing or reprisals against anyone who report wrongdoing, and all employees have a duty to report suspected wrongdoing. No employee or Director will take any action in reprisal against a Whistleblower for making, or being suspected of making, a report of wrongdoing under this policy. No employee or Director will take any action in reprisal against any person who participates in an investigation under this policy.

An employee who is found to have engaged in reprisal prohibited by this policy shall be the subject of discipline, up to and including dismissal for cause.

Reprisal by a Director shall be treated in the same manner as a violation of the Code of Conduct for Directors. Conduct prohibited by this policy which is contrary to legislation, including that of a criminal nature, may be addressed or reported accordingly.

An employee who knowingly makes a false or misleading report under this policy, or who knowingly makes a false or misleading statement in an investigation under this policy, may be the subject of discipline, up to and including dismissal for cause.

Employees and other persons are expected to co-operate fully in an investigation under this policy. Employees who are contacted by the media regarding an investigation under this policy must

refer all inquiries to the media relations team in the Strategic Communications Unit. Please see the Media and Issues Protocol.

**Governing and Applicable Legislation**

- Employment Standards Act
- Ontario Human Rights Code
- Occupational Health and Safety Act
- Criminal Code

**Related Policies and Procedures**

- Conflict of Interest Policy
- Code of Conduct
- Fraud Prevention Policy
- Board of Directors Reimbursement Policy
- Finance Policies

**Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
Revision 1			

**Next Scheduled Review Date:**

**Item 18**

**Attachment 3c**

**Director Education and Board Development Policy**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### Director Education and Board Development Policy

<b>Policy Owner:</b>	<b>Date Approved:</b>
<b>Type</b>	<b>Approved By:</b>
	<b>Last Reviewed:</b>

### **Policy Summary**

Members of the Board of Toronto Seniors Housing Corporation (TSHC), as fiduciaries, have both a duty of loyalty and good faith, and a duty of care, diligence and skill. A Board member's conduct is measured against an objective standard that requires informed decision-making and the discharging of duties responsibly.

While it is expected that Board members will possess sufficient knowledge, experience and expertise at the time of their appointment to serve in such capacity, it is also recognized that they will not necessarily be experts in all disciplines, in all aspects of governance, or in all business area within TSHC. As such, education and learning is a key driver of continued Director and Board effectiveness and is an ongoing responsibility of individual Board members, the Board, Management and the Corporation.

The Director Education and Board Development Policy lays out the responsibilities and expectations of the Corporation, the Board and individual Board members with respect to developing the knowledge and abilities to govern effectively.

### **Policy Statement**

TSHC's Board of Directors and individual Board members are committed to director education and board development.

The Board will balance the important need for education with financial prudence as stewards of the Corporation.

### **Policy Purpose**

The objective of the Director Education and Board Development Policy is to equip Board members to add value to the Corporation, provide effective oversight and fulfill their fiduciary responsibilities to the corporation.

To fulfill the objective, the policy sets out the responsibilities and expectations of the Corporation, the Board and individual Board members regarding:

- Orientation;
- Director Education;
- Board Development; and
- Administration and Reporting of Board-related education and development activities

### **Policy Scope**

This policy applies to all current and new Board members and to the Board of directors in general.

### **Policy Details**

#### **A. Board Orientation**

TSHC and its Board believe that properly oriented Board members are more effective directors; that more effective directors make for more engaged and effective boards; and that more engaged and effective boards provide greater strategic value to the Corporation, its Shareholder, its Tenants, and to the Chief Executive Officer and Management.

As such, TSHC will design and maintain an in-depth orientation

program for new Board members. The Board Chair, Chief Executive Officer (CEO) and Corporate Secretary will ensure that the orientation program is designed to provide baseline knowledge to enable:

- New Board members to actively contribute to the work of the Board in a timely manner; and
- Productive and effective boardroom participation and understanding of the TSHC and the industry and environment within which it operates.

TSHC and its Board believe that some aspects of orientation should be standardized to ensure consistency among Directors. However, to be most effective, the onboarding process should also be tailored to each new Board member. As such, TSHC will tailor the orientation program as appropriate and feasible for each new Board member, taking into account their unique mix of skills, experience, education, and knowledge.

TSHC and its Board believe that the orientation of new Board members should not be viewed simply as a single orientation meeting. Instead, orientation will deliver information over a period of time to minimize the likelihood of overload and maximize lasting impact.

At a minimum, the compulsory orientation program should:

- Provide each new Board member with an understanding of the formal governance structure, the constitution, the bylaws and other constating documents, the role of the Board, its supporting committees, and the expectations with respect to individual Board member performance;
- Build an understanding of the Corporation's nature; its operations and working environment, including the Corporation's programs and services and summary details of the Corporation's principal assets, liabilities, major contracts and major stakeholders; the

Corporation's structure; the Corporation's major risks and its risk management strategy; key performance indicators; operational or regulatory constraints; and requirements for reporting and public disclosure;

- Build a link with the individuals who make up the Corporation, including opportunities to meet and get to know fellow Board members, meetings with Senior Management and site visits to view the Corporation's operations and meet employees and tenants;
- Build an understanding of the Corporation's main relationships, including key government representatives who deal with the Corporation, and people served by the Corporation;
- Foster an understanding of the public housing sector and the environment in which TSHC conducts its business; and
- Provide a comprehensive set of written briefing materials that Board members may use as reference materials. These materials should include biographical and contact information for all board members and the executive team; the corporation's governing Acts, regulations, by-laws;
- the Corporation's governance policies; the current strategic plan; the current annual work-plan; the most recent annual and/or quarterly financial and accountability reports; an explanation of the Corporation's key performance indicators; a summary of Board member's and officer's liability insurance and indemnity; details of any major litigation involving the Corporation; minutes of the last year's Board meetings; details of Board committees and copies of the minutes from the last 3-6 meetings if a new Board member will be joining a specific committee; a schedule of dates for upcoming board meetings; and website references.

All new Board members are expected to receive orientation materials and attend an initial board orientation meeting within the first two months of appointment to the Board or a new Board being

constituted. A second, follow-up session will be scheduled after several meetings have been held to round out the orientation process.

Individual board members may inform the Board Chair, Corporate Governance and Human Resources Committee Chair and/or the Corporate Secretary of additional information or education needs to supplement the compulsory orientation program received.

## **B. Director Education**

TSHC and its Board believe in the professionalism of directors and recognize the importance of ongoing director education as a means of strengthening the effectiveness of individual Directors.

TSHC and its Board believe that each Board member is responsible for their ongoing director education and that the corporation should support Directors in their pursuit.

The Corporate Governance and Human Resources Committee and Corporate Secretary are available to make learning recommendations to Board members who believe they need to be better equipped in order to fulfill their responsibilities.

Ongoing director education includes both formal and informal learning opportunities.

### ***Formal Director Education***

TSHC and its Board recognize the value of formalized learning environments for Directors such as classroom-based and online courses.

As such, Board members are encouraged to seek out external formal learning opportunities. Because the Corporation recognizes that financial competency is a key skill for all Board members, Board members who do not have a strong financial background are



encouraged to seek out opportunities for financial essentials training to develop a certain level of comfort and competence with financial statements and the financial discussions and decision-making relevant to the Board of Directors.

Board members, and particularly the Chair of the Board, who may not already possess a director post-nominal designation, are encouraged to obtain such from a recognized Canadian or international accrediting body.

The Corporate Secretary shall make Board members aware annually and from time to time about relevant courses and other external formal educational opportunities.

***Informal Director Education*** TSHC and its Board recognize the value of informal learning achieved through such external sources as membership in relevant professional organizations, subscriptions to relevant journals and attendance at relevant seminars or conferences.

TSHC shall support in the most cost-effective arrangement, memberships for each director in an organization committed to corporate governance and director professionalism.

The Corporate Secretary shall make Board members aware annually and from time to time about relevant external informal learning opportunities.

The Corporate Secretary shall from time to time provide relevant governance articles, magazines,

websites or book summaries accompanied by management commentary on the implications for TSHC as part of board and committee packages to enable self-study by board members.

## **C. Board Development**

TSHC and its Board recognize the value of group learning. Team-based development is intended to improve the Board's decision-making by providing equal information to all Board members on important subjects, enabling Board members to interact on key issues that can often be critical to pending decisions and reinforcing key issues the Board faces in the context of its role and responsibilities as a board.

TSHC will establish a board development program annually. In developing this program, the Corporate Governance and Human Resources Committee and the Corporate Secretary shall:

- Undertake a process of polling Board members as a means of identifying issues or topics for which Board members believe they need to update their skills and knowledge of the Corporation, its business and key executives and to address ongoing and emerging issues in the functional areas of the Board (i.e. corporate governance, audit, risk management, real estate and development, tenant services);
- Reflect upon key strategic directions of the Corporation, major decisions on the horizon, appropriate and significant risk management themes and the landscape within which TSHC operates; and
- Prioritize topics for focused education sessions at regular Board meetings, special meetings or retreats devoted to education, or other suitable events.

The Board development program will reflect the needs and interests of the Board by including:

- Regular presentations by Management and Staff to the Board and Committees to educate them and keep them informed of changes within TSHC and in the legal, regulatory and industry

requirements and standards;

- Trips to various operating sites; and
- Drawing upon external resources where appropriate, including presentations by outside experts to the Board or committees on matters of particular importance or emerging significance.

### **Policy Administration**

The Board will receive from the Corporate Governance and Human Resources Committee annual recommendations for budget allocations to support effective director education and board development.

Course, seminar and conference attendance is specifically discouraged where costs of attendance are high and/or extensive travel is required.

Research, fact-finding, study and related trips abroad are discouraged where there are more cost-effective means of gathering information and knowledge.

Course, seminar and conference attendance, and other educational costs by individual directors may be reimbursed from the Board education and development budget only as follows:

- Where the expenditure is pre- approved by the Chair of the Board or the Chair of the Corporate Governance and Human Resources Committee;
- Where the expenditure is directly related to organizational governance, board effectiveness, or the business and operations of the corporation;
- Where the board member seeking reimbursement provides a written report to the Governance, Risk and Human Resources Committee on the results of and their view on the value of the expenditure; and

- Where all requirements are met from the approved *Board Reimbursement of Expense Policy*.

### **Policy Compliance and Reporting**

Board members shall annually report on their formal and informal director education activities to the Corporate Governance and Human Resources Committee.

The Corporate Governance and Human Resources Committee will provide the Board with an annual report setting out the educational and development activities completed by

Consistent with high standards of governance transparency and the objectives of the corporation's shareholder to ensure highly qualified and effective board members, the Corporate Governance and Human Resources Committee will annually and publicly disclose the steps taken by the Board and its members to comply with this policy.

### **Related Policies and Procedures**

- Board Reimbursement of Expense Policy
- Code of Conduct for Board of Directors
- Conflict of Interest for Board of Directors

### **Policy Commencement and Review**

This policy takes effect on (insert date of Board approval of policy)

The Corporate Governance and Human Resources Committee will review this policy, including the orientation program annually.

**Item 18**  
**Attachment 4d**  
**External Directorship Policy**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### **External Directorship Policy**

<b>Policy Owner:</b>	
<b>Approval By:</b>	
<b>First approved:</b>	
<b>Effective Date:</b>	

### **Policy Summary**

This policy provides guidelines for Management and the Board's Corporate Governance and Human Resources Committee Toronto (CGHRC) when approving requests from Staff wishing to act as a director for any corporation.

### **Policy Statement**

Toronto Seniors Housing Corporation (TSHC) is interested in providing opportunities for professional and personal development of members of its Executive and Senior Management Team. These opportunities may include sitting as directors on external boards. The Governance Risk and Human Resources Committee is responsible for approving outside directorships of Executive Staff, except smaller non-profit directorships which the CEO approves. The CEO and Executive Team are responsible for approving any requests by Senior Managers of the Corporation.

### **Scope**

This policy guides three levels of decisions:

1. Decisions of the CGHRC as it applies to members of the Executive Leadership Team with direct reporting to the CEO. The Committee will also consider requests made by the Chief Internal Auditor in consultation with the CAAC Chair.
2. Decisions and approval process of the Chief Executive Officer as it applies to approving smaller non-profits requests by Executive team; and

3. Decisions and approval process by Executive Team as it applies to members of the Senior Management Team. The Senior Management Team is defined as the direct reports to the Executive.

## **Policy Details**

Employees applying for external directorships and those approving external directorships have various responsibilities related to assessing conflicts of interest and any risk to the Corporation as a result of such conflicts and the time away from TSHC duties that such directorships might require. This section details the responsibilities of employees and the approval body (CGHRC and Management).

## **Responsibilities of Employees**

Prior to accepting any external directorship, employees must;

- a. Be fully aware of the requirements and obligations pertaining to external directorships,
- b. Familiarize themselves with potential conflicts of interests and issues that may arise because of the external directorship,
- c. Obtain approval in writing from Management at the appropriate level.

Where the external directorship is at the request of TSHC, the employee must:

- a. Refer to TSHC General Counsel with respect to representing TSHC's interests on a Board of Directors,
- b. Refer to Risk Management and Insurance Unit to ensure coverage under TSHC's outside director's liability insurance,
- c. Accrue any and all compensation to the Corporation,
- d. Ensure that the outside enterprise has adequate directors' liability and indemnification insurance.

Employees with approved external directorships must;

- a. Not influence or participate in any board decisions of the outside entity with respect to services provided by or supplied to TSHC,
- b. Absent themselves from any discussions or voting on issues affecting TSHC,
- c. Declare as income any compensation received as a result of the directorship,

- d. Understand that management approvals may be rescinded in the future if TSHC determines that the employee's involvement has become incompatible with serving the best interests of TSHC.

Employees with approved external directorships must obtain re-approval if there is or has been a material change to the nature or the terms of the external directorship.

## **Responsibilities of Approval Body**

The CGHRC and Management must review external directorship requests for possible conflicts of interest. The employee's research should provide background to assist the approval body with the approval process. The approval body must:

- a. Decline external directorship requests where there is a conflict of interest that cannot be eliminated or effectively managed or where the external directorship may impact negatively on the employee's ability to perform satisfactorily at TSHC.
- b. Provide a written response approving requests, including circumstances where a conflict of interest exists but can be effectively managed.
- c. Review if the employee will receive some form of compensation/benefits or the enterprise has a business relationship with TSHC. In these cases, the manager should seek guidance from the TSHC Executive Officer to whom management most directly reports.
- d. Review the nature of the enterprise as part of the approval process for the Executive team. If the external directorship is with a public or private enterprise, the approval should be by the CEO and CGHRC Committee. If it is a smaller not-for-profit enterprise (e.g., community-based), the CEO can approve and forward to the CGHRC Committee for information.

## **Compliance**

Management with the appropriate level of authority must review and approve all requests for external directorships. Approvals shall be in writing and maintained in a central compliance functional area. For Executive team, this may be the CEO's office.

An annual survey should be completed to ensure records are up to date and to ensure that the employee's involvement continues to be compatible with serving the best interests of TSHC.



Staff will be asked to disclose their external directorships at the point of hiring.

The CGHRC will review annually a current list of active directorships that fall within the scope of this policy as a means of active monitoring of related risks.

### **Related Policies and Procedures**

- Employee Code of Conduct
- Employee Conflict of Interest

### **Commencement and Review**

This policy will be reviewed by the Corporate Governance and Human Resources Committee in conjunction with the CEO two years from implementation.

**Item 18**  
**Attachment 5e**  
**Conflict of Interest Policy**

## **Conflict of Interest Policy – Board of Directors**

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**Policy Owner:** Corporate Governance and Human Resources Committee

**Approval:** Board of Directors

**First Approved:**

**Revision Approval:**

**Effective Date:**

In this Document:

“Board” or “Board of Directors” means the board of directors of the Toronto Seniors Housing Corporation;

“CGHRC” means the Corporate Governance and Human Resources Committee of the Board;

“Director” or “Directors” means a director or directors of the Toronto Seniors Housing Corporation;

“Policy” means the Conflict of Interest Policy for the Board of Directors of the Toronto Housing Seniors Corporation;

“Stakeholders” include the tenants, suppliers, employees, the City of Toronto and other individuals, groups and entities that may from time to time interact with the Toronto Seniors Housing Corporation; and,

“TSHC” means the Toronto Seniors Housing Corporation.

### **Policy Statement**

Promoting public confidence in the Toronto Seniors Housing Corporation is the responsibility of every Director. All Directors must understand that their individual decisions could have an impact on the TSHC’s success and reputation. It follows that in carrying out their duties, Directors are expected to promote the TSHC’s core values and to observe a high standard of honesty, integrity, accountability and ethics.

TSHC Stakeholders have placed their trust in the TSHC. The business decisions of the TSHC Board of Directors must therefore withstand rigorous scrutiny by TSHC Stakeholders. Directors shall act accordingly and shall avoid even the appearance of improper behaviour.

This Policy sets out the expectations placed on Directors related to conflicts of interest, including how to identify and resolve a conflict of interest. The TSHC wishes to establish clear standards to address real, potential and perceived conflicts of interest, to protect the integrity of the TSHC’s decision-making processes and to provide a means to identify and resolve such conflicts of interest in favour of the TSHC’s best interests.

Although this Policy does not address every issue that could possibly arise, it does set out basic expectations for the Directors and offers guiding principles to achieve these expectations whenever Directors interact with Stakeholders and other Directors.

Conflicts of interest can sometimes be subtle. Directors must therefore act as soon as a situation arises that raises any doubts whatsoever.

Should Directors have any questions or need any clarification about this Policy and its interpretation, they should consult with the Chair of the CGHRC .

## **Scope**

This Policy applies to all members of the Board of Directors of the TSHC, as well as to non-Director members of any TSHC Committee or Subcommittee.

## **Key Definitions**

**“Conflict of Interest”** means any situation in which a Director’s personal or business interests may compete or appear to compete with her or his duties as a Director of the TSHC, or may cause the Director to act contrary or appear to act contrary to, the best interests of the TSHC.

A conflict of interest can be one or more of the following types:

**Actual Conflict:** a conflict of interest that the Director has, or may have, at the present time;

**Potential Conflict:** any situation which may lead or have the potential to lead to a conflict of interest in the future; or,

**Apparent Conflict:** any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

**“Personal or Business Interest”** includes any personal gain, benefit, privilege, or advancement that the Director, and/or the Director’s family, friends or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary.

## **Policy Details**

Directors shall not enter into any situation, arrangement or agreement (collectively referred to in this Policy as “matters and transactions”) that results or could result in a

conflict of interest (actual, potential, or apparent) and Directors shall arrange their personal and business affairs to ensure that conflicts of interest are avoided.

Directors should consider any advantage that their position as TSHC Directors may give them, whether it be the power to influence decisions, their ability to use the organization’s resources or their access to information about the TSHC and others.

In deciding whether their actions could result in a conflict of interest, Directors are

expected to consider how their actions will be seen by their colleagues on the Board or by Stakeholders including the general public.

In general, a Director shall not participate in decision-making with respect to a matter or transaction if that Director is in a conflict of interest position. Examples of conflicts of interests are (but are not limited to):

- Directors, or their family or friends, who transact business (funding or contractual arrangements) directly with the TSHC;
- Hiring a Director's family member or personal friend;
- Directors who accept gifts, entertainment or other personal benefits from an existing or potential TSHC Stakeholder such as a supplier, tenant, or business partner. This also includes family members of Directors who accept such benefits.
- Working for a supplier while continuing to be a Director of the TSHC;
- Directors who have a financial interest in a supplier or other Stakeholder;
- Directors who give preferential treatment to any person or entity in which the Director has a personal interest;
- Using confidential information to benefit the Director or his/her family or friends;
- Being involved with or employed by, an entity other than the TSHC if such involvement or employment would conflict with or detrimentally affect the Director's performance of his or her duties as a TSHC Director;
- Directors who use the TSHC's property, equipment or resources, other than for TSHC business; or,
- Directors who divert, directly or indirectly, to their own use an opportunity or advantage that belongs to the TSHC.

## **1. Financial and Business Transactions**

Directors shall avoid financial transactions between themselves and the TSHC, between themselves and a third party, or between the TSHC and a third party that may adversely affect the performance of their duties as Directors or confer a personal or business advantage on them. This includes transactions involving entities in which a Director, his or her family member or friend, is a director, trustee, officer, committee member, or has a substantial financial interest through ownership or control.

Directors shall avoid investing, directly or indirectly, in any property managed by the TSHC. A Director shall use special caution to avoid purchases and sales of any property that may be interpreted as attempting to profit from special knowledge of the TSHC's operations, or other confidential information obtained by reason of the Director's TSHC duties.

If a Director is, or seeks to be, a director, officer, or employee of a company (or if the Director has a financial interest in such company) that has business dealings with the TSHC, this could be a conflict of interest.

If a Director (or a family member, friend or business associate of the Director) has a financial interest in a company that has business dealings with the TSHC, and the Director is involved in any process related to a business transaction involving the TSHC, this could be a conflict of interest.

## **2. Gifts or Donations**

Subject to the other provisions in this Policy, Directors shall not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a resident, tenant or any other person or entity that has, or might have, business dealings with the TSHC for the purposes of, or that may be perceived to be for the purposes of, influencing an act or decision of the Directors.

The exceptions are gifts of a nominal value, which do not influence or would not be perceived as influencing, the performance of the Director's duties.

In determining "nominal value", consideration should be given to if the gift could reasonably be seen as an attempt to influence a decision on any matter or transaction. In this regard, consideration should be given, in turn, to the circumstances, nature, and timing of the gift. For example, a Director should not accept:

- any meals;
- offers to make a donation to a charitable cause on the Director's behalf; or
- an invitation to an event at the expense of another individual.

## **3. Personal Relationships**

Directors should always maintain a professional relationship with their colleagues on the Board and with Stakeholders, i.e., individuals, groups and entities with whom the TSHC has dealings including (but not limited to) tenants, contractors, suppliers and vendors. However, the TSHC acknowledges that Directors may have personal relationships with individuals with whom the TSHC has dealings from time to time.

Tenant Directors of TSHC will have ongoing personal relationships with other tenants and with staff as residents of TSHC buildings which do not constitute conflict of interest except as specified in 7 (d) ii below.

Directors shall take all reasonable steps to manage these relationships so as to avoid conflict-of-interest situations (whether actual, potential, or apparent).

An example is if a Director were to have access to a TSHC-operated building and has direct contact with a friend or family member who is a tenant or resident in the building or has access to the information of friends or family because of their position as a TSHC Director, as this could result in a conflict of interest.

As another example, if a Director were to be involved in the TSHC hiring process for, or will supervise, family, friends, or business associates (past or current), this could give rise to a conflict of interest.

## **4. Handling of Complaints**

The Board of Directors recognizes the value, commitment and support of Stakeholders and it follows that they should welcome Stakeholder comments, suggestions, and complaints provided by them and made in good faith with a view to improving the TSHC.

If a Director receives a Stakeholder complaint or comment, the following steps shall apply:

- a) For complaints or comments about the operations or policies of the TSHC:
  - i. The complaint shall be forwarded to a senior TSHC executive officer for appropriate handling and response. The Director may notify the complainant of such forwarding and the senior TSHC executive officer will inform the Director of the disposition of the complaint.
  - ii. Directors shall not communicate with TSHC staff for the purpose of influencing or interfering in the equal and fair administration of TSHC repairs, programs or operations;
- b) For complaints or comments relating to the integrity of a TSHC staff member, the complaint shall be forwarded to a senior TSHC executive officer; and,
- c) For complaints or comments relating to the integrity of a Director, the complaint shall be forwarded to the Board Chair.

## **5. Outside Activity**

Reference is also made to paragraph 7 dealing with Reporting and Resolving a Conflict of Interest.

### **a) Other Board/Committee Positions**

If a Director accepts a position on a board or committee of a commercial or non profit entity, timely disclosure of this involvement must be made to the TSHC, in order to assist the TSHC in preventing any conflicts of interest between the two entities. For example, accepting a board position with a TSHC supplier would be a conflict. Reference is made in this regard to paragraph 7 below as to how such matters should be reported.

### **b) Political Involvement and Charitable Activity**

The TSHC respects a Director's right to be involved in the political process and community activity, subject to the possible requirement of taking a leave of absence from the Board as outlined in paragraph 10 below. When a Director engages in political or civic affairs, the Director's views and actions are his or her own, not those of the TSHC and any statements made by the Director must not be attributed to the TSHC. Reference is made in this regard to paragraph 7 below as to how such matters should be reported.

## **6. Exclusivity and Business Opportunities**

During the course of his or her tenure on the Board of Directors, a Director may come across business opportunities that have potential for exploitation. However, over the course of her or his tenure on the Board, these opportunities belong to the TSHC and not to the Director personally.

Any business opportunities of any kind whatsoever and howsoever arising and relating to the business of the TSHC that become known to the Director during his or her tenure on the Board shall be pursued for the benefit of the TSHC only.

## 7. Reporting and Resolving a Conflict of Interest

### a. What should a Director with a conflict of interest do?

**Reporting** the Conflict. A Director shall make a timely and full disclosure of any actual, potential or apparent conflict of interest.

The Director shall report in writing the facts and circumstances of the matter or transaction to the Board Chair and the Director shall govern himself or herself in accordance with the instructions received from the Board Chair.

**Refraining from participation.** The Director shall not participate in any formal or informal discussion of, any decision or vote on, or any attempt to exert influence over the contract, relationship, person or organization with respect to which the conflict may relate. A Director in this case, though, may be counted to establish a quorum for meetings.

**Recusal.** The Director shall temporarily recuse himself or herself from meetings in order to allow the remaining members of the Board or a Committee of the Board to engage in a full discussion regarding the impugned matter or transaction.

**Refraining from voting.** If a vote is taken in respect of the impugned matter or transaction, such Director shall abstain from voting and the minutes of the Board or Committee meeting shall record this fact if it has occurred.

### b. When must Directors disclose conflicts of interest?

When they join the Board of Directors, Directors shall submit a written statement (in paper or digital form) concerning conflicts of interest. The Directors shall disclose in such statement all conflicts of interest that they know about and the nature and extent of such conflicts of interest.

For conflicts of interest after that time, Directors shall disclose them no later than the first Board of Directors meeting following the moment where they realized they had a conflict of interest.

### c. What information do Directors have to disclose?

Directors shall disclose the nature, value of and any relevant details of the conflict of interest.

### d. Do these requirements apply to all Conflicts of Interest?

- i) Subject to the following, the requirements outlined in this paragraph 7 apply whenever there is an actual, potential or apparent conflict of interest unless the matter or transaction giving rise to the conflict of interest is one with an “affiliate”.

In the case of a matter or transaction with an affiliate, the reporting requirement for a conflict of interest that is outlined in this paragraph 7 continues to apply; however, the other requirements (namely, Refraining from Participation, Recusal and Refraining from Voting) do not apply to conflict-of-interest matters or



transactions with an “affiliate”.<sup>1</sup> To satisfy the requirement for reporting in the case of a conflict of interest with an “affiliate”, a Director should declare their interest in the “affiliate” immediately and then annually thereafter, in writing, to the Board Chair.

- ii) TSHC, through its Shareholder Direction includes Directors who are tenants of TSHC. In general, tenant Directors are not expected to declare their interests with other tenants and can participate in all discussions and voting at the TSHC Board meetings unless there is an item that is specific to the interests of the tenant Director, or friends or family who are tenants as outlined in paragraph 3. Director should declare their conflict of interest to the Board Chair.

## **8. Documentation of Conflicts**

The minutes of any meeting at which a transaction or matter involving a conflict of interest or an appearance of a conflict of interest is considered shall reflect whether the Director (as the case may be) made disclosure, withdrew himself or herself from the consideration of the transaction or matter, recused him or herself from the meeting room itself and abstained from voting on the impugned transaction or matter.

## **9. Failure to Disclose a Conflict and Remedies**

If any Director has reasonable cause to believe that a Director has failed to disclose a conflict of interest, the Director shall inform the Board Chair of the basis for such a belief. The Board Chair shall then afford such Director an opportunity to explain the reported, alleged failure to disclose. If the Board Chair determines, after hearing any response given and making such further investigation as may be warranted by the circumstances, that such Director has in fact failed to disclose a conflict of interest, the Board Chair shall take appropriate action, which may include a recommendation to the Board that the Board request the City of Toronto to remove such Director from the Board of Directors, as well as the reconsideration of whether the matter or transaction was in the best interests of and fair and reasonable to, the TSHC at the time it was undertaken.

## **10. Leave of Absence**

Directors shall notify the Board Chair in order to request a leave of absence. By way of example, Directors must be on an approved leave of absence in order to:

- a. Seek a provincial or federal candidacy nomination or participate as a candidate in a municipal, provincial or federal election campaign, where the nomination process or the candidacy may conflict with the interests of the TSHC or may adversely affect the performance of the Director’s duties;
- b. Apply for a position with the TSHC; or,
- c. Any other event that may conflict with the interests of the TSHC or may adversely affect the performance of the Director’s duties.

## **Compliance and Monitoring**

Directors must comply with this Policy at all times. Directors should use proper judgment and act in the spirit of this Policy at all times.

Contravention of this Policy is a serious matter. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by TSHC.

## **Governing and Applicable Legislation**

- Business Corporations Act, R.S.O. 1990, c.B.16

## **Related Policies and Procedures**

- Code of Conduct for Directors of the Board (Date)
- Code of Conduct (Date..)
- By-Law 1-2021

## **Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Recommended for Approval</b>
Reviewed by CGHRC	February 8, 2022	Yellow highlighted areas indicate new content that is different from the TCHC policy	Recommended to Board
Revision #1	April 11, 2022 (CGHRC)	Revised as per City of Toronto's suggestion	Board of Directors

<sup>1</sup> The TSHC is a corporation organized under and subject to, the provisions in the Business Corporations Act of Ontario. Paragraph (c) of sub-section 132(5) of this legislation provides in part, that a director of a corporation who is party to a material contract or transaction with the corporation or who has a material interest in a material contract of transaction with the corporation shall not attend a meeting of directors during which the impugned contract or transaction is discussed and shall not vote on any resolution to approve the impugned contract or transaction unless the contract or transaction is one with an affiliate. For these purposes and as applied to the TSHC, "affiliate" refers to any City corporation or agency, including Toronto Community Housing Corporation ("TCHC").

**Item 18**  
**Attachment 5e**  
**Conflict of Interest Policy (Redline)**

## Conflict of Interest Policy – Board of Directors

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**Policy Owner:** Corporate Governance and Human Resources Committee

**Approval:** Board of Directors

**First Approved:**

**Revision Approval:**

**Effective Date:**

In this Document:

“Board” or “Board of Directors” means the board of directors of the Toronto Seniors Housing Corporation;

“CGHRC” means the Corporate Governance and Human Resources Committee of the Board;

“Director” or “Directors” means a director or directors of the Toronto Seniors Housing Corporation;

“Policy” means the Conflict of Interest Policy for the Board of Directors of the Toronto Housing Seniors Corporation;

“Stakeholders” include the tenants, suppliers, employees, the City of Toronto and other individuals, groups and entities that may from time to time interact with the Toronto Seniors Housing Corporation; and,

“TSHC” means the Toronto Seniors Housing Corporation.

### Policy Statement

Promoting public confidence in the Toronto Seniors Housing Corporation is the responsibility of every Director. All Directors must understand that their individual decisions could have an impact on the TSHC’s success and reputation. It follows that in carrying out their duties, Directors are expected to promote the TSHC’s core values and to observe a high standard of honesty, integrity, accountability and ethics.

TSHC Stakeholders have placed their trust in the TSHC. The business decisions of the TSHC Board of Directors must therefore withstand rigorous scrutiny by TSHC Stakeholders. Directors shall act accordingly and shall avoid even the appearance of improper behaviour.

This Policy sets out the expectations placed on Directors related to conflicts of interest, including how to identify and resolve a conflict of interest. The TSHC wishes to establish clear standards to address real, potential and perceived conflicts of interest, to protect

the integrity of the TSHC's decision-making processes and to provide a means to identify and resolve such conflicts of interest in favour of the TSHC's best interests.

Although this Policy does not address every issue that could possibly arise, it does set out basic expectations for the Directors and offers guiding principles to achieve these expectations whenever Directors interact with Stakeholders and other Directors.

Conflicts of interest can sometimes be subtle. Directors must therefore act as soon as a situation arises that raises any doubts whatsoever.

Should Directors have any questions or need any clarification about this Policy and its interpretation, they should consult with the Chair of the CGHRC .

## Scope

This Policy applies to all members of the Board of Directors of the TSHC, as well as to non-Director members of any TSHC Committee or Subcommittee.

## Key Definitions

**“Conflict of Interest”** means any situation in which a Director's personal or business interests may compete or appear to compete with her or his duties as a Director of the TSHC, or may cause the Director to act contrary or appear to act contrary to, the best interests of the TSHC.

A conflict of interest can be one or more of the following types:

**Actual Conflict:** a conflict of interest that the Director has, or may have, at the present time;

**Potential Conflict:** any situation which may lead or have the potential to lead to a conflict of interest in the future; or,

**Apparent Conflict:** any situation which could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is an actual conflict of interest.

**“Personal or Business Interest”** includes any personal gain, benefit, privilege, or advancement that the Director, and/or the Director's family, friends or business associates (past and present) may receive or expect to receive, whether monetary or non-monetary.

## Policy Details

Directors shall not enter into any situation, arrangement or agreement (collectively referred to in this Policy as “matters and transactions”) that results or could result in a

conflict of interest (actual, potential, or apparent) and Directors shall arrange their personal and business affairs to ensure that conflicts of interest are avoided.

Directors should consider any advantage that their position as TSHC Directors may give them, whether it be the power to influence decisions, their ability to use the organization's

resources or their access to information about the TSHC and others.

In deciding whether their actions could result in a conflict of interest, Directors are expected to consider how their actions will be seen by their colleagues on the Board or by Stakeholders including the general public.

In general, a Director shall not participate in decision-making with respect to a matter or transaction if that Director is in a conflict of interest position. Examples of conflicts of interests are (but are not limited to):

- Directors, or their family or friends, who transact business (funding or contractual arrangements) directly with the TSHC;
- Hiring a Director's family member or personal friend;
- Directors who accept gifts, entertainment or other personal benefits from an existing or potential TSHC Stakeholder such as a supplier, tenant, or business partner. This also includes family members of Directors who accept such benefits.
- Working for a supplier while continuing to be a Director of the TSHC;
- Directors who have a financial interest in a supplier or other Stakeholder;
- Directors who give preferential treatment to any person or entity in which the Director has a personal interest;
- Using confidential information to benefit the Director or his/her family or friends;
- Being involved with or employed by, an entity other than the TSHC if such involvement or employment would conflict with or detrimentally affect the Director's performance of his or her duties as a TSHC Director;
- Directors who use the TSHC's property, equipment or resources, other than for TSHC business; or,
- Directors who divert, directly or indirectly, to their own use an opportunity or advantage that belongs to the TSHC.

## **1. Financial and Business Transactions**

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If a Director is, or seeks to be, a director, officer, or employee of a company (or if the Director has a financial interest in such company) that has business dealings with the TSHC, this could be a conflict of interest.

If a Director (or a family member, friend or business associate of the Director) has a financial interest in a company that has business dealings with the TSHC, and the Director

is involved in any process related to a business transaction involving the TSHC, this could be a conflict of interest.

## **2. Gifts or Donations**

Subject to the other provisions in this Policy, Directors shall not solicit or accept any fees, advances, gifts, money, personal discounts, donations, personal benefits, meals, tickets, personal loans or the like from a resident, tenant or any other person or entity that has, or might have, business dealings with the TSHC for the purposes of, or that may be perceived to be for the purposes of, influencing an act or decision of the Directors.

The exceptions are gifts of a nominal value, which do not influence or would not be perceived as influencing, the performance of the Director's duties.

In determining "nominal value", consideration should be given to if the gift could reasonably be seen as an attempt to influence a decision on any matter or transaction. In this regard, consideration should be given, in turn, to the circumstances, nature, and timing of the gift. For example, a Director should not accept:

- any meals;
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- an invitation to an event at the expense of another individual.

## **3. Personal Relationships**

Directors should always maintain a professional relationship with their colleagues on the Board and with Stakeholders, i.e., individuals, groups and entities with whom the TSHC has dealings including (but not limited to) tenants, contractors, suppliers and vendors. However, the TSHC acknowledges that Directors may have personal relationships with individuals with whom the TSHC has dealings from time to time.

Tenant Directors of TSHC will have ongoing personal relationships with other tenants and with staff as residents of TSHC buildings which do not constitute conflict of interest except as specified in 7 (d) ii below.

Directors shall take all reasonable steps to manage these relationships so as to avoid conflict-of-interest situations (whether actual, potential, or apparent).

An example is if a Director were to have access to a TSHC-operated building and has direct contact with a friend or family member who is a tenant or resident in the building or has access to the information of friends or family because of their position as a TSHC Director, as this could result in a conflict of interest.

As another example, if a Director were to be involved in the TSHC hiring process for, or will supervise, family, friends, or business associates (past or current), this could give rise to a conflict of interest.

## **4. Handling of Complaints**

The Board of Directors recognizes the value, commitment and support of Stakeholders and it follows that they should welcome Stakeholder comments, suggestions, and complaints provided by them and made in good faith with a view to improving the TSHC.

If a Director receives a Stakeholder complaint or comment, the following steps shall apply:

- a) For complaints or comments about the operations or policies of the TSHC:
  - i. The complaint shall be forwarded to a senior TSHC executive officer for appropriate handling and response. The Director may notify the complainant of such forwarding and the senior TSHC executive officer will inform the Director of the disposition of the complaint.
  - ii. Directors shall not communicate with TSHC staff for the purpose of influencing or interfering in the equal and fair administration of TSHC repairs, programs or operations;
- b) For complaints or comments relating to the integrity of a TSHC staff member, the complaint shall be forwarded to a senior TSHC executive officer; and,
- c) For complaints or comments relating to the integrity of a Director, the complaint shall be forwarded to the Board Chair.

## **5. Outside Activity**

Reference is also made to paragraph 7 dealing with Reporting and Resolving a Conflict of Interest.

### **a) Other Board/Committee Positions**

If a Director accepts a position on a board or committee of a commercial or non profit entity, timely disclosure of this involvement must be made to the TSHC, in order to assist the TSHC in preventing any conflicts of interest between the two entities. For example, accepting a board position with a TSHC supplier would be a conflict. Reference is made in this regard to paragraph 7 below as to how such matters should be reported.

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The TSHC respects a Director's right to be involved in the political process and community activity, subject to the possible requirement of taking a leave of absence from the Board as outlined in paragraph 10 below. When a Director engages in political or civic affairs, the Director's views and actions are his or her own, not those of the TSHC and any statements made by the Director must not be attributed to the TSHC. Reference is made in this regard to paragraph 7 below as to how such matters should be reported.

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During the course of his or her tenure on the Board of Directors, a Director may come across business opportunities that have potential for exploitation. However, over the course of her or his tenure on the Board, these opportunities belong to the TSHC and not to the Director personally.



Any business opportunities of any kind whatsoever and howsoever arising and relating to the business of the TSHC that become known to the Director during his or her tenure on the Board shall be pursued for the benefit of the TSHC only.

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### a. What should a Director with a conflict of interest do?

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The Director shall report in writing the facts and circumstances of the matter or transaction to the Board Chair and the Director shall govern himself or herself in accordance with the instructions received from the Board Chair.

**Refraining from participation.** The Director shall not participate in any formal or informal discussion of, any decision or vote on, or any attempt to exert influence over the contract, relationship, person or organization with respect to which the conflict may relate. A Director in this case, though, may be counted to establish a quorum for meetings.

**Recusal.** The Director shall temporarily recuse himself or herself from meetings in order to allow the remaining members of the Board or a Committee of the Board to engage in a full discussion regarding the impugned matter or transaction.

**Refraining from voting.** If a vote is taken in respect of the impugned matter or transaction, such Director shall abstain from voting and the minutes of the Board or Committee meeting shall record this fact if it has occurred.

### b. When must Directors disclose conflicts of interest?

When they join the Board of Directors, Directors shall submit a written statement (in paper or digital form) concerning conflicts of interest. The Directors shall disclose in such statement all conflicts of interest that they know about and the nature and extent of such conflicts of interest.

For conflicts of interest after that time, Directors shall disclose them no later than the first Board of Directors meeting following the moment where they realized they had a conflict of interest.

### c. What information do Directors have to disclose?

Directors shall disclose the nature, value of and any relevant details of the conflict of interest.

### d. Do these requirements apply to all Conflicts of Interest?

- i) Subject to the following, the requirements outlined in this paragraph 7 apply

whenever there is an actual, potential or apparent conflict of interest unless the matter or transaction giving rise to the conflict of interest is one with an “affiliate”.

In the case of a matter or transaction with an affiliate, the reporting requirement for a conflict of interest that is outlined in this paragraph 7 continues to apply; however, the other requirements (namely, Refraining from Participation, Recusal and Refraining from Voting) do not apply to conflict-of-interest matters or transactions with an “affiliate”.<sup>1</sup> To satisfy the requirement for reporting in the case of a conflict of interest with an “affiliate”, a Director should declare their interest in the “affiliate” immediately and then annually thereafter, in writing, to the Board Chair.

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## 8. Documentation of Conflicts

The minutes of any meeting at which a transaction or matter involving a conflict of interest or an appearance of a conflict of interest is considered shall reflect whether the Director (as the case may be) made disclosure, withdrew himself or herself from the consideration of the transaction or matter, recused him or herself from the meeting room itself and abstained from voting on the impugned transaction or matter.

## 9. Failure to Disclose a Conflict and Remedies

If ~~the Board or any~~ Director ~~or a Committee~~ has reasonable cause to believe that a Director has failed to disclose a conflict of interest, the ~~Board or Committee~~ Director (as the case may be) shall inform the Board Chair of the basis for such a belief. The Board Chair shall then afford such Director an opportunity to explain the reported, alleged failure to disclose. If the Board Chair determines, after hearing any response given and making such further investigation as may be warranted by the circumstances, that such Director has in fact failed to disclose a conflict of interest, the Board Chair shall take appropriate action, which may include a recommendation to the Board that the Board request the City of Toronto to remove for the removal of such Director from the Board of Directors, as well as the reconsideration of whether the matter or transaction was in the best interests of and fair and reasonable to, the TSHC at the time it was undertaken.

## 10. Leave of Absence

Directors shall notify the Board Chair in order to request a leave of absence. By way of

example, Directors must be on an approved leave of absence in order to:

- Seek a provincial or federal candidacy nomination or participate as a candidate in a municipal, provincial or federal election campaign, where the nomination process or the candidacy may conflict with the interests of the TSHC or may adversely affect the performance of the Director's duties;
- Apply for a position with the TSHC; or,
- Any other event that may conflict with the interests of the TSHC or may adversely affect the performance of the Director's duties.

## Compliance and Monitoring

Directors must comply with this Policy at all times. Directors should use proper judgment and act in the spirit of this Policy at all times.

Contravention of this Policy is a serious matter. Non-compliance includes failing to declare a conflict of interest in accordance with this Policy. In some cases, non-compliance can also lead to legal action by TSHC.

## Governing and Applicable Legislation

- Business Corporations Act, R.S.O. 1990, c.B.16

## Related Policies and Procedures

- Code of Conduct for Directors of the Board (Date)
- Code of Conduct (Date..)
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## Commencement and Review

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Revision #1	April 11, 2022 (CGHRC)	Revised as per City of Toronto's suggestion	Board of Directors

<sup>1</sup> The TSHC is a corporation organized under and subject to, the provisions in the Business Corporations Act of Ontario. Paragraph (c) of sub-section 132(5) of this legislation provides in part, that a director of a corporation who is party to a material contract or transaction with the corporation or who has a material interest in a material contract of transaction with the corporation shall not attend a meeting of directors during which the impugned contract or transaction is discussed and shall not vote on any resolution to approve the impugned contract or transaction unless the contract or transaction is one with an affiliate. For these purposes and as applied to the TSHC, "affiliate", refers to any City corporation or agency, including Toronto Community Housing Corporation ("TCHC"). ~~in the legislation includes the Toronto Community Housing Corporation ("TCHC") since both the TCHC and the TSHC have the same sole shareholder, i.e. the City of Toronto.~~

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**Toronto Seniors Housing Corporation  
Board of Directors Meeting  
2021 ISM Annual Report**

Item #20

April 28, 2022

**Report: BD: 2022-42**

**To:** Board of Directors

**From:** Linda Jackson

**Date:** April 28, 2022

**PURPOSE: FOR INFORMATION**

**RECOMMENDATION:**

It is recommended by the Quality & Tenant Engagement Committee that the Board of Directors receive the 2021 Integrate Services Model (ISM) Annual Report for information.

**REASON FOR RECOMMENDATION:**

ISM will be a key differentiator for Toronto Seniors Housing Corporation in meeting the needs of senior tenants. The 2021 Annual Report speaks to the progress of this program and lays the foundation for helping tenants to age in place with dignity. It recaps the work done in 2021 and will inform the work that TSHC will continue to do under the ISM.

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Linda Jackson,  
Chair, Quality & Tenant Engagement Committee


Attachment 1: ISM Annual Program Report

**Item 20**

**Attachment 1**

**2021 ISM Annual Program Report**

**URL to document:**

 [2021 ISM Annual Program Report FINAL 2022.03.22.pdf](#)

**Toronto Seniors Housing Corporation  
Board of Directors Meeting  
Tenant Facing Policies**

Item #21

DATE April 28, 2022

**Report: BD: 2022-43**

**To:** Board of Directors

**From:** Linda Jackson

**Date:** April 28, 2022

**PURPOSE: FOR APPROVAL**

**RECOMMENDATION:** It is recommended that the Board of Directors adopt the following resolution:

**BE IT RESOLVED THAT** the Board of Directors approve the Tenant Facing Policies on an interim basis and that these policies be reviewed to reflect the needs of seniors and the Toronto Seniors Housing Corporation mandate and values. Further that this review be done with the input of tenants and staff. Staff will bring discuss with STAC the priorities for review of these policies and bring a timeline and process for review back to the QTE Committee. Staff ask STAC for input on the priorities for review of these policies. Staff will bring a timeline and process for review back to the QTE Committee.

**REASON FOR RECOMMENDATION:** The Quality and Tenant Engagement Committee recommends the interim approval of the Tenant Facing Policies. The linkage of these policies to current business processes will aid in the seamless transition of services for both tenants and staff.

The following is a high-level outline of each policy:

## **Tenant Charter**

The purpose of the Tenant Charter is to communicate Toronto Seniors Housing Corporation's service commitments and set out accountabilities for all tenants and employees. The Charter was achieved through extensive consultation by TCHC with tenants and staff. It is built on five pillars; each pillar is divided into the category all employees will and all tenants. These pillars are Community Collaboration, Integrity, Accountability, Respect and Accessibility for Persons with Disabilities. As part of their long-term planning process, TSHC may choose to re-visit the charter once it develops its own values.

The Tenant Charter is posted in the lobby of every building for both tenants and staff to reference.

## **Absence from Rent Geared to Income (RGI) Unit**

This policy applies to households paying rent geared to income. The City of Toronto's guideline for social housing sets 90 days as the maximum number of days that all members of the household can be absent or not living in their unit while continuing to receive a rent geared to income subsidy. This rule only applies if all members of the household are absent, and allows for exceptional circumstances due to hospitalization, rehabilitation, or incarceration.

## **Eviction Prevention Policy for Non-payment of Rent (Arrears)**

This policy applies to all tenants who are facing eviction for non-payment of rent. It ensures all procedures regarding tenancies at risk are equitable, tenants can participate in maintaining their own rent, supports are in

place to ensure successful tenancies, and that tenants meet their rental responsibilities.

### **Eviction for Cause**

This policy outlines the principles and standards Toronto Seniors Housing Corporation will use to manage the actions and behaviours that result in tenants, occupants or their guests not complying with the terms of their lease agreement, interfere with the rights of other tenants, the landlord or undermining community safety. Evictions for cause are: Substantial interference with the reasonable enjoyment of others, damage to property, illegal acts, and impairment of safety. All Evictions for Cause applications are heard before the Landlord and Tenant Board.

### **Vulnerability Definition Policy**

This policy adopted the City of Toronto's definition of vulnerability. It guides Toronto Seniors Housing's approach in responding to vulnerable residents whose tenancy is or may become at risk.

"The City of Toronto- Working group on Vulnerable Individuals defines vulnerability as a result of interaction between the challenges a person faces and the resources that they can access when facing those challenges. A vulnerable resident must be assessed in context- a person's vulnerability or resiliency will depend on their circumstances, environment, and resources in the broadest sense. Vulnerable persons may be isolated, without identified supports, reclusive, have underlying medical problems and/or mental health issues posing a threat of harm to themselves and/or others. Physical harm to self may be due to reduced ability to manage activities of daily living, substance misuse, isolation, poor insight and/or reluctance to accept support services (Toronto Public Health- Vulnerable Adults/Seniors Team, 2012."

### **Human Rights, Harassment and Fair Access Policy**

This policy applies to all Tenants, Staff and Contractors. It commits to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the *Ontario Human*



*Rights Code* ("Code"), and the *Accessibility for Ontarians with Disabilities Act* ("AODA").

This policy will not tolerate, ignore, or condone any form of discrimination, harassment or hate activity on TSHC property. Under the Code, everyone has a right to be free from harassment and discrimination and a right to equal treatment. Toronto Seniors Housing Corporation supports delivering service that respects dignity, self-worth, and the human rights of every person.

## **Parking Policy**

This policy applies to all tenants, non-tenants, agencies, contractors, and visitors. Vehicles on the landlord's property must be licensed, roadworthy and display appropriate registration on their windshield. Visitors are required to use the park-and-display tickets machines which are available in on the property.

## **Relocation Policy**

This policy provides the framework to govern the temporary or permanent relocation of households because of revitalization, conversion, sale or substantial rehabilitation of a unit, development, group of developments or area. It also defines compensation levels for expenses of relocated households.

The purpose of the policy is to minimize the adverse effects of relocation on tenants facing displacement from a Toronto Seniors Housing unit, with a goal of tenants being able to continue their life in a Relocation Unit with minimal disruption.

## **Visitor and Guest Policy**

This policy explains the way Toronto Seniors Housing Corporation manages visitors and guests of all its tenants. The policy supports our commitment to equitable and quality service and meets legislative requirements of a maximum of 30 days in total within a 12-month period for any one individual to stay with the tenant. Exceptions to this rule include visitors from out of country with return tickets that exceed 30 days or an approved live-in caregiver.

**Non -Residential Use of Space policy for Tenants and Tenant-Led Groups**

This policy governs the use of common space within TSHC building that is not allocated for residential, commercial, or industrial use. This common space allows tenants and tenant-led groups to provide programs and services to other tenants.

**Non-Residential Use of Space Policy for Agencies**

This policy governs the use of common space within TSHC building that is not allocated for residential, commercial, or industrial use. This common space allows agencies to provide programs and services to tenants. For this policy, the definition of agency is an incorporated not-for-profit, a registered charity with Canada Revenue Agency, a healthcare service provider as defined by the Regulated Health Professions Act, a City of Toronto department or subsidiary.

**Tenant Engagement and Tenant Representatives**

These guidelines relate to elected/acclaimed Tenant Representative while they perform their duties through tenant engagement initiatives. These guidelines include the Code of Conduct, Distribution and Allocation of Use of Space Funds, Expense Reconciliation procedure and Removal of Tenant Representatives. The process to remove the Tenant Representative exists and is intended to standardize the day-to-day conduct of the tenant rep, ensure abidance of the laws, and polices which govern our business. A Tenant Representative is elected or acclaimed by the community in which they live to represent the interest of all tenants in their building or complex. They function as a liaison between the tenants they represent and TSHC. They participate actively on the Tenant Councils, communicate with their tenants and staff on issues pertaining to the community, are advocates for change, treat all tenants equally, with respect and dignity while facilitating the tenants in issues that have an impact on their building and community. In meeting these guidelines Toronto Seniors Housing applies its resources to support meaningful engagement, reduce barriers and spark social change.

**List of Attachments**

- **Tenant Charter**
- **Absence from Unit**
- **Eviction Prevention Policy for Non-payment of Rent (Arrears)**
- **Eviction for Cause**
- **Vulnerability Definition Policy**
- **Human Rights, Harassment and Fair Access Policy**
- **Parking Policy**
- **Relocation Policy**
- **Visitor and Guest Policy**
- **Non-Residential Use of Space Policy for Tenants and Tenant-led Groups**
- **Non-Residential Use of Space Policy for Agencies**
- **Tenant Representative Code of Conduct**
- **Roles and Responsibilities for Tenant Representative**
- **Removal of a Tenant Representative**
- **Distribution of Tenant Council Funds**

Linda Jackson  
Chair  
Quality and Tenant Engagement Committee

**Item 21  
Attachment 1  
Tenant Charter**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### **Tenant Charter**

The purpose of the tenant charter is to communicate Toronto Seniors Housing Corporation's service commitments and set out accountabilities for all tenants and employees.

Everyone working at, living in or visiting Toronto Seniors Housing Corporation shares the responsibility of maintaining a culture of respect, safety, equity and inclusiveness.

<b>COMMUNITY COLLABORATION</b>	<b>INTEGRITY</b>	<b>ACCOUNTABILITY</b>
<p><b>All employees will:</b></p> <ul style="list-style-type: none"> <li>• Support community engagement by sharing opportunities to participate in activities that help create healthy communities</li> <li>• Promote and communicate environmentally friendly activities</li> <li>• Provide access to common spaces in a fair and equitable manner</li> <li>• Work collaboratively with community partners and provide relevant information to tenants to maintain successful tenancies</li> </ul> <p><b>All tenants will:</b></p> <p>Have the opportunity to vote for position(s) in Toronto Seniors Housing's Tenant Engagement System</p> <ul style="list-style-type: none"> <li>• Have the opportunity to participate in meetings and community activities</li> <li>• Have the opportunity to take a leadership role in organizing local initiatives and represent the needs and wishes of their communities</li> </ul>	<p><b>All employees will:</b></p> <ul style="list-style-type: none"> <li>• Work to earn, develop and maintain trust of tenants through honest, accountable, and transparent service</li> <li>• Provide service in an unbiased and equitable manner</li> <li>• Support an inclusive environment that promotes dignity and respect</li> <li>• Show commitment dedication to any task being undertaken</li> </ul> <p><b>All tenants will:</b></p> <ul style="list-style-type: none"> <li>• Support an inclusive environment that promotes dignity and respect</li> </ul>	<p><b>All employees will:</b></p> <ul style="list-style-type: none"> <li>• Support our mission to provide clean, safe, well-maintained, affordable homes</li> <li>• Make information about service standards processes for addressing service requests or complaints readily available</li> <li>• Take ownership and update tenants in a timely manner on the status of their request or complaint according to the applicable service standard</li> <li>• Hold service providers working on TSHC properties accountable</li> <li>• Take appropriate tenancy management action to address illegal activity and anti-social behaviour on TSHC property</li> <li>• Provide language interpretation at tenant engagement meetings upon request</li> </ul> <p><b>All tenants will:</b></p> <ul style="list-style-type: none"> <li>• Be transparent and accountable when they represent other tenants via the Tenant Engagement System</li> <li>• Maintain their own units, keep common spaces clean and be responsible for their own conduct as well as the conduct of occupants, guests and all pets they bring into the community</li> <li>• Report safety issues and/or hazardous conditions to staff</li> </ul>
<b>RESPECT</b>		
	<p><b>All employees will:</b></p> <ul style="list-style-type: none"> <li>• Provide respectful, professional and courteous service at all times</li> <li>• Listen to and acknowledge issues and concerns raised by tenants</li> <li>• Communicate in a clear and open manner</li> </ul> <p><b>All tenants will:</b></p> <ul style="list-style-type: none"> <li>• Communicate and interact with all persons who live in and work at TSHC in a polite and courteous manner</li> </ul>	

### **ACCESSIBILITY FOR PERSONS WITH DISABILITIES**

TSHC is and will continue to be committed to providing accessible service. This includes meeting its duty to accommodate disabilities under the *Human Rights Code*, and the standards set out in the Accessibility for Ontarians with Disabilities Act.

**Nothing in this charter should be seen to take away from the rules set out in any laws, such as the *Residential Tenancies Act* and the *Ontario Human Rights Code*, TSHC policies, or any other legal commitments, such as a lease.**

**Item 21  
Attachment 2  
Absence from Unit**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### **Absences from rent-geared-to-income units**

For a household paying rent-geared-to-income, the City of Toronto's guideline for social housing sets 90 days as the maximum number of days that all members of the household can be "absent" or not living in their unit while continuing to receive a rent-geared-to-income subsidy. However, there are some exceptions to this rule.

This rule only applies if all members of your household are **away** at the same time.

Short absences of up to seven days in a row or less are not counted toward the 90-day limit within a 12-month period.

If all members of a household are away for more than 90 days in a row or more than 90 days within a 12-month period, and have not informed Toronto Seniors Housing Corporation, they could lose their rent-geared-to-income (RGI) subsidy. Informing Toronto Seniors Housing Corporation of any absence longer than 90 days will also help us to address safety and repair needs while a tenant is away.

Please tell us if you are in hospital, in rehabilitation, awaiting trial or have documentation to support another valid reason for being away from your unit longer than 90 days.

Learn more by reviewing the **City of Toronto Absence from Unit from City Guideline 2013-9** <https://www.toronto.ca/community-people/community-partners/social-housingproviders/rent-geared-to-income-administration/>

### **1. Who does the guideline apply to?**

The guideline applies to tenants who live in a rent-geared-to-income (RGI) unit.

### **2. What is the guideline?**

The guideline 2013-9 Local Eligibility Rule - Absence from Unit states the maximum number of days that all members of a household can be "absent" or not living in their unit and continue to receive a rent-geared-to-income (RGI) subsidy is 90 days. It also outlines the exceptions to this rule.

### **The maximum number of days that a household can be away from their unit is 90 days in a row or 90 days within a 12-month period.**

- This rule only applies if all members of your household are **away** at the same time. If at least one member of your household will be living in your unit during your absence, this rule does not apply. A member of your household is anyone listed on your Lease Agreement with Toronto Seniors Housing Corporation.
- Short absences of up to seven days in a row or less are not counted toward the 90-day limit within a 12-month period.

### **3. Will I be eligible for RGI assistance if I am away for more than 90 days?**

You will not be eligible for RGI assistance if you are away for more than 90 days unless you have given notice to Toronto Seniors Housing Corporation in writing of the



reason you are away AND the reason meets one of the exceptions as stated in the City's guideline.

If you plan to be away for more than 90 days, call the Tenant Support Centre at **416-945-0800**, **email: support@torontoseniorshousing.ca**) or visit your Regional office.

#### **4. What happens if I lose my subsidy?**

If you lose your subsidy, you will not lose your unit, but you will have to pay market rent.

#### **5. What if I am the only member of my household and I have a medical condition that requires me to stay in hospital or be away from my unit?**

If you are the only member of your household and have a medical condition that makes it necessary for you to be away from your unit for 90 days in a row or longer to receive treatment, call the Tenant Support Centre at **416-945-0800**, **email support@torontoseniorshousing.ca** or visit your Regional office so we can help you keep your subsidy.

#### **6. What happens if another member of my household {anyone listed on the Lease Agreement with Toronto Seniors Housing Corporation) has a medical condition and I have to be away from my unit to take care of them?**

If all members of your household will be away due to this reason, call the Tenant Support Centre at **416-945-0800**, email **support@torontohousing.ca** or visit your Regional office so we can help you keep your subsidy.

#### **7. Will I be able to keep my subsidy if I am being held in jail while awaiting trial?**

Yes. If a household has one member, and the member is

absent because they are being held in jail while awaiting trial, they will not be considered absent from the unit. Paperwork/proof of the reason for absence must be provided to your Tenant Services Administrator. However, rent must also be paid while you are away.

**8. What if the condition of my bail does not allow me to live in my unit for 90 days or longer?**

If a household has one member, and a bail condition of release prevents the member from living in the unit, the household will not be considered absent from the unit. Paperwork/proof of the reason for absence must be provided to the Tenant Services Administrator. However, rent must be paid while you are away.

**9. Will I lose my unit if I am convicted of a crime and serving a sentence?**

If a household has one member, and the member has been convicted of criminal offence, the household will be considered absent from the unit for more than 90 days if the jail time served is greater than 90 days.

**Note:** Being convicted of a criminal offence does not make someone ineligible for RGI subsidy, unless the conviction is for RGI fraud or misrepresentation.

Someone who is convicted and serves a sentence leading to an absence of 90 days or more will lose their subsidy but not their unit and will have to pay market rent.

**10. What are my options if I lose my RGI subsidy?**

You can request a review of your eligibility for RGI subsidy by completing a Request for Review Form:

- in person at your Regional office
- by email to **support@torontoseniorshousing.ca**
- by phone with a Tenant Services Administrator

- by mail or fax

**Note:** Requests for review must be made within 30 calendar days (plus five mailing days, if the request is mailed by the tenant) after the notice of decision has been given to the household by Toronto Seniors Housing Corporation. When you have completed your form, submit it to:

**Toronto Seniors Housing Corporation**

Attention: Review Body 423 Yonge St., 2<sup>nd</sup> Floor Toronto, ON  
M5B 1T2



## COVID-19

Get your first, second or third COVID-19 vaccine. Find information about vaccines, staying safe and changes to City services at [toronto.ca/covid19](https://www.toronto.ca/covid19) (<https://www.toronto.ca/home/covid-19>).

# City Guideline 2013-9: Local Eligibility Rule – Absence from Unit

## Date Issued

September 6, 2013

## Effective Date

Immediately

## Applicability to Social Housing Programs

The policies and procedures in this City Guideline are to be implemented under the following programs.

### Applicability Program

X	Housing Services Act, Part VII Housing Projects, <b>Market and Rent-Geared-to-Income</b> , Section 78 Housing Providers (formerly 110)
X	Housing Services Act, Part VII Housing Projects, <b>100% Rent-Geared-to-Income</b> , Section 78 Housing Providers (formerly 110)
	Federal Non-Profit Housing, Section 26/27
	Federal Non-Profit Housing, Section 95
X	<b>Rent Supplement Programs for Sections 26, 27, 95 and New Affordable Housing Providers</b>
X	Toronto Community Housing Corporation

Please note: If your program is not checked, this City Guideline does not apply to your project.

## Background

Regulation 367, Section 37 of the *Housing Services Act* (HSA) gives the City of Toronto, as Service Manager, the ability to create local eligibility rules about absence from a unit. The local rules can specify either or both the maximum number of consecutive days and/or the maximum number of days in a year that a household can be absent from their unit.

City Guideline 2002-3 (revised June 1, 2004) has been revoked and replaced with City Guideline 2013-9. This Guideline directs housing providers to comply with the Local Rule -Absence from Unit as published in Chapter 3 of the RGI Guide. The revised Local Rule is effective for all new absences.

The full text of the Local Rule – Absence from Unit is included below:

1. A household is no longer eligible for RGI assistance if:
  - a. **all** members of the household have been absent from their unit for **more than 90 consecutive days**; or
  - b. **all** members of the household have been absent from their unit for **more than 90 days in total** in a 12 month period.

#### **Exceptions:**

##### **Short Absence**

- i. An absence of seven consecutive days or less will not be counted in condition 1.(b) above.

##### **Medical Condition of a Member of the Household**

- ii. If a household has only one member and that member has a medical condition that makes it necessary to temporarily leave the unit, the household will not be considered absent from the unit.
- iii. If a household includes one or more members who have a medical condition that makes it necessary to temporarily leave the unit, and as a result other household members are also absent because they are accompanying them, the household will not be considered absent from the unit.

**Note:** This exemption applies **only if a member of the household has a medical condition**. It does not apply when the person with a medical condition is not a member of the household.

##### **Housing Provider Policy on Medical Conditions Required**

iv. Housing providers must develop a fair policy for deciding what a valid medical reason is and what supporting documents they will accept. This policy must be applied consistently. An example of a valid medical reason for absence may be a long stay in a hospital, rehabilitation, or treatment facility. This must be supported by documentation from a medical professional that details the condition and the reasons for the absence.

#### **Absences Due to Criminal Charge/Conviction**

v. If a household has one member, and the member is absent because they are being held in jail while awaiting trial, the household will not be considered absent from the unit.

vi. If a household has one member, and a bail condition of release prevents the member from living in the unit, the household will not be considered absent from the unit.

vii. If a household has one member, and the member has been convicted of an offence, the household will be considered absent from the unit for more than 90 days if the jail time to be served is greater than 90 days.

**Note:** Being convicted of a criminal offence does not make someone ineligible for RGI subsidy (unless the conviction is for RGI fraud or misrepresentation).

However, someone who is convicted of a crime may serve a sentence that makes them absent from their unit for more than 90 days. In this case this Local Rule – Absence from Unit applies.

2. Housing providers may extend the time a household may be absent from a unit in extenuating circumstances. This applies if a housing provider has reviewed appropriate documentation from the household and has decided that there is a legitimate reason for an extension.

3. Housing providers must include the requirement to comply with the Local Rule - Absence from Unit in the Consent and Declaration section of their household income and assets review form. See the sample Household Income and Assets Review form in the RGI Guide, Chapter 10 (<https://www.toronto.ca/community-people/community-partners/social-housing-providers/rent-geared-to-income-administration/>), Appendix 1, page 11.

## **Action Required**

1. Housing providers must enforce the Local Rule-Absence from Unit as published in the RGI Guide, **Chapter 3** (<https://www.toronto.ca/community-people/community-partners/social-housing-providers/rent-geared-to-income-administration/>).
2. Housing providers must inform their residents about the Local Rule – Absence from Unit.

## Helpful Hints:

The following are methods by which housing providers could inform their residents about the Local Rule – Absence from Unit:

- update documents and forms to include references to the rules
- discuss the rules with households at the initial lease interview
- include the rules in a tenant/member handbook

## Questions

If you have any questions, please contact your Housing Consultant or HSS:

### Housing Stability Services

Shelter, Support & Housing Administration

City of Toronto

Metro Hall, 55 John Street, 6th floor

Toronto, ON M5V 3C6

Telephone: 416-392-4126

Email: [HSS@toronto.ca](mailto:HSS@toronto.ca) (<mailto:HSS@toronto.ca>)

Website: [www.toronto.ca/socialhousing](http://www.toronto.ca/socialhousing) (<https://www.toronto.ca/community-people/community-partners/social-housing-providers/>)

## Related Information

Ontario's Long-Term Affordable Housing Strategy Update, March 2016 

(<http://www.mah.gov.on.ca/AssetFactory.aspx?did=13683>)

Residential Tenancies Act  (<https://www.ontario.ca/laws/statute/06r17>)

**Item 21**

**Attachment 3**

**Eviction Prevention Policy for Non-payment of Rent  
(Arrears)**



# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Eviction Prevention Policy for Non-payment of Rent (Arrears)**

**Policy Owner:**

**Approval:**

**First Approved:**

**Effective Date:**

### **Policy Summary**

This is a policy on eviction prevention related to the non-payment of rent. Tenants are responsible for paying their full rent on the first of every month and reporting changes in income or household composition so that their rent is calculated properly.

Toronto Seniors Housing Corporation is committed to working with tenants so that they meet these responsibilities and, wherever possible, prevent tenants from losing their housing.

### **Policy Statement**

Toronto Seniors Housing Corporation is committed to keeping evictions for not paying rent to a minimum.

Toronto Seniors Housing Corporation will work with tenants and external supports or service agencies where possible, to keep tenants housed and to ensure that rent is paid and eviction is the very last resort.

The policy is established within the context of the Shareholder Direction from the City of Toronto, the Housing Services Act, 2012 and the Residential Tenancies Act 2006.

## **Purpose**

The purpose of the policy is to ensure rent is collected as required and to evict as few tenants as possible for not paying their rent.

## **Scope**

This policy applies to:

- the non-payment of rent. Tenants can be evicted for other reasons. These will be described in a separate policy.
- all residential tenants, including rent-geared-to-income (RGI) and market tenants, and tenants living in contract-managed buildings.

## **Values**

Toronto Seniors Housing Corporation is committed to supporting successful tenancies and ensuring that tenants meet their rental responsibilities. We will:

- Recognize tenants as responsible and able participants in maintaining their own tenancy and paying their rent;
- Work with tenants to try to identify solutions, recognizing that tenants sometimes face barriers to maintaining their tenancy through lack of support or access to services;
- Ensure all procedures regarding tenancies at risk are fair, open and equitable (procedural fairness);
- Recognize the right of each individual to be treated fairly, with respect and without discrimination;
- Collect rent on time, because lost revenue means there is less money for building maintenances and other services for all tenants.

## **Standards**

1. Tenants must pay their rent each month. Eviction prevention cannot be an incentive not to pay rent on time and in full.
2. Staff are required to make a minimum of three (3) documented attempts to make personal contact with the tenant before filing

an Application to Evict a Tenant for Non-payment of Rent and to Collect Rent the Tenant Owes (L1) at the Landlord and Tenant Board (LTB);

3. At least one reasonable and accessible opportunity for a face-to-face meeting must be given to the tenant during the eviction process
4. Efforts and results of communications with tenants during the eviction process will be documented
5. Clear information on how rent is calculated and rental account status will be made available to tenants
6. A fair and transparent process will be available to tenants for review of RGI decisions and calculations, by a person or a panel independent from the original decision maker
7. Notices to evict will include information on the supports available to tenants to help them pay their rent, including information about local legal clinics.
8. Tenants will be given access to the Eviction Prevention Policy
9. Tenants will be informed of the services offered at the Landlord and Tenant Board including mediation, duty counsel and interpretation services if applicable
10. Tenants who are evicted by the Sheriff will be informed of services offered by external organizations to assist them in finding other accommodation and support

## **Policy Details**

Many people living in Toronto Seniors Housing Corporation have nowhere else to go for secure, permanent housing. At times, some tenants will have trouble paying rent. Toronto Seniors Housing Corporation recognizes this and tries to prevent tenants from losing their housing because of unpaid rent.

The primary strategy for eviction prevention is effective rent collection. Efforts to collect rent and to support tenants facing eviction will continue after an order to evict has been issued by the

Landlord and Tenant Board and up to the point where the unit is being re-rented.

### ***Eviction Prevention Strategies***

Managers and staff will have the flexibility and discretion to choose appropriate strategies for different situations.

### ***Rent Collection***

- Focus on collecting the rent on time
- Provide a range of flexible rent payment options
- Inform tenants about steps to take if they are unable to pay rent, and offer to help tenants develop plans for staying housed
- Negotiate reasonable repayment agreements that best fits the tenant's circumstances
- Explain that tenants are required to indicate changes in income and household composition promptly so that rent calculation is based on the most up to date information

### ***Education***

- Educate tenants about their rights and responsibilities and about the Eviction Prevention Policy at lease signing, at regular intervals, and when they are having trouble paying their rent
- Train staff in eviction prevention strategies when they are hired and at regular intervals

### ***Communication***

- Communicate directly with tenants at key stages *before* issues escalate, and document all attempts to communicate
- Communicate in a timely fashion and in plain, clear, respectful language
- Ensure documents related to eviction prevention adhere to our standards of translation and interpretation

- Make staff available to talk to tenants in confidence about their situation

### ***Early Intervention***

- Identify households that appear to be vulnerable or at a higher risk of eviction, during our interactions with tenants (e.g. unit inspections, annual rent review process).
- Monitor households that appear to be vulnerable or at a higher risk of eviction and respond accordingly
- Intervene early when rent payment is late to help prevent tenants from falling further into arrears

### ***Partnerships and Referrals***

- Develop partnerships with organizations that can provide supports to tenants
- Inform tenants about, and connect them to, external organizations and community agencies that can help them maintain a successful tenancy

### **Compliance and Monitoring**

To ensure compliance:

- Toronto Seniors Housing Corporation will verify compliance on every file that proceeds to the Landlord and Tenant Board and will conduct random audits.
- Operational performance related to the range of eviction prevention strategies and rent collection practices will be monitored and gaps will be identified for further action
- Eviction prevention performance reports will be submitted to the Board quarterly

### **Governing and Applicable Legislation**

- Residential Tenancies Act

- Housing Services Act, 2012
- Municipal Freedom of Information and Protection of Privacy Act
- Ontario Human Rights Code

### **Related Policies and Procedures**

- Human Rights, Harassment & Fair Access Policy

### **Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
Revision #1			
Revision # 2			
Last review:			

### **Next Scheduled Review Date:**

**Item 21  
Attachment 4  
Eviction for Cause**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### Evictions for Cause Policy

<b>Policy Owner:</b>	
<b>Approval By:</b>	
<b>First approved:</b>	
<b>Effective Date:</b>	

### **Policy Summary**

Toronto Seniors Housing Corporation is committed to promoting successful tenancies while making sure that tenants can live together in strong, safe, and healthy communities.

The Eviction for Cause Policy outlines Toronto Seniors Housing Corporation's approach and guides decision-making when individual behaviours impact others in Toronto Seniors Housing Corporation communities and are grounds for eviction for cause under the *Residential Tenancies Act, 2006* (the RTA).

In implementing this Policy, Toronto Seniors Housing Corporation is committed to making sure that individual rights under the *Ontario Human Rights Code* (the "Code") are upheld, and that all tenants can live together in strong, safe, and healthy communities.

### **Policy Statement**

Toronto Seniors Housing Corporation will manage all tenancies in accordance with:

- The *RTA*;
- The *Ontario Human Rights Code*;
- Terms of the tenancy agreement (the "Lease"); and
- Toronto Seniors Housing Corporation policies, procedures, standards and protocols including but not limited to:
  - Human Rights, Harassment and Fair Access Policy;
  - The established tenant complaint process.



While Toronto Seniors Housing Corporation recognizes the gravity and impact of eviction, it is prepared to pursue eviction when the legal grounds for eviction exist and the problem cannot be resolved in the interest of the community without pursuing eviction.

## **Purpose**

The goal of the Policy is to promote successful tenancies while maintaining safe and harmonious communities.

As a landlord, Toronto Seniors Housing Corporation is responsible for the maintenance and repair of its buildings and ensuring that it does not interfere with the rights of tenants as defined by the RTA.

The policy outlines principles and standards Toronto Seniors Housing Corporation will use to deal with actions and behaviours that result in tenants not complying with their responsibilities, interfere with the rights of other tenants or the landlord, or undermine community safety.

## **Scope**

This Policy applies to all residential tenants directly managed by Toronto Seniors Housing Corporation, including rent-geared-to- income (RGI) and market tenants. It also applies to occupants, visitors, and guests insofar as tenants are responsible for the conduct of all occupants, guests, and visitors who they invite onto the residential complex<sup>1</sup>.

The Policy is concerned with behaviours that could lead to eviction under the RTA and applies to the following stipulated causes for eviction:

- Substantial interference with reasonable enjoyment or with other rights, interests or privileges;
- Damage to property;

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<sup>1</sup> The tenant is also responsible for the conduct of any visitor or guest that an occupant of their unit has invited onto the residential complex

- Impairment of safety.
- Illegal acts; and,

This Policy does not apply to the following:

- Fraud and misrepresentation of income;
- Arrears;
- Illegal sublet unauthorized occupancy;
- Ceasing to qualify for social housing; or,
- Ending the tenancy and/or relocation for demolition, conversion, repairs or sale of the property.

## **Values**

Toronto Seniors Housing Corporation, its staff and tenants are committed to promoting successful tenancies while maintaining harmonious, safe, healthy and livable communities.

In making decisions about evictions for cause, we will:

- recognize the right of each individual to be treated fairly, with respect and without discrimination. Toronto Seniors Housing Corporation will not accept harassment or discrimination towards any tenant, or employee;
- recognize tenants as responsible and able participants in maintaining their own successful tenancy and healthy communities;
- recognize that some tenants may face barriers in maintaining a successful tenancy as the result of vulnerabilities, including but not limited to mental health issues, or disabilities. We will abide by our duty to accommodate under the *Ontario Human Rights Code*;

- make decisions based on what we believe to be reliable information. full and fair consideration of complaints; objective assessment of the facts, and, judgment of what will best solve the issue for the community.

## **Standards**

Toronto Seniors Housing Corporation will:

- 1) use sufficient, relevant and objective facts to support decisions in the eviction process;
- 2) discuss the situation with the tenant prior to making an application to evict with the Landlord and Tenant Board. Sometimes it is not reasonably possible or appropriate to meet with the tenant. In these cases, clear documentation of the circumstances is required;
- 3) issue only the appropriate notices of termination, which clearly describe for the tenant the conduct and legal grounds that justify the notice;
- 4) Inform tenants of the services offered through legal aid clinics as well as the need for translation services upon Toronto Seniors Housing Corporation issuing a Notice to Terminate a Tenancy; and,
- 5) Ensure that, where an order to terminate a tenancy has been issued by the Landlord and Tenant Board, tenants are sent information on supports that may be available to them including information about shelters.

Toronto Seniors Housing Corporation will not pursue evictions for complaints or incidents that occurred more than three (3) years earlier unless there are extremely compelling reasons to do so such as:

- The incident is part of a pattern of behaviour that continues to impact the community;

- Similar or related incidents have occurred since the original incident;
- Toronto Seniors Housing Corporation was not aware of the incident and it has the potential to seriously impact the community; or,
- Other reasons set out in the procedures.

## **Definitions**

**Visitors:** Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant's unit). Visitors are not part of the tenant's household. Visitors maintain a home address outside the tenant's unit.

**Guests:** Persons who require temporary accommodation with a tenant (guests do sleep in the tenant's unit but only for a maximum of 30 days within any 12-month period unless they are a "Special Case" as defined by the Visitor and Guest Policy). Guests are not part of the tenant's household. Guests maintain a home address outside the tenant's unit.

**Occupants:** For Rent-Geared-to-Income (RGI) tenancies, an occupant is a person who is a declared member of an RGI household, who has been added to the household with Toronto Seniors Housing Corporation's consent, but who has not signed a lease with Toronto Seniors Housing Corporation.

For market rent tenancies, an occupant is a person who has been added to a market household, with Toronto Seniors Housing Corporation's consent, but has not signed the lease, or an undeclared person who is living in a market rent unit together with the tenant.

Occupants have no right to live in the tenant's unit once the tenant moves out.

**Tenants:** Persons who have signed a lease and have all tenant rights and responsibilities related to the tenancy.<sup>2</sup>

## **Policy Details**

Toronto Seniors Housing Corporation handles incidents that could lead to eviction in a balanced manner, taking into consideration the specific fact situation; a tenant's individual circumstances; Toronto Seniors Housing Corporation's responsibilities to all tenants and staff; and, Toronto Seniors Housing Corporation's responsibility to respect human rights, procedural fairness and transparency.

### ***A Balanced Approach***

Apply a balanced approach to maintaining harmonious healthy communities as well as individual tenancies – the key consideration is what will best solve the problem for the community

Use a problem-solving approach, including alternative resolution methods, giving the tenant an opportunity to correct the problem and negotiating agreements where appropriate

Facilitate separate third party support services when a tenant faces barriers or difficulties maintaining their own successful tenancy and healthy communities.

### ***Fair Review and Resolution***

Toronto Seniors Housing Corporation will ensure that complaints are addressed and investigated in a consistent, fair and timely manner to reduce escalation.

When a tenant does not abide by the terms of the lease, and/or the RTA, Toronto Seniors Housing Corporation will provide and communicate clear, enforceable and progressive consequences that reflect the severity and persistence of the behaviour.

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<sup>2</sup> In certain circumstances as defined by the *Residential Tenancies Act* the spouse of a tenant may become a tenant when the tenant dies or vacates the unit. This provision does not apply to some or all of Toronto Seniors Housing Corporation's rental units. Anyone faced with this situation must speak with their Regional Office Manager.

## ***Circumstances Warranting Eviction***

While Toronto Seniors Housing Corporation recognizes the seriousness of eviction and the impact it can have on some tenants for whom Toronto Seniors Housing Corporation is the only source of secure permanent housing, we will pursue eviction when:

- despite all efforts to resolve the problem, the actions of a tenant, household, pet, guest or occupant continue to negatively impact tenants, staff or the community, and the circumstances constitute grounds for eviction under the RTA;
- eviction may be pursued immediately in very serious situations, generally involving serious impairment of safety or serious criminal activity.

## **Compliance and Monitoring**

Toronto Seniors Housing Corporation will:

- develop and maintain procedures to assist staff in interpreting and applying this policy;
- ensure clear documentation practices are in place;
- monitor the effectiveness of this Policy in responding to and reducing incidents and behaviours that negatively impact the health of communities; and,
- provide quarterly reports to the Board on eviction rates.

## **Governing and Applicable Legislation**

- *Residential Tenancies Act, 2006*
- *Housing Services Act, 2012*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Ontario Human Rights Code*

## **Related Policies and Procedures**

- Evictions for Cause Procedures
- Guidelines for Documentation
- Human Rights Harassment and Fair Access Policy
- Tenant Complaint Process
- Visitor and Guest Policy

## **Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
Revision # 1			

**Next Scheduled Review Date:**

**Item 21**  
**Attachment 5**  
**Vulnerability Definition Policy**



# TORONTO SENIORS HOUSING CORPORATION (TSHC)

## Vulnerability Definition Policy and Vulnerability Operational Guideline

<b>Policy Owner</b>	
<b>Approval</b>	
<b>First Approved</b>	
<b>Effective Date</b>	

### Policy Statement:

For the purposes of this policy, Toronto Seniors Housing Corporation adopts the City of Toronto's definition of vulnerability and its related commentary, as set out below:

"The City of Toronto – Working Group on Vulnerable Individuals defines vulnerability as the result of interaction between the challenges a person faces and the resources that they can access when facing those challenges. A vulnerable resident<sup>1</sup> must be assessed in context - a person's vulnerability or resiliency will depend on their circumstances, environment, and resources in the broadest sense. Vulnerable persons may be isolated, without identified supports, reclusive, have underlying medical problems and/or mental health issues posing a threat of harm to themselves and/or others. Physical harm to the self may be due to reduced ability to manage activities of daily living, substance misuse, isolation, poor insight and/or reluctance to accept support services (*Toronto Public Health – Vulnerable Adults/Seniors Team, 2012*).

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<sup>1</sup> For clarity, in the City of Toronto definition of vulnerability, "resident" refers to a resident of the City of Toronto.

Commentary: The following factors are essential to understanding vulnerability:

- **Poverty:** A lack of income limits the resources that a person can draw upon in times of crisis.
- **Structural Inequalities:** Challenges can be exacerbated by discrimination based on gender, sexual orientation, and ethnicity.
- **Social networks/Social support:** The ability to draw up on social supports in times of crisis can help a person cope with challenges.
- **Personal limitations:** Physical and mental illnesses/impairments may inhibit a person's ability to respond to challenges.
- **Physical location:** Some areas have greater access to resources and supports than others and this may impact a person's ability to get help.”

### **Purpose:**

Responsive to the City of Toronto’s approach to vulnerability, and consistent with Toronto Seniors Housing Corporation’s mandate and statutory and legislative obligations, this *Vulnerability Definition Policy* guides Toronto Seniors Housing Corporation’s approach in responding to vulnerable residents whose tenancy with Toronto Seniors Housing Corporation is or may become at risk.

### **Scope:**

This *Policy* applies broadly to all Toronto Seniors Housing Corporation interactions with its residents through its employees, contractors, volunteers, agents and other third parties. This *Policy* shall inform the development of policies, strategies and initiatives that will have an impact on Toronto Seniors Housing Corporation residents.

### **Principles:**

As a social housing landlord, Toronto Seniors Housing Corporation has

an obligation to support vulnerable residents in preserving their tenancies, subject to the availability of resources and within the context of its statutory and legislative obligations. For example, in applying this *Policy*, Toronto Seniors Housing Corporation must consider its obligations under the *Housing Services Act, 2011* including its obligation to ensure that its residents are able to live independently. Equally, Toronto Seniors Housing Corporation must consider its obligation to support the enjoyment of all of its residents to their leaseholds and to a safe environment and community consistent with its obligations under the *Residential Tenancies Act, 2006*. Further, in applying this *Policy*, Toronto Seniors Housing Corporation must ensure that it is compliant with the Ontario *Human Rights Code*.

To support its successful application, Toronto Seniors Housing Corporation will ensure that this *Policy* and its related procedures and processes are appropriately communicated to its residents and other stakeholders, and that appropriate training is provided to its employees, contractors, volunteers, agents and other third parties.

## **Policy Details**

### **Toronto Seniors Housing Corporation Vulnerability Operational Guideline:**

In applying the City of Toronto's definition of vulnerability to the context of Toronto Seniors Housing Corporation's mandate and operations, in the first year of this *Policy*, the following Toronto Seniors Housing Corporation *Vulnerability Operational Guideline* is adopted:

"Vulnerability is defined as the interaction between the challenges that a Toronto Seniors Housing Corporation resident<sup>2</sup> faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges. Vulnerable residents can be reasonably expected to enjoy a successful tenancy when steps are taken by Toronto Seniors Housing Corporation, working together with other service system partners, to connect vulnerable residents to appropriate and available resources (e.g., family and health, social services, and community

supports).

Vulnerability may affect the ability of a Toronto Seniors Housing Corporation resident to live independently as required by the *Housing Services Act, 2011*. In such cases, the resident may require more intensive supports than are available within the social housing context. In these cases, Toronto Seniors Housing Corporation will make reasonable efforts to ensure that the resident's needs are assessed and that the resident is connected with appropriate and available housing, shelter or support options before their tenancy with Toronto Seniors Housing Corporation is terminated."

### **Compliance and Monitoring:**

This policy and the *Vulnerability Operational Guideline* will be reviewed and evaluated annually, and amended, if required.

### **Governing and Applicable Legislation:**

- Ontario Housing Services Act, 2011
- Ontario Residential Tenancies Act, 2006
- Ontario Human Rights Code, 1990
- Accessibility for Ontarians with Disabilities Act, 2005
- Ontario Municipal Freedom of Information and Protection of Privacy Act, 1990

### **Related Procedures and Processes:**

In order to operationalize this policy, the owners of this policy, in consultation with Toronto Seniors Housing Corporation's Legal Services Department, and others as appropriate, shall develop and implement related procedures and processes.

## Approval and Review:

Revision	Date	Description of changes	Approvals
First approval:			
Revision #1			

## Next Revision Date:

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For clarity, for the purposes of this *Policy* and the *Vulnerability Operational Guideline*, a “resident” of Toronto Seniors Housing Corporation means a “tenant” as defined in the *Residential Tenancies Act, 2006*

**Item 21**

**Attachment 6**

**Human Rights, Harassment and Fair Access Policy**

# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Human Rights, Harassment and Fair Access Policy - Tenants**

**Policy Owner:**

**Approval:**

**First Approved:**

**Current Approval:**

**Effective Date:**

### **Policy Statement**

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the *Ontario Human Rights Code* ("Code"), and the *Accessibility for Ontarians with Disabilities Act* ("AODA").

Toronto Seniors Housing Corporation will not tolerate, ignore or condone any form of discrimination, harassment or hate activity on Toronto Seniors Housing Corporation property. Under the Code, everyone has a right to be free from harassment and discrimination and a right to equal treatment and Toronto Seniors Housing Corporation supports delivering service that respects dignity, self-worth and the human rights of every person.

### **Scope**

The purpose of this policy is to set out:

- (a) The protections given to applicants and tenants related to discrimination in accommodation, contracts, services, or facilities;
- (b) The protections given to applicants and tenants related to harassment based on a protected ground; and

- (c) The expectations of Toronto Seniors Housing Corporation related to hate activity on Toronto Seniors Housing Corporation property.

## **Definitions**

**Accommodation:** An individualized process to improve equality and remove barriers experienced by a person or groups related to a prohibited ground, to the point of undue hardship<sup>1</sup>. The accommodation process is a shared responsibility. Everyone involved including the person asking for an accommodation, should work together, exchange information, and look for accommodation solutions together. For more information, please see the *Request for Accommodation* section of this policy.

**Applicant** – An Applicant who has applied to live in a unit that is owned or operated by or on behalf of Toronto Seniors Housing Corporation.

**Disability:** A disability is defined in the Code as:

- a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
- b) a condition of mental impairment or a developmental disability,
- c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,

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<sup>1</sup> The Code prescribes only three considerations when assessing whether an accommodation would cause undue hardship: cost, outside sources of funding, if any and health and safety requirements, if any.



- d) a mental disorder, or
- e) an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

**Discrimination:** A practice or behaviour that treats people unequally or creates a distinction based on a prohibited ground under the Code resulting in an obligation, burden, barrier by perpetuating prejudice or stereotyping. Discrimination may result from the effect of applying general rules to everyone, because it has a discriminatory or unequal effect on a particular person or group based on a prohibited ground (see Prohibited Grounds definition). Systemic Discrimination a specific type of discrimination characterized by patterns of behaviour, policies or practices structure or culture of the organization.

**Harassment:** A course of unwanted comment(s) or conduct related to a prohibited ground that is known or ought reasonably to be known to be unwelcome. Harassment may result from one incident or a series of incidents.

**Hate Activity:** Acts committed to deliberately intimidate, harm, harass, use physical force against, or threaten a person on the sole basis that they belong to a group identified by a prohibited ground. Hate activity can be a form of discrimination and a criminal offence under the *Criminal Code of Canada*.

**Prohibited Grounds:** The Code forbids discrimination or harassment based on the following personal characteristics in occupancy of accommodation, contracts, and services: age, ancestry, citizenship, colour, creed, disability, ethnic origin, family status, gender identity, gender expression, marital status, place of origin, race, sex (including pregnancy and breast-feeding), receipt of public assistance, and sexual orientation.

**Social areas:** The Code ensures that every person can enjoy freedom from harassment and discrimination in five areas, called *social areas*. The three that apply to this policy are: Occupancy of Accommodation, Contracts and Services and Facilities.

**Tenant:** For the purpose of this policy, the term “tenant” includes all individuals living lawfully in a Toronto Seniors Housing Corporation household.

Both Tenants and Occupants are defined by Toronto Seniors Housing Corporation’s Addition to Household Composition Directive and Visitor and Guest Policy.

## **Policy Details**

Toronto Seniors Housing Corporation is committed to fostering an environment that respects human rights and will advance this standard. The types of prohibited grounds can vary based on the social areas.

### ***Housing or Occupancy***

All tenants have a right to equal treatment with respect to occupancy of accommodation (housing) without discrimination by Toronto Seniors Housing Corporation, because of the following prohibited grounds or any combination of these grounds.

- race
- ancestry
- place of origin
- citizenship
- creed or religion
- gender identity
- gender expression
- receipt of public assistance
- age<sup>2</sup>
- disability
- colour
- ethnic origin
- sexual orientation
- sex (including pregnancy and breastfeeding)
- marital status
- family status
- association with anyone who has protections under this policy
- any other prohibited ground(s) that may be amended under the Code

## ***Services and Facilities***

All tenants have a right to equal treatment with respect to Toronto Seniors Housing Corporation services, and the use of Toronto Seniors Housing Corporation's facilities, without discrimination or harassment, on any of the following prohibited grounds.

- race
- ancestry
- place of origin
- citizenship
- creed or religion
- gender identity
- gender expression
- colour
- ethnic origin
- sexual orientation
- sex (including pregnancy and breastfeeding)
- marital status
- family status
- age
- disability
- level of literacy\*
- association with anyone who has protections under this policy
- any other prohibited ground(s) that may be amended under the Code

\*While level of literacy is not a prohibited ground under the Code, in the interests of promoting inclusivity Toronto Seniors Housing Corporation will, wherever possible, communicate with tenants in a manner which is accessible to them.

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<sup>2</sup> Accommodation of person under eighteen – Every sixteen- or seventeen-year-old person who has withdrawn from parental control has a right to equal treatment with respect to occupancy of and contracting for accommodation without discrimination because the person is less than eighteen years old.

## ***Contracts***

Every person having legal capacity has a right to contract on equal terms without discrimination or harassment because of the following prohibited grounds or any combination of these grounds.

- race
- ancestry
- place of origin
- citizenship
- creed or religion
- gender identity
- gender expression
- age
- disability
- colour
- ethnic origin
- sexual orientation
- sex (including pregnancy and breastfeeding)
- marital status
- family status
- association with anyone who has protections under this policy
- any other prohibited ground(s) that may be amended under the Code

## ***Hate Activity***

Toronto Seniors Housing Corporation does not tolerate hate activity on Toronto Seniors Housing Corporation property and such behavior is grounds for a complaint under this policy.

Tenants are expected not to engage in hate activity and are expected not to promote, condone, or otherwise encourage hate activity by their guests or visitors on Toronto Seniors Housing Corporation property. Hate Activity can include but is not limited to acts of violence, verbal slurs accompanied by a threat, vandalism of the person's property, and/or messaging designed to spread hate activity.

## ***Filing a Complaint***

Toronto Seniors Housing Corporation will respond to any complaints under the policy, providing the complaint is made within 12 months of the alleged discrimination or harassment incident. Complaints may be accepted after 12 months after the incident, at the discretion of Toronto Seniors Housing Corporation.

Please refer to the *Human Rights, Harassment, and Fair Access Procedure for Tenant Complaints* ("Procedure") for further detail about Toronto Seniors Housing Corporation's complaints process.

## ***Reprisal***

Toronto Seniors Housing Corporation forbids taking action against a person who has made a complaint of discrimination or harassment in good faith under this policy or is participating in an investigation under this policy. Reprisal includes harassment, discrimination, intimidation or imposition of another penalty, or any other action which harms their living conditions. Reprisal includes a threat to take action or knowingly advising another person to engage in reprisal.

## ***Responsibilities***

Toronto Seniors Housing Corporation will:

- Develop and maintain procedures and/or guidelines for investigating and addressing any complaints that may arise under this policy.
- Provide education to employees on this policy to make sure they are aware of the conduct which is prohibited under this policy.
- Create awareness where needed to make sure that all tenants have knowledge about their rights and responsibilities under this policy.
- Promptly respond to and take appropriate actions when a complaint is made under this policy in accordance with the Procedure.

- Address tenant complaints according to the Procedure.
- Provide support to staff to address tenant complaints according to the Procedure.
- Collaborate with staff from Human Resources on human rights and diversity initiatives and provide additional resources or support when needed.
- Provide awareness and education to tenants.
- Facilitate requests by tenants for accommodations as needed.
- Monitor the effectiveness of this policy through regular reporting on equity, diversity and human rights initiatives to the City of Toronto

The Human Resources will:

- Address or investigate complaints made against employees according to the applicable procedure, with the support a where needed.
- Make sure employees comply with any obligations they may have under this policy or the Code.

## **Compliance and Monitoring**

**Toronto Seniors Housing Corporation employees** may not engage in discrimination, harassment or hate activity under this policy. Violation of this policy can lead to discipline up to and including termination for cause.

**Vendors or contractors**, are responsible for following any provision of their contract related to discrimination or harassment on Toronto Seniors Housing Corporation property. Violation of this policy can lead to termination of their contract or any other consequence set out in their contract with Toronto Seniors Housing Corporation.

**Tenants** are also expected to follow this policy, which includes refraining from harassment, discrimination, or hate activity against other tenants, Toronto Seniors Housing Corporation employees, vendors or contractors on Toronto Seniors Housing Corporation property. Tenants are also responsible for making sure that their

**guests or visitors** follow this policy while on Toronto Seniors Housing Corporation property. Violation of this policy can lead to legal or other action by Toronto Seniors Housing Corporation.

### **Governing and Applicable Legislation**

- Ontario Human Rights Code
- Accessibility for Ontarians with Disabilities Act
- Criminal Code of Canada
- Occupational Health and Safety Act
- Residential Tenancies Act

### **Related Policies and Procedures**

- Human Rights, Harassment and Fair Access Procedure for Tenant Complaints
- Human Rights, Harassment, and Fair Access Complaint Procedure (Staff)
- Accessibility Policy
- Employee Code of Conduct
- Tenant Representative Code of Conduct
- Tenant Charter

### **Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
[Revision #1]			
Last review:			

### **Next Scheduled Review Date:**

**Item 21  
Attachment 7  
Parking Policy**



## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### **Parking Policy Statements For Tenants / Non-Tenants / Agencies and Contractors**

1. Toronto Seniors Housing Corporation will only register and permit roadworthy vehicles that are properly licensed – has current license plates and validated by Ministry of Transportation, not including tractor trailers, boats, buses, cube vans, etc. or where the Vehicle Weight or Reg. Gross Weight exceeds 3000 kg.
2. Currently Toronto Seniors Housing Corporation does not have the facilities to accommodate the charging of hybrid vehicles. Until such a time as technological advances make this possible, Toronto Seniors Housing Corporation will be unable to provide power sources for these vehicles.
3. All Tenants, Non-Tenants, and Commercial Tenants will be “assigned” a parking space(s) in underground garages, where applicable.
4. Tenants are permitted to register personal vehicle(s) which they drive for personal use.
5. Non-Tenant Parker can request to register multiple vehicles, up to a maximum of 2 vehicles, to share the use of one parking space. This option is only available in underground parking facilities and through TCH’s Commercial Business Unit.
6. All Toronto Seniors Housing Corporation affiliated organizations’ vehicles, that are marked and identified with a logo are permitted to park on Toronto Seniors Housing Corporation property(ies) 24 hours a day, 7 days a week.
7. “Vehicle On Duty” Signs are available for rent for placement on Agencies’ & Contractors’ vehicles dashboards that attend multiple Toronto Seniors Housing Corporation sites and have regular frequent business activities on Toronto Seniors Housing

Corporation property.

8. Other Agencies, Contractors, or individuals that do not have regular business activities or agreement with Toronto Seniors Housing Corporation are to be treated as visitors, and are to follow the Visitor Parking Procedure.
9. All persons who park in a visitor parking space at a Pay & Display parking location need to purchase Pay & Display ticket and adhere to the display instructions, including already registered contractors', agencies' and employees' vehicles.
10. Visitor Parking Permits must be used by all persons who park in a visitor parking space at a non-Pay & Display location, and must be completed and displayed as per the conditions listed on the back of the permit. Permits can be obtained from the Regional office or Superintendent (as applicable), free of charge for up to a maximum of 9 permits per unit per month, or as set by Toronto Seniors Housing Corporation.
11. Commercial Tenants that request to have "designated" parking are required to pay the Non- Tenant Parking monthly rate plus cover the expense of required signage and installation fee as set by Toronto Seniors Housing Corporation. The number of fobs or access cards to be given will be equal to the number of parking spaces paid for. Toronto Seniors Housing Corporation does not enforce any "designated" parking spaces.
12. Lost or stolen or non-returned Permits are subject to a replacement fee, set by Toronto Seniors Housing Corporation, based on Parking Permit type.
13. Toronto Community Housing Corporation on behalf of Toronto Seniors Housing Corporation has the authority to tag and tow vehicles parked on Toronto Seniors Housing Corporation property which are not authorized to do so at the owner's expense.
14. Tenants or Non-Tenants who are in arrears in excess of one month

rent will not be registered for any new Tenant or Non-Tenant parking permit until their outstanding account is addressed through payment or repayment agreement.

**Item 21  
Attachment 8  
Relocation Policy**

# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Relocation Policy**

Policy Owner	
Approval	
First Approved	
Effective Date	

### **Policy Statement**

Toronto Seniors Housing Corporation is committed to promoting healthy communities and quality of life for tenants. Toronto Seniors Housing Corporation recognizes that relocation may cause hardships for those directly affected and the community.

The purpose of the policy is to minimize the adverse effects of relocation on tenants facing displacement from a Toronto Seniors Housing Corporation unit, with a goal of tenants being able to continue their life in a Relocation Unit with minimal disruption. This policy provides the framework to govern the relocation of households.

### **Scope**

This policy applies to all residential tenants directly managed by Toronto Seniors Housing Corporation and tenants living in contract-managed buildings, including rent-geared-to-income, affordable and market tenants that are required to move out of their units because Toronto Seniors Housing Corporation needs possession of their unit for any of the following reasons:

- revitalization;
- renovation;

- permanent unit closures;
- emergency situations;
- accessibility upgrades; and
- any other reason that Toronto Seniors Housing Corporation requires a household to transfer from one Toronto Seniors Housing Corporation unit to another.

## **Definitions**

**Accessibility Upgrades:** Where a tenant's unit is undergoing planned accessibility upgrades to accommodate their accessibility needs and it is not possible for them to remain in the unit while the work is taking place.

**Emergency Situations:** Where an emergency takes place in a unit or building (such as flood, emergency roof repairs, etc.) and occupying the unit would pose an immediate risk to tenants' health or life safety, and major unplanned rehabilitation is required in the unit or building.

**Large-Scale Renovation:** Major planned repairs to a unit or building where a household's unit must be vacant in order for the work to take place.

**Permanent Relocation:** Where a tenant is required to relocate from their unit and will not return to the same unit.

**Permanent Unit Closure:** Where units or buildings have deteriorated into a critical state of repair and must be closed because they are no longer safe for tenants to live in, where a building is repurposed for another use, or any other reason that requires a unit be closed.

**Relocation Agreement:** A written contract between tenants and Toronto Seniors Housing Corporation, which outlines the rights and obligations of both parties during the relocation process.

**Relocation Unit:** The unit a household is moved to when they must be relocated from their current unit.

**Revitalization:** The large-scale demolition and rebuild of

multiple Toronto Seniors Housing Corporation buildings in one community to elevate the housing conditions and circumstances for tenants.

**Temporary Relocation:** A temporary move between Toronto Seniors Housing Corporation units initiated by Toronto Seniors Housing Corporation where the household must return to their original unit.

**Temporary Shelter Agreement:** A written agreement between a household and Toronto Seniors Housing Corporation that outlines the rights and obligations of both parties during a temporary relocation. This only applies to relocation due to accessibility upgrades.

**Tenancy in Good Standing:** A household is in good standing if:

- none of the members of the household owe money to Toronto Seniors Housing Corporation in relation to a current or former tenancy or if any member of the household does owe money, they have entered into a repayment agreement with Toronto Seniors Housing Corporation and are in compliance with that agreement;
- Toronto Seniors Housing Corporation is not currently taking legal action against the household for any reason; and
- the Landlord and Tenant Board has not ordered termination of the tenancy.

**Tenant Relocation Assistance Implementation Plan (TRAIP):** A document that sets out the steps that Toronto Seniors Housing Corporation will take to support tenants to relocate units and what tenants can expect from Toronto Seniors Housing Corporation during the moving process such as notice periods, any financial assistance, and other supports to assist with moving.

## **Standards**

### ***Standards Applied to All Relocations***

Toronto Seniors Housing Corporation may initiate the relocation of a household for any of the reasons listed above. In all instances, the following standards apply:

- Households may only relocate to a unit for which they are eligible under the *Housing Services Act*, the City of Toronto's Occupancy Standards, and any other applicable rules and regulations.
- Toronto Seniors Housing Corporation may choose not to relocate a household if its tenancy is not in good standing.
- Toronto Seniors Housing Corporation will make reasonable efforts to assist each household to address any outstanding tenancy issues and ensure their tenancy is in good standing before relocation.
- Toronto Seniors Housing Corporation will work with community partners and will assist in connecting tenants with community partners and services, where needed.
- The relocation process cannot be used to split rent-geared-to-income tenancies. The rent-geared-to-income household is entitled to relocate to one unit in accordance with the City of Toronto's Occupancy Standards.
- Toronto Seniors Housing Corporation staff will work with tenants on the selection of a relocation unit for which the household is eligible.
- Toronto Seniors Housing Corporation will provide moving assistance subject to the requirements in any applicable agreements (ex. a Tenant Relocation Assistance Implementation Plan) and the household qualifying for moving assistance.
- For rent-geared-to-income tenants, rent will continue to be based on income. For all other tenants, rents may change as a



result of relocation both in the relocation unit and the unit to which tenants return after the relocation.

- The relocation process will follow the rules in the *Residential Tenancies Act* and any other applicable rules and regulations.
- Households may waive the right to return, if applicable, and remain in their relocation unit, except in instances of relocation due to accessibility upgrades.

Note: If a unit or building is sold, the household may or may not be required to relocate. The decision to relocate a household will be based on the terms in the Agreement of Purchase and Sale that Toronto Seniors Housing Corporation signs with the new owners.

### ***Standards Applied to Relocations due to Permanent Unit Closures or Revitalization***

In instances of permanent unit closures or revitalization, the following standards apply:

- An official notice will be issued to each household in writing by Toronto Seniors Housing Corporation prior to relocation. Notification will be provided according to the timelines set out in any governing agreements and legislation.
- Toronto Seniors Housing Corporation may be required to develop a Tenant Relocation Assistance Implementation Plan for specific buildings or communities as part of the City of Toronto's approval process. Where these plans are in place, they will take precedent over the standards in this policy.
- The order in which households will be offered a relocation unit will be established through a random selection draw.
- If a household does not choose a relocation unit by the deadline provided by Toronto Seniors Housing Corporation, Toronto Seniors Housing Corporation may begin the process

for terminating the household's tenancy.

- Once an offer is accepted for a relocation unit, the household must sign a new lease for the relocation unit and an Agreement to Terminate the Tenancy for their existing unit.
- Tenants who are moved due to revitalization have the right to return to a new unit in a revitalized community, subject to eligibility rules in the Relocation Agreement it signs with Toronto Seniors Housing Corporation.
- A household will only receive one offer of a revitalization unit. Once the household has exercised its right to return to a revitalization unit, it is not entitled to transfer to a different revitalization unit, even if the household's family composition has changed after moving.
- Households may defer their right to return for a later opportunity, if allowed by the applicable Tenant Relocation Assistance Implementation Plan, and any other applicable agreements or plans.
- If a household terminates its tenancy with Toronto Seniors Housing Corporation at any point during the relocation process, it may no longer be eligible to return to the revitalized community subject to the terms of its Relocation Agreement.

### ***Standards Applied to Relocations due to Large-Scale Renovations***

In instances of large-scale renovations, the following standards apply:

- Once an offer is accepted for a relocation unit, the household will sign a new lease for that unit and an Agreement to Terminate the Tenancy for its existing unit.
- After the renovation is completed, the household has right of first refusal to return to the renovated unit as long as it gives Toronto Seniors Housing Corporation written notice it will be exercising that right before relocating and complies with any other conditions in the relocation agreement it signs with

Toronto Seniors Housing Corporation.

- If a rent-geared to income household will be over-housed in the renovated unit at the time when it exercises its right of first refusal and returns to the unit, the household will not be eligible for moving assistance for the move from its relocation unit to the renovated unit.

### ***Standards Applied to Relocations due to Emergency Situations***

In instances of emergency situations, the following standards apply:

- Once an offer is accepted for a relocation unit, the household will sign a new lease for that unit and an Agreement to Terminate the Tenancy for their existing unit.
- After the repairs are completed, the household has right of first refusal to return to its previous unit as long as it gives Toronto Seniors Housing Corporation written notice it will be exercising that right before relocating.

Note: Where there is a fire in a unit, refer to the Resident Relocation – Fire Response Procedure.

### ***Standards Applied to Relocations due to Accessibility Upgrades***

In instances of accessibility upgrades, the following standards apply:

- Households who are relocated must sign a Temporary Shelter Agreement for their relocation unit.
- Households must return to their original unit after accessibility upgrades are complete.
- Rent-geared-to-income households that temporarily relocate outside of Toronto Seniors Housing Corporation while accessibility upgrades take place in their unit will

Relocation Policy / Approval Date: / Effective Date:

not lose their rent-geared-to-income subsidy, provided they return to their unit once the work is complete. Where a household can stay with family or friends outside of Toronto Seniors Housing Corporation, this option will be pursued first.

## **Policy Details**

The Relocation Policy will cover all situations where Toronto Seniors Housing Corporation initiates relocating a current Toronto Seniors Housing Corporation household to a different Toronto Seniors Housing Corporation unit, except in instances of a fire in a unit or building. Reasons for relocation will be limited to the categories defined within the Relocation Policy and in compliance with relevant legislation.

Tenant-initiated requests for transfer are addressed in Toronto Seniors Housing Corporation's Tenant Transfer Policy.

## **Compliance and Monitoring**

The Seniors Housing Manager in each Region is responsible for having a process in place to monitor staff compliance with this procedure.

## **Governing and Applicable Legislation**

- *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11*
- City of Toronto Occupancy Standards
- City of Toronto Property Standards Bylaw
- *Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1*
- Ontario Human Rights Code, R.S.O. 1990, c. H.19
- *Residential Tenancies Act, 2006, S.O. 2006, c. 17*

## Related Policies and Procedures

- Accessibility Policy
- Evictions for Cause Policy
- Eviction Prevention Policy for Non-payment of Rent (Arrears)
- Human Rights, Harassment and Fair Access Policy – Tenants
- Relocation Procedure (in development)
- Tenant Complaints Process
- Tenant Charter
- Tenant Transfer Policy
- Translation and Interpretation Policy
- Emergency Response Plan

## Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Last review:			

## Next Scheduled Review Date:

**Item 21**  
**Attachment 9**  
**Visitor and Guest Policy**

# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Visitor and Guest Policy**

**Policy Owner:**

**Approval:**

**First Approved:**

**Effective Date:**

### **Policy Statement**

This policy explains the way Toronto Seniors Housing Corporation will manage visitors and guests of all Toronto Seniors Housing Corporation tenants.

Tenants may have visitors or guests in their homes. Toronto Seniors Housing Corporation and other social housing providers know that from time to time tenants may have guests who stay with them in their homes for a number of days at a time. These might include out-of-town guests, or persons who tenants have personal relationships with and are not part of their households.

A tenant may have a guest in their home for a maximum of 30 days, in total, within a 12-month period. The 30 days may be consecutive or non-consecutive days and applies to any one individual that stays in the tenant's unit. In special cases, as defined below, guests may stay in a unit longer than 30 days.

Tenants are responsible for the actions and behaviours of anyone that they invite onto the residential complex including their visitors and guests.

This policy defines Toronto Seniors Housing Corporation's practice for dealing with visitors and guests. It supports Toronto Seniors Housing Corporation's commitment to equitable and quality service and meets legislative requirements.

## **Purpose**

The purpose of this policy is to make sure that all tenants understand their responsibilities related to visitors and guests, and for Toronto Seniors Housing Corporation to meet the following objectives:

- explain when a person is considered a visitor or a guest;
- explain when a market rent household is required to inform Toronto Seniors Housing Corporation of changes to their household composition as required by this policy
- explain when a rent-geared-to-income household is required to inform Toronto Seniors Housing Corporation of changes to their household composition as required by this policy
- establish the maximum length of time tenants can have guests;
- establish exceptions to the maximum permitted time for guests;
- balance the tenant's right to use their home and Toronto Seniors Housing Corporation's requirement to assess household eligibility for housing;
- make sure that subsidies are based on the true household income, including anyone who moves into the unit;
- help to make sure that subsidies are available to households that qualify; and
- ensure that residential units are not improperly transferred or sublet.

## **Scope**

This policy applies residents in Toronto Seniors Housing Corporation households.

Live-in caregivers are not covered by the scope of this policy. If a member of a household requires a live-in caregiver, the tenant must



make the request in writing to have the live-in caregiver stay in their unit through their Regional office.

## **Standards**

Toronto Seniors Housing Corporation staff are responsible for:

- investigating cases where tenants appear to have guests staying with them for more than 30 days.

Tenants are responsible for:

- the actions and behaviours of their occupants, visitors and guests;
- telling their guests and visitors that they may be asked to prove that they have a home address outside of the unit they are visiting;
- reporting a person that they wish to add to their household composition as outlined in the Addition to Household Composition Directive; and
- complying with this policy.

## **Definitions**

**Guests:** Persons who require temporary accommodation with a tenant (guests do sleep in the tenant's unit, but only for a maximum of 30 days within any 12- month period unless they are a special case as defined below). Guests are not part of the tenant's household. Guests maintain a home address outside the tenant's unit.

**Live-in caregivers:** Persons who provide support services needed because of a household member's disability or medical condition. They are not considered tenants, visitors or guests.

**Occupants:** For rent-geared-to-income tenancies, an occupant is a person who is a declared member of a rent-geared-to-income household, who has been added to the household with Toronto Seniors

Housing Corporation's consent, but who has not signed a lease with Toronto Seniors Housing Corporation. For market rent tenancies, an occupant is a person who has been added to a market household, with Toronto Seniors Housing Corporation's consent, but has not signed the lease, or an undeclared person who is living in a market rent unit together with the tenant.

Occupants have no right to live in the tenant's unit once the tenant moves out.

**Tenants:** Persons who have signed a lease and have all tenant rights and responsibilities related to the tenancy<sup>1</sup>.

**Toronto Seniors Housing Corporation staff:** This includes, but is not limited to, all Toronto Seniors Housing Staff.

**Unauthorized occupants:** Any person who is not a tenant, occupant, visitor, guest, or live-in caregiver as defined by this policy. An unauthorized occupant has no lawful authority to be at a Toronto Seniors Housing Corporation residential complex and has no rights to the rental unit in question.

**Visitors:** Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant's unit). Visitors are not part of the tenant's household. Visitors maintain a home address outside the tenant's unit.

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<sup>1</sup> In certain circumstances, as defined by the *Residential Tenancies Act*, the spouse of a tenant may become a tenant when the tenant dies or vacates the unit. This provision does not apply to some or all of Toronto Seniors Housing Corporation's rental units. Anyone faces with this situation must speak with their Regional Manager.

## **Policy Details**

### ***Visitors***

Visitors may come to the unit as often as the tenant invites them. Frequent visitors may be asked to prove that they have a home

address outside of the unit they are visiting. Tenants are responsible for telling all visitors about this rule.

## ***Guests***

Tenants may have a guest stay in their unit for a maximum of 30 days in total, within a 12-month period and are encouraged to report to Toronto Seniors Housing Corporation all persons staying in the unit for safety and emergency purposes.

### ***Guest who stays longer than 30 days – special cases***

If Toronto Seniors Housing Corporation staff receive information that a person has been staying in a tenant's unit longer than 30 days, Toronto Seniors Housing Corporation staff will investigate and request documentation from the tenant explaining the reason for the stay and information about how long the person is staying to ensure that the person qualifies as a special case guest.

Special cases where a guest may stay longer than 30 days might include, but are not limited to:

- an accommodation-related issue as defined in Toronto Seniors Housing Corporation's Human Rights, Harassment and Fair Access Policy and the Ontario *Human Rights Code*, such as the need for someone to provide short-term supportive care to a person with a disability as prescribed by a qualified licensed healthcare professional; or
- the guest lives outside the country and has travel documents to prove their planned return date and leaves on that date.

Additional detail about special cases is provided in the Visitor and Guest Policy Guideline.

### ***Limitations to stays longer than 30 days***

In all cases other than the special cases outline above, Toronto Seniors Housing Corporation will decline to allow the person to stay with the tenant.

Toronto Seniors Housing Corporation staff may determine a situation is not a special case and a guest is not allowed to stay longer than 30 days for the following reasons including, but not limited to:

- the tenant does not provide appropriate documentation as outlined in the Visitor and Guest Policy Guideline to explain why the guest needs to stay longer than 30 days;
- the guest does not intend to leave at the end of the agreed-to term;
- staff or tenants have complained about the guest's behaviour, and Toronto Seniors Housing Corporation is satisfied the complaints are well founded; and
- the guest(s)' stay would result in non-compliance with Occupancy Standards under the Toronto Municipal Code Property Standard<sup>2</sup>.

Any person located in a residential unit who is not a tenant, occupant, visitor, guest, or live-in caregiver as defined by this policy is an unauthorized occupant and has no lawful right to be on the premises.

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<sup>2</sup> CHAPTER 629-25, Occupancy Standards, Toronto Municipal Code Property Standard:

"The maximum number of persons living in a habitable room shall not exceed one person for each nine square metres (96.8 sq. ft.) of habitable room floor area."

"The minimum floor area of a room used by two or more persons for sleeping shall be four square metres (43 sq. ft.) for each person using the room."

[http://www.toronto.ca/legdocs/municode/1184\\_629.pdf](http://www.toronto.ca/legdocs/municode/1184_629.pdf)

### ***Unreported stay***

If a person remains longer than 30 days in breach of this policy, Toronto Seniors Housing Corporation may pursue any legal rights

available to it including, but not limited to:

- possible termination of subsidy if it is a rent-geared-to-income household due to failure to notify the landlord of changes in household composition as required by the *Housing Services Act, 2011*;
- enforcement of any rights available to Toronto Seniors Housing Corporation under the *Trespass to Property Act* against the unauthorized occupant; and
- any action against the tenancy available to Toronto Seniors Housing Corporation.

If a rent-geared-to-income household loses their subsidy, they will have to pay the market rent for the unit and will no longer qualify for a rent-geared-to-income subsidy. The tenant has the right to request a review of decisions related to their continued eligibility for rental subsidy.

### ***Rights to unit***

If the tenant moves out of the unit, all other persons in the unit must also leave. Any occupant, guest, visitor, live-in caregiver, unauthorized occupant, or anyone else found in the unit after the tenant moves out will be:

- ineligible for receipt of the household's rent-geared-to-income subsidy; and
- identified as trespassing.

Toronto Seniors Housing Corporation will reclaim the unit.

### ***Market rent households***

A market rent tenant:

- may allow a guest to stay in their rental unit. The market rent

tenant may not, however, assign or sublet all or any part of the unit<sup>3</sup>;

- is required by their lease to report any changes in household composition within 30 days of the change;
- may request to add another tenant to their unit and sign a new lease<sup>4</sup>;
- should report all persons living in the unit even if the tenant does not wish to add the proposed person to their lease as a tenant. It is essential for safety and emergency purposes that Toronto Seniors Housing Corporation knows who lives in its units. Occupants do not have any legal rights or entitlements to a tenant's unit.

## **Compliance and Monitoring**

The Seniors Housing Manager, or designate, will monitor compliance with the policy on an ongoing basis by reviewing a random sampling of tenant files.

Frequency of incidents involving unauthorized occupants will be monitored via reports to the 'Do What's Right' fraud hotline and complaints entered into the EasyTrac system.

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<sup>3</sup> Toronto Seniors Housing Corporation reserves the right to take any legal action available against a tenant who has illegally sublet or assigned their tenancy, and reserves the right to take legal action in relation to unauthorized occupancy of a rental unit.

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<sup>4</sup> Toronto Seniors Housing Corporation reserves the right to refuse to enter into any tenancy in accordance with its normal leasing practices.

## **Governing and Applicable Legislation**

- *Housing Services Act, 2011*
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
- City of Toronto Occupancy Standards
- Ontario *Human Rights Code*
- *Residential Tenancies Act, 2006*
- *Trespass to Property Act, 1990*

## **Related Policies and Procedures**

- Addition to Household Composition Directive
- Human Rights, Harassment and Fair Access Policy
- Policy on Evictions for Cause
- Tenant Charter

## **Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
Revision #1			

## **Next Scheduled Review Date:**

**Item 21**

**Attachment 10**

**Non-Residential Use of Space Policy for Tenants and  
Tenant-Led Groups**



# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups**

**Policy Owner:**

**Approval:**

**First Approved:**

**Effective Date:**

### **Policy Statement**

Eligible tenants and tenant-led groups may use Toronto Seniors Housing Corporation's non-residential spaces for community and programming activities. The objective of this policy is to govern the use of non-residential space by tenants and tenant-led groups that are providing programs and services to tenants. The proper allocation and use of these non-residential spaces helps Toronto Seniors Housing Corporation meet the needs of the community.

The purpose of this *Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups* ("Policy") is to set out the terms, conditions and objectives of tenants and tenant-led groups using non-residential space.

This Policy:

- Establishes eligibility criteria, conditions and restrictions applicable to use of non-residential space;
- Ensures that use of non-residential space serves the needs of tenants and supports Toronto Seniors Housing Corporation's strategic objectives; and
- Promotes accessibility, equity, transparency, inclusivity, respect and accountability for Toronto Seniors Housing

Corporation, tenants and tenant-led groups.

This Policy should be read together with the related procedures.

## **Scope**

This Policy applies to:

- Tenants and tenant-led groups;
- Toronto Seniors Housing Corporation employees;
- Service providers under contract with Toronto Seniors Housing Corporation and
- Non-residential space owned or operated by Toronto Seniors Housing Corporation.

This Policy does not apply to:

- Agencies (For more information please refer to the Non- Residential Use of Space Policy for Agencies); and
- Residential space.

## **Values**

Tenant and tenant-led groups' use of non-residential space is guided by the following values:

1. **Access** – Toronto Seniors Housing Corporation will seek to make community space reasonably available and easy to access.
2. **Equity and Inclusivity** – Toronto Seniors Housing Corporation will be fair and equitable in the allocation and oversight of the use of non-residential space and, as much as possible, ensure programming offered by tenants and tenant-led groups is available to all tenants and does not unreasonably exclude any group or individual.
3. **Transparency** – Toronto Seniors Housing Corporation will

make and communicate decisions about use of non-residential space clearly and fairly.

4. **Respect** – Toronto Seniors Housing Corporation expects that tenants and tenant-led groups will demonstrate respect for other tenants, staff and community members while using non-residential space. Tenants and tenant-led groups must comply with the Tenant Charter, all applicable policies including Toronto Seniors Housing Corporation's *Human Rights, Harassment and Fair Access Policy*, and all applicable legislation including the Ontario *Human Rights Code*, RSO 1990, c H19 (the "Code") and *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11 (the "AODA") as amended from time to time.
5. **Accountability** – Tenants and tenant-led groups are responsible for following the terms and conditions and delivering the programming outlined in their Use of Space Agreements.

## Definitions

**Agency:** In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act, 1991*, SO 1991, c 18, a City of Toronto department or subsidiary.

**Commercial Space:** Space within a Toronto Seniors Housing Corporation building that is designated by Toronto Seniors Housing Corporation for commercial, retail or industrial use, which permits commercial or mercantile activity and can be leased out in exchange for rental revenue. Commercial space is not available to tenants or tenant-led groups for use under this Policy.

**Community Event:** A one-time event:

- that is open to all tenants;
- that is free or charges a nominal fee; and
- where the activities and purpose of the event are to provide

tenant support and/or engagement.

**Community Space:** Common space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail or industrial use. Community space is always the main (usually the largest) or only common space in a Toronto Seniors Housing Corporation building.

**Exclusive Use of Space:** Use of commercial or recreational space by an agency where it is the sole occupant for a defined period of time to provide programs, services, and activities that benefit tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.

**Nominal Fee:** A small amount of money charged for participation in a program or service which is used to recover costs associated with providing the program or service.

**Non-Exclusive Use of Space:** Shared use of by tenants, tenant-led groups, and agencies at various times of the day or week on a recurring basis to provide programs, services, and activities that benefit tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.

**Non-Residential Space:** Space within a Toronto Seniors Housing Corporation building that is used for purposes other than providing residential housing. All non-residential space is further designated into one of the following categories:

- community space;
- recreational space; or
- commercial space.

**One-Time Use of Space:** Use of non-residential space by a tenant or tenant-led groups for a defined, nonrecurring, time period for a:

- private event; or
- community event.

**Private Event:** A one-time event that is not open to all tenants or the public such as a birthday party or a wedding. Only tenants or

tenant-led groups are permitted to use non-residential space for private events.

**Recreational Space:** Space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail or industrial purposes. Recreational space is supplementary to community space, and is not the main or only common space in a Toronto Seniors Housing Corporation building.

**Residential Space:** Space that is used for residential housing pursuant to the *Residential Tenancies Act, 2006*, SO 2006 c 17 (the “RTA”), as amended from time to time.

**Tenant:** A person who, pursuant to a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord, lives in a Toronto Seniors Housing Corporation building.

**Tenant-Led Group:** A formal or informal group of tenants who gather to advocate on behalf of tenants and/or organize activities to support and/or engage tenants within the community.

**Vulnerable Tenants:** Tenants who are vulnerable due to the interaction between the challenges that the tenant faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges.

Vulnerability may affect the ability of a Toronto Seniors Housing Corporation tenant to live independently (see Toronto Seniors Housing Corporation’s *Vulnerability Definition Policy*).

## **Policy Details**

### **Equity Impact Statement**

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the *Ontario Human Rights Code* (“Code”), and the *Accessibility for Ontarians with Disabilities Act* (“AODA”).

Use of non-residential space must not conflict with Toronto Seniors Housing Corporation’s policies, including but not limited to Toronto

Seniors Housing Corporation's *Human Rights, Harassment and Fair Access Policy* or with applicable legislation including but not limited to the *Code* and *AODA*.

## **Eligibility Criteria for Use of Space**

Tenants and tenant-led groups must satisfy all eligibility criteria in order to be considered for use of non-residential space.

### Community Events and Non-Exclusive Use of Space

In order to be eligible for community events and non-exclusive use of space, tenants and tenant-led groups must:

1. primarily serve and benefit tenants by meeting a community need or priority; and
2. have a mandate and conduct activities that do not conflict with Toronto Seniors Housing Corporation's mission or policies, or with applicable legislation including but not limited to the *Code*, *AODA* and the *RTA*.

### Private Events

In order to be eligible for private events, tenants and tenant-led groups must conduct activities that do not conflict with Toronto Seniors Housing Corporation's mission or policies, or with applicable legislation including but not limited to the *Code*, *AODA* and the *RTA*.

## **Allocation and Decision-Making**

Toronto Seniors Housing Corporation is responsible for allocation and decision-making for use of non-residential space. Community Engagement Staff, in consultation with Regional Office, Fire Life Safety & Risk Management Department and Commercial Business Unit, are tasked with assessment and approval of use of space agreements.

## **Fees and Rental Charges**

The following outlines fees, rental charges and costs for use of non-residential space:

### Private Events

As determined by Toronto Seniors Housing Corporation, tenants and tenant-led groups holding a private event will be charged a fee for use of the non-residential space, as per the fee schedule included in the *Non-Residential Use of Space Procedures – Private Events*.

### Community Events

Tenants and tenant-led groups holding a community event will not be charged a fee for use of the non-residential space.

### Non-Exclusive Use of Space

Tenants and tenant-led groups entering into non-exclusive use of space agreements will not be subject to cost-recovery or rent charges to occupy the agreed upon non-residential space for the prescribed programs and/or services.

## **Vulnerable Sector Screening Requirements**

When providing programs and services to vulnerable tenants, all tenants and tenant-led groups must complete a Toronto Police Service Vulnerable Sector Screening (“VSS”) for each individual providing such programs and services.

Toronto Seniors Housing Corporation, at any time and in its sole discretion, shall be entitled to inspect all documentation and records relating to any tenant or tenant-led group’s completion of VSS’s and to verify that all VSS’s have been completed.

## **Insurance Requirements**

All tenants and tenant-led groups using community or recreational space must obtain valid and appropriate insurance as required by Toronto Seniors Housing Corporation and provide proof of coverage for the duration of the term of the use of space agreement. Tenants and tenant-led groups are required to have insurance coverage

before entering into a use of space agreement.

### Eligibility for Toronto Seniors Housing Corporation's Insurance Coverage

Tenants and tenant-led groups entering into use of space agreements may be eligible for coverage under Toronto Seniors Housing Corporation's insurance policy.

To be considered for eligibility, the tenant or tenant-led group must submit a completed application to use non-residential space to Toronto Seniors Housing Corporation's Fire Life Safety & Risk Management Department for review and consideration at least 30 days prior to the event or first date of a recurring event or as otherwise advised by Toronto Seniors Housing Corporation.

### Ineligibility for Toronto Seniors Housing Corporation's Insurance Coverage

Private events are not eligible for coverage under Toronto Seniors Housing Corporation's Insurance Coverage. If the tenant or tenant-led group is ineligible for coverage under Toronto Seniors Housing Corporation's insurance policy, the tenant or tenant-led group is required to obtain the appropriate insurance and provide proof of insurance coverage before entering into a use of space agreement.

## **Monitoring and Evaluation**

All use of space agreements are subject to check-in meetings with Toronto Seniors Housing Corporation staff to ensure that the programs or services offered by tenants and tenant-led groups meet the objectives of this Policy.

Tenants and tenant-led groups will have at least one check-in meeting during the term of the use of space agreement.

Tenants and tenant-led groups are required to track and report on specific metrics as outlined in the use of space agreement.

## **Compliance**



Community Engagement Staff is tasked with assessment, review and monitoring of this Policy.

Community Engagement Staff, in consultation with the Regional Office and Fire Life Safety & Risk Management Department is responsible for monitoring staff activity to ensure compliance with this Policy and related procedures.

### **Governing and Applicable Legislation**

Includes, but is not limited to:

- *Accessibility for Ontarians with Disabilities Act, 2005, SO 2005, c 11*
- *Human Rights Code, RSO 1990, c H19; and*
- *Residential Tenancies Act, 2006, SO 2006, c 17.*

### **Related Policies and Procedures**

- Elections Policy
- Human Rights, Harassment and Fair Access Policy
- Non-Residential Use of Space Policy for Agencies
- Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups
- Use of Distribution and Allocation of the Use of Space Funds Policy
- Vulnerability Definition Policy
- Vulnerability Operational Guideline

### **Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
Revision #1			

### **Next Scheduled Review Date:**

**Item 21**

**Attachment 11**

**Non-Residential Use of Space Policy for Agencies**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### **Non-Residential Use of Space Policy for Agencies**

<b>Policy Owner:</b>	
<b>Approval By:</b>	
<b>First approved:</b>	
<b>Effective Date:</b>	

### **Policy Statement**

Eligible agencies may use Toronto Seniors Housing Corporation's non-residential spaces for community and programming activities. The objective of this policy is to govern the use of non-residential space by agencies who are providing programs and services to tenants. The proper allocation and use of these non-residential spaces helps Toronto Seniors Housing Corporation the community's needs.

The purpose of this Non-Residential Use of Space Policy for Agencies is to set out the terms, conditions and objectives of agencies using non-residential space.

This Policy:

- Establishes eligibility criteria, conditions and restrictions applicable to use of non-residential space;
- Balances the need for equitable allocation of non-residential space with the need to maximize its revenue-generating potential, at no increased financial cost to Toronto Seniors Housing Corporation;
- Ensures that use of non-residential space serves the needs of tenants and supports Toronto Seniors Housing Corporation and
- Promotes good tenant/customer service-focus, accountability, equity, inclusivity, transparency, community empowerment, community improvement and sustainability

for Toronto Seniors Housing Corporation.

This Policy should be read together with the related procedures.

## **Scope**

This Policy applies to:

- Agencies;
- Toronto Seniors Housing Corporation employees;
- Service providers under contract with Toronto Seniors Housing Corporation
- Non-residential space owned or operated by Toronto Seniors Housing Corporation.

This Policy does not apply to:

- Tenants and tenant led-groups (For more information please refer to the *Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups*);
- Request for Expressions of Interest (REOI); and
- Residential space.

## **Values**

Agencies' use of non-residential space is guided by the following values:

1. **Tenant/Customer Service-Focused** – Tenants are at the heart of everything that Toronto Seniors Housing Corporation does. Non-residential space must be used in a way that is inclusive and improves the lives of tenants, by helping to connect tenants to programs, supports and services and/or generating revenue to help maintain buildings.
2. **Accountability** – Agencies are responsible for following the terms and conditions and delivering the programming outlined in their use of space agreements.

3. **Equity and Inclusivity** – Toronto Seniors Housing Corporation will be fair and equitable in the allocation and oversight of the use of non-residential space and, as much as possible, ensure programming offered by agencies is available to all tenants and does not unreasonably exclude any group or individual.
4. **Respect** – Toronto Seniors Housing Corporation expects that agencies will demonstrate respect for tenants, staff and community members while using non-residential space. Agencies must comply with all applicable policies including Toronto Seniors Housing Corporation's *Human Rights, Harassment and Fair Access Policy*, and all applicable legislation including the Ontario *Human Rights Code*, RSO 1990, c H19 (the "Code") and *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11 (the "AODA").
5. **Transparency** – Toronto Seniors Housing Corporation will make and communicate decisions about use of non-residential space clearly and fairly.
6. **Tenant Involvement** – Agencies are responsible for maximizing tenant involvement in programs and services.
7. **Community Improvement** – Toronto Seniors Housing Corporation will use the funds acquired through the rental of non-residential space for private events for community building and engagement purposes or as otherwise specified by Toronto Seniors Housing Corporation's *Use of Distribution and Allocation of the Use of Space Funds Policy*.
8. **Sustainability** – Toronto Seniors Housing Corporation will strive to maximize the value of its non-residential space when licensing or leasing non-residential space to agencies by taking into account, among other things, financial considerations and value to tenants provided via programming or other contributions.

## **Definitions**

**Agency:** In this Policy, an agency is an incorporated not-for-profit

organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act*, 1991, SO 1991, c 18, a City of Toronto department or subsidiary.

**Community Event:** A one-time event:

- that is open to all tenants;
- that is free or charges a nominal fee; and
- where the activities and purpose of the event are to provide tenant support and/or engagement.

**Community Space:** Common space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail, or industrial use.

Community Space is always the main (usually the largest) or only common space in a Toronto Seniors Housing Corporation building.

**Exclusive Use of Space:** Use of commercial or recreational space by an agency where it is the sole occupant for a defined period of time to provide programs,

services, and activities that benefit tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.

**Nominal Fee:** A small amount of money charged for participation in a program or service which is used to recover costs associated with providing the program or service.

**Non-Exclusive Use of Space:** Shared use of non-residential space by tenants, tenant-led groups, and agencies at various times of the day or week on a recurring basis to provide programs, services, and activities that benefit tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.

**Non-Residential Space:** Space within a Toronto Seniors Housing Corporation building that is used for purposes other than providing residential housing. All non-residential space is further designated as one of the following categories:

- community space;
- recreational space; or
- commercial space.

**One-Time Use of Space:** Use of non-residential space by an agency for a defined, nonrecurring time period for a community event.

**Private Event:** A one-time event that is not open to all tenants or the public such as a birthday party or a wedding. Agencies are not permitted to hold private events.

**Recreational Space:** Space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail or industrial purposes. Recreational space is supplementary to community space, and is not the main or only common space in a Toronto Seniors Housing Corporation building.

**Residential Space:** Space that is used for residential housing pursuant to the *Residential Tenancies Act, 2006*, SO 2006 c 17 (the “RTA”).

**Tenant:** A person who, pursuant to a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord, lives in a Toronto Seniors Housing Corporation building.

**Vulnerable Tenants:** Tenants who are vulnerable due to the interaction between the challenges that the tenant faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges. Vulnerability may affect the ability of a Toronto Seniors Housing Corporation tenant to live independently (see Toronto Seniors Housing Corporation’s *Vulnerability Definition Policy*).

## **Policy Details**

### **Equity Impact Statement**

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the *Ontario Human Rights Code* ("Code"), and the *Accessibility for Ontarians with Disabilities Act* ("AODA").

Use of non-residential space must not conflict with Toronto Seniors Housing Corporation's policies, including but not limited to Toronto Seniors Housing Corporation's *Human Rights, Harassment and Fair Access Policy* or with applicable legislation including but not limited to the *Code* and *AODA*.

### **Eligibility Criteria for Use of Space**

Agencies must satisfy all eligibility criteria in order to be considered for use of non-residential space.

#### Community Events, Non-Exclusive and Exclusive Use of Space

In order to be eligible for community events, non-exclusive and exclusive use of space, agencies must:

- primarily serve and benefit tenants by meeting a community need or priority; and
- have a mandate and conduct activities that do not conflict with Toronto Seniors Housing Corporation's mission or policies, or with applicable legislation including but not limited to the *Code*, *AODA* and the *RTA*.

### **Allocation and Decision-Making**

Toronto Seniors Housing Corporation is responsible for allocation and decision-making for use of non-residential space. Community Engagement Staff, in consultation with Regional Offices, Fire Life Safety & Risk Management Department and Commercial Business Unit, are tasked with assessment and approval of use of space agreements.



## **Fees and Rental Charges**

The following outlines fees, rental charges and costs for use of non-residential space:

### Community Events and Non-Exclusive Use of Space

An agency holding a community event or entering into a non-exclusive use of space agreement will not be charged a fee for use of the non-residential space.

### Exclusive Use of Space

An agency entering into an exclusive use of space agreement will be charged a rental fee of:

1. Full cost-recovery of all operating costs, including utilities and realty taxes ("operating costs");
2. Below-market rent and operating costs; or
3. Market rent and operating costs.

Toronto Seniors Housing Corporation reserves the right to determine the applicable rental fee based on an assessment of the value of the programs and services being provided to tenants by the agency.

## **Vulnerable Sector Screening Requirements**

When providing programs and services to vulnerable tenants, all agencies must at their own expense, complete a Toronto Police Service Vulnerable Sector Screening ("VSS") for each individual providing such programs and services.

Toronto Seniors Housing Corporation, at any time and in its sole discretion, shall be entitled to inspect all documentation and records relating to any agency's completion of VSS's and to verify that all VSS's have been completed.

## **Insurance Requirements**

All agencies using non-residential space must obtain the appropriate insurance and provide proof of insurance coverage.

## **Monitoring and Evaluation**

All use of space agreements are subject to check-in meetings with Toronto Seniors Housing Corporation staff to ensure that the programs or services being offered by agencies meets the objectives of this Policy.

Agencies will have at least one check-in meeting during the term of the use of space agreement.

Agencies are required to track and report on specific metrics as outlined in the use of space agreement.

## **Compliance**

Community Engagement Staff is tasked with assessment, review and monitoring of this Policy.

Community Engagement Staff, in consultation with the Regional Office, Fire Life Safety & Risk Management Department and Commercial Business Unit is responsible for monitoring staff activity to ensure compliance with this Policy and related procedures.

## **Governing and Applicable Legislation**

Includes, but is not limited to:

- *Accessibility for Ontarians with Disabilities Act, 2005, SO 2005, c 11;*
- *Commercial Tenancies Act, RSO 1990, c L7;*
- *Human Rights Code, RSO 1990, c H19; and*
- *Residential Tenancies Act, 2006, SO 2006, c 17.*

**Related Policies and Procedures**

- Elections Policy
- Human Rights, Harassment and Fair Access Policy
- Non-Residential Use of Space Policy for Agencies
- Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups
- Use of Distribution and Allocation of the Use of Space Funds Policy
- Vulnerability Definition Policy
- Vulnerability Operational Guideline

**Commencement and Review**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Approval</b>
First approval:			
Revision #1			

**Next Scheduled Review Date:**

**Item 21**

**Attachment 12**

**Tenant Representative Code of Conduct**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### **Tenant Representative Code of Conduct**

**Policy Owner:**

**Date Approved:**

**Type:** Guidelines

**Approved By:**

**Last Reviewed:**

### **Guidelines Summary**

These guidelines provide a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Outline and standardize the code of conduct of Tenant Representatives
- Support activities that will enable Tenant Representatives and Tenant Councils to become more involved in governance and decision-making in their communities

### **Guidelines Statement**

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

Tenant representatives have a special role in creating healthy communities; in advocating for the interests of tenants; and providing inputs to management and staff in the local decision-making process. Tenant Representatives are not, however, responsible for decisions

made by Toronto Seniors Housing Corporation and are not agents of the organization.

This Code of Conduct is intended to standardize the day-to-day conduct of Tenant Representatives. Toronto Seniors Housing Corporation abides by a number of laws and policies, which are appended for reference.

Tenant Representatives have a responsibility to act in good faith when representing their communities.

## **Purpose**

The purpose of these guidelines is to outline and standardize the code of conduct of Tenant Representatives while maintaining high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

## **Scope**

These guidelines apply to all Tenants Representatives of Toronto Seniors Housing Corporation who act on behalf of, or represent other tenants within Toronto Seniors Housing Corporation bodies, workgroups, issues-based groups, committees, or other forums.

A Tenant Representative is any individual, residing in a Toronto Seniors Housing Corporation unit who is formally elected/acclaimed through the Tenant Engagement System. The Tenant Representative acts as a liaison between Toronto Seniors Housing Corporation and the individuals and communities they represent.

## **Values**

Maintain high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

## **Standards**

Community Service Coordinators are responsible for supporting Tenant Representatives to adhere to this code of conduct.

## **Guidelines Details**

### Respecting the Different Roles of Tenant Representatives and Staff

- Tenant Representatives and staff will respect their mutual roles and responsibilities
- Toronto Seniors Housing Corporation will not give tenant representatives any special benefit or consideration because of their position
- Tenant Representatives do not have authority over staff or other tenants
- Staff are accountable for meeting their commitments to tenant representatives in the context of joint activities
- All interactions between Tenant Representatives and staff will be governed by principles of respect and the understanding that Tenant Representatives and staff have different roles in the organization
- Arising conflicts or concerns should be processed using established channels. (i.e. Community Standards, Human Rights and Equity)

### Conflict of Interest

A Conflict of Interest occurs when personal or business interests affect a Tenant Representative's ability to fairly and objectively represent the best interests of all tenants. The interest may benefit family, friends or a business enterprise with which the Tenant Representative is associated. *(For example, participation on a hiring panel when a relative, friend or business associate is applying for a job or a contract with Toronto Seniors Housing Corporation or any of its subsidiaries).*

### Tenant Representatives:

- Must not use their position for personal gain. *(For example, they will not use their position to market/promote any business*

**Tenant Representative Code of Conduct / Date:**

opportunities without prior approval from Toronto Seniors Housing Corporation)

- Must not use confidential information that they have access to because of their position. (*For example, they will not share confidential information about a contract or potential vendor or supplier*)
- Must not use Toronto Seniors Housing Corporation materials or facilities for personal gain. (*For example, they will not rent out Toronto Seniors Housing Corporation office space or equipment, or use Toronto Seniors Housing Corporation office space for their own business or commercial activities*)
- Must not be a full-time staff member of Toronto Seniors Housing Corporation or its subsidiaries
- Personal gain also means gains for a family member or friend of the Tenant Representative

Declaration of Conflict of Interest All Tenant Representatives must identify to Toronto Seniors Housing Corporation and/or other Tenant Representatives when they are in a possible conflict of interest and must abstain themselves from any discussion or decision on matters in which they have or may have a conflict of interest.

#### Diligence in Carrying out Responsibilities

Tenant Representatives who are acting on behalf of other tenants are in a position of trust.

Tenant Representatives:

- May seek reimbursement only for legitimate, agreed upon expenses incurred in the performance of the position. (*For example, travel expenses*)
- Must, when money is involved :
  - Take reasonable care in management and accounting of funds by submitting receipts to the Community Service Coordinator within 14 days of an event (*For example: if you spend \$100.00*



on a community barbeque, you must submit \$100.00 of receipts to the Community Service Coordinator no more than 14 days after the event)

- Report back on the event to the Council with details of expenditures.
- Take reasonable care and precautions where property and materials or facilities are made available for use

If you fail to strictly adhere to these guidelines, you are considered in breach of the Code of Conduct (breaches involving Toronto Seniors Housing Corporation funds are considered severe) and subject to removal from the office of Tenant Representative.

## **Harassment**

Harassment means improper comment or conduct that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful or any violation of the Human Rights, Harassment and Fair Access Policy.

### **Tenant Representatives:**

- Must not exert or attempt to exert undue or inappropriate influence on tenants or staff or behave in a manner that may reasonably be perceived as intimidating or threatening
- Must not try to influence outcomes (such as how a tenant might vote) with threats, bribes or undue pressure
- Must not behave in an abusive way towards other tenants or staff, including but not limited to the following:
  - Initiating or spreading hurtful rumors
  - Swearing at someone (includes using obscene language, name calling etc.)
  - Using insulting behaviour (includes words and gestures)
  - Electronic or physical display of pornography

- Making physical threats
- Assaulting someone physically or sexually
- Creating unwanted sexual advances
- Making threatening gestures or remarks
- Or any other violation of the Human Rights, Harassment and Fair Access Policy

If you fail to strictly adhere to this responsibility, you are considered in breach of the Code of Conduct (breaches involving harassment are considered severe) and subject to removal from the office of Tenant Representative.

### Discrimination

Discrimination is any practice or behaviour, whether intentional or not, which has a negative effect on an individual or group based on prohibited grounds including but not limited to: disability, gender, race, receipt of public assistance, sexual orientation) unrelated to the person's abilities or objective considerations relating to the decision that is to be made.

Discrimination can arise as a result of direct or indirect unequal treatment of another or the affects of unequal treatment of others.

In order to avoid acts of discrimination treat all tenants equally.

### Tenant Representatives:

- Must respect the dignity and rights of all tenants and staff.
- Must conduct their business as Tenant Representative in a way that is inclusive of all tenants.

If you fail to strictly adhere to this responsibility, you are considered in breach of the Code of Conduct (breaches involving discrimination are considered severe) and subject to removal from office within the Tenant

Engagement System.

### Breach of the Code of Conduct

The Code of Conduct for Tenant Representatives was developed as a reference to guide tenant representatives in fulfilling their defined roles and responsibilities.

### Reporting Violations of the Code of Conduct

It is the shared responsibility of staff and Tenant Representatives to ensure that the Community Standards are implemented and maintained. Remedies must be sought when the Community Standards are violated using established channels, including but not limited to the Toronto Seniors Housing Corporation Tenant Complaint Process.

### Implementation of the Code of Conduct

- The Code of Conduct for Tenant Representatives will be communicated to all tenants as part of the Tenant Engagement System, in the languages identified for tenant communication.
- It is the Tenant Representative's responsibility to review and understand the contents of the Tenant Representative Code of Conduct Guidelines and seek whatever clarification from the appropriate staff.

## **Compliance**

- The Code of Conduct for Tenant Representatives will be communicated to all tenants as part of the Tenant Engagement System, in the languages identified for tenant communication.
- It is the Tenant Representative's responsibility to review and understand the contents of the Tenant Representative Code of Conduct Guidelines and seek whatever clarification from the

appropriate staff.

- Action will be taken against Tenant Representatives who do not follow these guidelines, including removal.
- In certain circumstances, Tenant Representatives in breach of the Code of Conduct may also be violators of legislation which could result in other sanctions as dictated by law (*For example: violation of the Ontario Human Rights Code*).

## **Governing and Applicable Legislation**

- Housing Services Act
- Ontario Human Rights Code
- Ontario Tenant Protection Act
- Municipal Freedom of Information & Protection of Privacy Act

## **Related Policies and Procedures**

- Community Standards
- Roles and Responsibilities for Tenant Representatives
- Human Rights, Harassment and Fair Access Policy
- Accessibility for Tenants
- Tenant Complaint Process
- Eviction Prevention Policy
- Distribution and Allocation of Use of Space Funds Policy
- Distribution of Tenant Council Funds Policy
- Translation and Interpretation Policy
- Board Deputation Process
- Mental Health Strategy
- Toronto Seniors Housing Corporation Staff Code of Conduct

## **Commencement and Review**

- Commencement  
These guidelines take effect on \_\_\_\_\_
- Next Review Date :

**Item 21**

**Attachment 13**

**Roles and Responsibilities for Tenants**

# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Roles and Responsibilities for Tenant Representatives**

<b>Policy Owner:</b>	<b>Date Approved:</b>
	<b>Approved By:</b>
	<b>Last Reviewed:</b>

### **Guidelines Summary**

These guidelines provide a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Outline the roles and responsibilities of Tenant Representatives
- Maintain high ethical standards, good judgement, and accountability, as well as commitments of Tenant Representatives
- Support activities that will enable Tenant Representatives and Tenant Councils to become more involved in governance and decision-making in their communities

### **Guidelines Statement**

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

Tenant Representatives represent the interests of all the tenants in their building or complex. Tenant Representatives must treat all tenants equally, with respect and dignity, this includes but not limited to: race ancestry, place of origin, colour, ethnic origin, citizenship, creed or religion, sex, sexual orientation, same-sex partnership status, gender identity, age, marital status, family status, receipt of public assistance, political affiliation or disability.

## **Purpose**

The purpose of these guidelines is to outline the roles and responsibility of Tenant Representatives.

## **Scope**

These guidelines apply to all elected Tenant Representatives when carrying out their duties as a Tenant Representative.

## **Commitment**

Maintain high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

## **Standards**

Community Service Coordinators are responsible for supporting Tenant Representatives to carry out their roles and responsibilities.

## **Guidelines Details**

### Get To Know What Issues Are Important To the Community

It is the Tenant Representative's role to:

- Encourage tenants to talk about what is important to them by organizing meetings and community events in partnership with staff and tenant groups
- Keep an open and ongoing dialogue with tenants and staff in their building or complex regarding community issues
- Get to know the local community agencies and partners through your Community Service Coordinator
- Represent tenants on different issues that affect the community and neighbourhood

Tenant Representatives are responsible for:

- Regularly attending Council meetings
- Participating actively and sharing ideas with other Tenant Representatives
- Addressing the needs and concerns of all the tenants in the community at Council meetings
- Helping to develop community plans for Councils
- Being prepared and on time for Council meetings. (e.g. read previously provided material before the meeting, review agenda, arrive before meetings begins etc.)
- Not missing more than three Council meetings per calendar year

### Keep Tenants Informed

Tenant Representatives are responsible for:

- Providing regular updates to communities on Toronto Seniors Housing Corporation initiatives
- Actively participating at building meetings throughout year
- Promoting the availability of Use of Space Funds and Tenant Council Funds for their community

### Building Meetings

- Tenant Representatives will participate in meetings with their local staff on numerous issues regarding their community

### Make Connections

It is the role of the Tenant Representative to:

- Network, connect, and liaise with other Tenant Representatives
- Link with other tenant groups



- Develop links with community organizations and other partners or issue-based groups

### Advocate for Change

Advocacy is an important part of the Tenant Representative role. Tenant Representatives should:

- Advocate for tenant rights on topics of interest to their constituents
- Invite staff and community partners to attend meetings
- Advocate on behalf of tenants regarding systemic issues
- Encourage healthy communities by building on the strengths of tenants and encouraging others to become more active members of their community
- Host community meetings on tenant identified issues like:
  - Pest control
  - Safety concerns
  - Environmental concerns
  - Recycling Initiatives

### Resources and Supports

Tenant Representatives need to make sure they know what resources and supports are available to them.

Accordingly, Tenant Representatives should:

- Become familiar with Toronto Seniors Housing Corporation policies
- Familiarize themselves with the orientation for Tenant Representatives, Toronto Seniors Housing Corporation structure, budget, staff roles, Unit structure and Tenant Engagement Structure (eg. Neighbourhood Council, issue-based groups, and work groups)
- Utilize the Tenant Council Funds to improve their leadership skills and for community development initiatives

### Set Some Limits

Remember you are a volunteer and no one is expecting you to work full time. This is not a paid position and you should enjoy this opportunity.

## **Compliance**

Action will be taken against Tenant Representatives who do not follow these guidelines, up to removal from the Tenant Representative position.

## **Governing and Applicable Legislation**

- Housing Services Act
- Ontario Human Rights Code
- Ontario Tenant Protection Act
- Municipal Freedom of Information & Protection of Privacy Act

## **Related Policies and Procedures**

- Community Standards
- Tenant Representatives Code of Conduct
- Human Rights, Harassment and Fair Access Policy
- Accessibility for Tenants
- Tenant Complaint Process
- Eviction Prevention Policy
- Distribution of Tenant Funds Policy
- Mental Health Strategy
- Toronto Seniors Housing Corporation Staff Code of Conduct

## **Commencement and Review**

- Commencement  
These guidelines take effect on \_\_\_\_\_
- Next Review Date : \_\_\_\_\_

**Item 21**

**Attachment 14**

**Removal of a Tenant Representative**

# **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

## **Removal of a Tenant Representative**

<b>Policy Owner:</b>	<b>Date Approved:</b>
<b>Type:</b> Guidelines	<b>Approved By:</b>
	<b>Last Reviewed:</b>

### **Guidelines Summary**

These guidelines provide a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Outline consistent procedures for removal of a Tenant Representatives across the organization
- Maintain high ethical standard, good judgment, and accountability for Tenant Representatives
- Support activities that will enable Tenant Representatives and Tenant Council to become more involved in governance and decision-making in their communities

### **Guidelines Statement**

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

The Tenant Representative position is a volunteer position, not a compensated position. Tenant Representatives have a responsibility to act in good faith when representing their communities.

There may be times when Tenant Representatives are unable to fulfill these roles or meet their responsibilities and removal is required.

## **Purpose**

The purpose of these guidelines is to outline consistent procedures for removal of a Tenant Representatives across the unit.

## **Scope**

These guidelines apply to all Tenant Representatives.

## **Values**

Maintain high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

## **Standards**

Manager, Access and Support is responsible for the process of determining if the Code of Conduct has been breached.

Manager, Access and Support is responsible for determining the severity of the breach.

Manager Access and Support is responsible for creating resolution plans when applicable and or removal when applicable.

## **Guidelines Details**

### **Process for Determining a Breach of the Tenant Representative Code of Conduct**

This process is guided by the principles set out in Toronto Seniors Housing Corporation's Community Standards.

The Community Standards are guidelines by which tenants, staff, community partners and contractors agree to live and work in Toronto Seniors Housing Corporation communities.

The complete process from receipt of an alleged breach of the Tenant Representative Code of Conduct to the resolution of the matter shall not exceed 60 days. Reasonable exceptions can apply upon review by staff.

Staff should make reasonable efforts to communicate to all individuals involved and it should be done in an accessible manner. *For Example:* preferred languages, large print, Braille etc.

### Procedure for Reviewing a Reported Tenant Representative Code of Conduct Breach

A breach of the Tenant Representative Code of Conduct must be reported to the local staff or through the Tenant Support Centre when staff are not available. The staff must document the complaint and respond within three business days to all individuals involved. The response should notify all individuals involved that an alleged breach of the Code of Conduct has been reported.

1. After notifying all involved individuals in writing, staff must assess and clarify the issue(s) with all parties.
2. The recipient staff must try to resolve the issue at the local level.
3. If the alleged breach of the Code of Conduct cannot be appropriately resolved at the local level, it will be escalated to the Manager, Access and Support (or their delegated staff).
4. The Manager, Access and Support will :
  - confirm the individuals involved in the complaint
  - meet with all individuals involved (separately)
  - assess and clarify the issue(s)
  - give all individuals involved opportunity to present their position in writing
  - give all individuals involved an opportunity to be accompanied by support persons
  - document each meeting in Easy Trac
  - escalate the matter to their Assistant General Manager if there is a conflict of interest.
5. Upon completion of the meetings the Manager, Access and Support will :
  - Document the outcomes using the standard template and update

Removal of a Tenant Representative / Date:

- the EasyTrac file
- Provide copies of the findings (see Appendix 1) to all individuals involved
- Give all individuals involved an additional opportunity to respond to the findings in writing within 14 business days
- Make a determination as to whether a breach of the Code of Conduct has occurred

### Breach of the Tenant Representative Code of Conduct

If there is a determined breach of the Code of Conduct based on the outcomes of the process listed above, the Manager, Access and Support will:

- Create a *Resolution Plan* with the Tenant Representative when a breach is of low or intermediate severity
- Prepare and send a removal Letter to the Tenant Representative when a breach is of high severity
- Make sure that the impacted Tenant Representative has been given an additional opportunity to respond to the findings in writing within 14 business days of the decision

### Determining Severity of the Breach of the Tenant Representative Code of Conduct

Toronto Seniors Housing Corporation's Community Standards describe different levels of severity for unacceptable behaviors. The Manager, Access and Support will use these descriptions as a guide to determine the applicable level of severity of the breach of the Tenant Representative Code of Conduct.

The following are a few examples:

*Low Severity and Intermediate severity:* *exerting undue or inappropriate influence on tenants and staff, unintentional conflict of interest, unintentional discrimination, unintentionally violating privacy rights.*

*High Severity:* *intentional conflict of interest, intentionally behaving in a manner that is intimidating or threatening, intentional discrimination/ harassment, or intentionally violating privacy rights.*

## Creating a Resolution Plan for Intermediate and Low Severity Breaches of the Tenant Representative Code of Conduct

When a breach in the Code of Conduct is not severe, a *Resolution Plan* is required to provide the Tenant Representative an opportunity to change their actions. The Resolution Plan will be created together with the Tenant Representative (and their supports) and the Manager, Access and Support (or their delegated staff).

The *Resolution Plan* will:

- Explain the breach
- Notify the Tenant Representative that they have a right to bring a support person who is not involved
- State the agreed upon outcomes
- Determine what other support(s) the Tenant Representative may need to agree achieve agreed upon outcomes
- Identify reasons why support is critical to success
- List the goals
- Set reasonable timeline for completion- no more than 30 days
- Communicate that failure to complete or follow the Resolution Plan will result in removal from the office of Tenant Representative

If the Tenant Representative does not accept the terms of the Resolution Plan, they will be issued a letter of removal.

## Removal for High Severity Breaches of the Tenant Representative Code of Conduct

When a breach of the Code of Conduct is determined to be of high severity, the Tenant Representative will be issued a Removal Letter which will be attached in EasyTrac. This letter will notify the Tenant Representative of the following:

- The Tenant Representative has been removed from their position
- The reason for removal
- The Tenant Representative is not eligible to participate in the by-election for the vacant position
- The Tenant Representative is not eligible to participate in the The election for the next full term (3 year term) of office
- The removal of the Tenant Representative is immediate

**Removal of a Tenant Representative / Date:**



upon receipt of the Removal achieve agreed upon outcomes

- The Tenant Representative will reconcile any outstanding Council funds within three business days

When the Tenant Representative is removed, the Manager, Access and Support:

- Communicate to the community that the Tenant Representative has been removed using a standard sign to be posted on bulletin boards
- Create a community health plan to address the impacted individuals and the community as a whole

#### Fictitious or Unsubstantiated Alleged Breaches of the Tenant Representative Code of Conduct

If the report of a breach is determined to be fictitious or unsubstantiated, then the Manager, Access and Support will notify all individuals involved in writing that the process is considered completed without cause and will:

- create a community health plan to address the impact on individuals and the community as a whole

If the report is determined to be fictitious, the reporting individual could be penalized subject to Ontario Human Rights Code; and the Toronto Seniors Housing Corporation's Community Standards; the Tenant Representative Code of Conduct; the Staff Code of Conduct; or the Human Rights; Harassment and Fair Access Policy or any other applicable policies or legislations.

#### Ineligibility after Removal

A Tenant Representative is ineligible to participate in any by-election for the vacated position whether caused by their removal or resignation. Any person who has been removed from the position of Tenant Representative or has resigned from a Tenant Representative position is ineligible to become a Tenant Representative for the remainder of the current term and the immediate next term, in their or any other Toronto Seniors Housing Corporation community.

Removal can impact the Tenant Representative's participation in other facets of the Tenant Engagement System. The Manager, Toronto Seniors Housing Corporation will review and discuss eligibility with the Tenant Representative in other facets of the Tenant Engagement System.

The Manager, Toronto Seniors Housing Corporation will review and prepare a written response to findings if there is a conflict of interest with the staff managing the process.

## **Compliance**

Action will be taken against Tenant Representative who breach the Tenant Representative Code of Conduct including removal from the position of Tenant Representative and may also be accountable to the Ontario Human Rights Code. All Code of Conduct breaches are determined by an equitable and fair process.

Fictitious complaints of breaches of the code of conduct will be penalized subject to Ontario Human Rights Code; and the Toronto Seniors Housing Corporation's Community Standards; the

Tenant Representative Code of Conduct; the Staff Code of Conduct; or the Human Rights; Harassment and Fair Access Policy or any other applicable policies or legislations.

## **Definitions**

Staff includes Engagement Community Service Coordinators or any other designated employees of Toronto Seniors Housing Corporation.

## **Governing and Applicable Legislation**

- Municipal Freedom of Information & Protection of Privacy Act
- Housing Services Act
- Ontario Human Rights Code
- Ontario Tenant Protection Act

## **Related Policies and Procedures**

- Community Standards
- Roles and Responsibilities for Tenant Representatives
- Tenant Representative Code of Conduct

- Human Rights, Harassment and Fair Access Policy
- Accessibility for Tenants
- Tenant Complaint Process
- Eviction Prevention Policy
- Distribution and Allocation of Use of Space Funds Policy
- Distribution of Tenant Council Funds Policy
- Translation and Interpretation Policy
- Board Deputation Process
- Tenant Transfer Policy
- Close Captured TV Policy
- Shareholder's Agreement
- Mental Health Strategy
- Toronto Seniors Housing Corporation Staff Code of Conduct

## **Commencement and Review**

- Commencement  
These guidelines take effect on \_\_\_\_\_
- Next Review Date : \_\_\_\_\_
-

**Item 21**

**Attachment 15**

**Distribution of Tenant Council Funds**

## **TORONTO SENIORS HOUSING CORPORATION (TSHC)**

### Distribution of Tenant Council Funds

<b>Policy Owner:</b>	<b>Date Approved:</b>
<b>Type:</b>	<b>Approved By:</b>
	<b>Last Reviewed:</b>

### **Policy Summary**

This policy provides a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Support activities that will enable Tenant Representatives and Tenant Councils to become more involved in governance and decision-making in their communities
- Ensure that funds allocated for Tenant Councils use are equitably distributed to each Region for further distribution to the Tenant Councils within the Region

### **Policy Statement**

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

Tenant Council Funds are an annual grant to the Region's Tenant Council which is focused on building tenant leadership. Toronto Seniors Housing Corporation tenants are eligible to apply for the Tenant Council Funds through the local Tenant Council for community building and engagement purposes.

# **Toronto Seniors Housing Corporation**

## **Purpose**

The purpose of this policy is to ensure an equitable process in allocating Tenant Councils funds locally.

## **Scope**

This policy applies to staff, Tenant Representatives and tenant leaders who apply for Tenant Council Funds through their local Tenant Councils to enhance capacity in representing constituencies and engaging neighbours and communities.

## **Values**

As in all financial transactions at Toronto Seniors Housing Corporation, high ethical standards, good judgment, and accountability, as well as a commitment to due diligence and transparency.

## **Standards**

Community Services Coordinators are responsible for supporting Tenant Councils in allocating funds and reconciling expenditures.

## **Policy Details**

### Distribution of Tenant Council Funds

Every January, each Regional Tenant Council will receive a budget amount. The amount is based on the number of tenants living in their Region on the last day of November of the previous year.

The distribution formula:

Available Funds X Region % of Tenant Population = Regional Tenant Council Fund

### Allocation of Tenant Council Funds

Funds must be allocated to activities that assist Tenant Councils,

## **Toronto Seniors Housing Corporation**

individual council members, and tenant leaders to enhance their capacity in representing their constituencies. Use of Tenant Council funds cannot personally benefit an applicant through the form of pay, a stipend, honorarium, wage, or purchase of goods/services or any other items that are deemed to be or can be perceived to be a conflict of interest.

Each Tenant Council is responsible for determining priorities and for approving funding requests. Tenant Councils will establish clear parameters for decision making for their current term. Tenant Council funds can only be used for these expenditures:

- Training (leadership workshops, advocacy training)
- Memberships (join tenant, social justice and community organizations)
- Conferences (to pay fees and associated expenses as outlined in the Tenant Expense Guidelines for Tenant Representatives and tenants - with reasonable limitations)
- Advocacy (support to organize a rally, support for tenants to participate in issue-based advocacy groups)
- Volunteer recognition for non- applicants (awards, plaques, certificates, annual appreciation event for community volunteers)
- Consultations (resources for developing a funding application, training modules)
- Administrative expenditures (for Tenant Council expenses not covered in Regional budgets, for example ink or paper for Tenant Representative outreach or a community newsletter, food for tenant council meeting – see Tenant Expense Guidelines)

### **Compliance**

#### **Tenant Representatives and Tenant Councils**

- Tenant Representatives and Tenant Councils are jointly responsible to promote the availability of the fund and how to apply for funding in their community.
- Tenant Representatives and Tenant Councils are jointly responsible to update their communities on activities being funded by posting

## **Toronto Seniors Housing Corporation**

monthly minutes.

- Tenant Councils must administer funds by following this policy, ensuring transparency and fairness in distribution.
- Actions will be taken against tenants and staff who do not follow these guidelines, including seeking reimbursements.

### **Reconciliation of Funds**

- All applicants (when applying for funding or upon receiving funding) must follow the requirements and procedures set out in the Expense Reconciliation Procedures for Toronto Seniors Housing Corporation Tenant Guidelines.
- All funded applicant must reconcile allocated funds within 14 days of the completion of the event with their Community Services Coordinator. Failure to do so is a breach of the Tenant Representative Code of Conduct (if you are a Tenant Representative).
- Community Services Coordinator must submit the expense report with official receipts and unused cash, if any, to finance department within 30 days of the event.
- All funded applicants must reconcile allocated funds by submitting an expense report and original itemized sales receipts to their Community Services Coordinator.
- All funded applicants must reconcile allocated funds before seeking further funding from Toronto Seniors Housing Corporation. Outstanding unreconciled funds may preclude the funded applicant from further participation in other facets of the Tenant Engagement System.
- All funded applicants must spend funds according to the approved description issued by their local Tenant Council. Failure to do so is a misappropriation of funds and will be treated as unreconciled funds.
- Actions will be taken against tenants who do not follow these guidelines, including seeking reimbursements and or removal from participation in other facets of the Tenant Engagement System, if



applicable. Reasonable exceptions can apply upon review from the Community Services Coordinator.

## **Related Policies and Procedures**

- Roles and Responsibilities for Tenant Representatives
- Tenant Representative Code of Conduct
- Removal of a Tenant Representative
- Distribution and Allocation of the Use of Space Funds

## **Commencement and Review**

- Commencement  
This policy takes effect on \_\_\_\_\_.
- Next Review Date :

**Toronto Seniors Housing Corporation  
Board of Directors Meeting  
Communications & Engagement Board Report**

Item #22

April 28, 2022

**Report: BD: 2022-44**

**To:** Board of Directors

**From:** Arlene Howells

**Date:** April 28, 2022

**PURPOSE: FOR INFORMATION**

**RECOMMENDATION:**

It is recommended that the Board of Directors receive this report for information purposes related work being done in the corporation's Communications & Engagement portfolio to ready the organization for transition to operations on June 1, 2022

**REASON FOR RECOMMENDATION ON INFORMATION ITEM:**

The materials contained in the accompanying update will give the board an overview of work that has been accomplished in the past month to support communications and engagement and a preview into upcoming activities to support transition to operations, particularly launch proceedings.

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Arlene Howells  
Interim Lead, Communications & Stakeholder Engagement

Attachment 1: Communications & Stakeholder Engagement Update

**Item 22**

**Attachment 1**

**Communications & Stakeholder Engagement Update**



# Seniors First: Launching TSHC

April 28, 2022 – Board Update

**Toronto Seniors  
Housing Corporation**

# Communication & Engagement Update

APRIL				MAY					JUNE				
1-8	11-15	18-22	25-29	2-6	9-13	16-20	23-27	30-31	1-3	6-10	13-17	20-24	27-30
CEO Ann.	Finalizing launch collateral	Content drafting for website begins	SHU Town Hall update on transition including video greeting to SHU Team from CEO	Drafting content for various launch comms.	Finalize content for Internet	CEO starts and attends STAC meeting	Collateral products ready for launch	Last minute prep for June 1	Transition To Operations for staff and tenants	June 7 official media launch	STAC via City present input on future for TSHC tenant engage. to QTE	Continue planning for ongoing engage. & comms.	STAC engage. recomm. to the Board
STAC update on Launch Comms.	Website design finalized	Intranet writing underway	STAC update on Launch Comms.	Planning for listening tour and Town Halls	Updated building posters about transition	Finalize content for Intranet	May 25 SHU Employee Town Hall		Leadership Meeting with new CEO	June 8-10 Regional launches	Begin TSHC CEO Listening Tour with stakeholders		
Website design drafted	HOLD THE DATE for June 7 issued	Tenant packages delivered by Canada Post	Official event invites sent	TCHC to conduct staff door knocks; phone calls; in-lobby intercepts to raise awareness					Staff Town Hall				
Intranet outline drafted	Tenant package at printer	Finalize dates and time for regional events	2021 Annual report posted	TCHC to send Community Safety Postcards to Tenants					Message to tenant leaders and STAC from CEO				
Email from Jag and Michael; FAQ and confirmation letter for Local 79 staff	SHU team news. update	Planning for TSHC engage. & comms		Begin to build social media presence for TSHC					Tenant Video from CEO				
									TSHC pushes social media posts				

# Launching TSHC

## Objectives

- Deliver on the promise of Tenants First
- Mark transition to operations on June 1 and officially launch June 7-10
- Welcome tenants, staff and stakeholders and kick off Putting Down Roots Campaign
- Assure tenants that they can expect the same services with the same staff
- Create a positive experience for tenants and TSHC partners and stakeholders
- Continue focus on minimizing disruption to tenants and staff

**Toronto Seniors  
Housing Corporation**



# Pre-Launch April Communications to Tenants

Toronto Community  
Housing Corporation  
931 Yonge Street  
Toronto, ON  
M4W 2H2

Toronto Seniors  
Housing Corporation



Toronto Community  
Housing Corporation  
931 Yonge Street  
Toronto, Ontario M4W 2H2  
T: 416-981-5500  
E: [help@torontohousing.ca](mailto:help@torontohousing.ca)  
[www.torontohousing.ca](http://www.torontohousing.ca)



Monday, April 11, 2022

On **Wednesday, June 1, 2022**, Toronto Seniors Housing Corporation is becoming the landlord of the 83 seniors-designated buildings currently part of Toronto Community Housing, including the one you live in. This corporation is a new city-owned landlord that will focus on meeting the needs of senior tenants.

We plan to make this a smooth and gradual transition; June 1 marks the next phase. Not much will change right away, not even the way you pay your rent.

#### Will there be changes in my building?

Staff who work in your building will stay the same. As of June 1, they will work for Toronto Seniors Housing Corporation. They will be there to meet your day-to-day tenancy needs, and will be your first point of contact for information or tenancy support. Over time, new services and supports will be added through the Integrated Service Model.

Toronto Community Housing will still own the building, and will take care of any major building repairs or upgrades.

#### How do I pay my rent?

You will continue to pay your rent to **Toronto Community Housing** during the next phase of transition. The way you

#### Notice:

**Tenancy Information will be shared with your new Landlord**

**Why is Toronto Community Housing sharing your personal information?**  
On June 1, 2022, you will have a new landlord managing your tenancy – the Toronto Seniors Housing Corporation ("Toronto Seniors Housing").

While Toronto Seniors Housing will be your new landlord, Toronto Community Housing will continue to own the buildings.

Both Toronto Community Housing (your current landlord) and Toronto Seniors Housing (your new landlord) want to make the transition as smooth and seamless as possible for you.

During your tenancy with us, Toronto Community Housing collected personal information about you in order to fulfill our mandate as a Local Housing Corporation under the *Housing Services Act, 2011*, carry out our responsibilities as a landlord under the *Residential Tenancies Act, 2006*, and/or provide affordable rental housing in accordance with the Affordable Housing Program.

This personal information was collected, used and disclosed in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* ("MFIPPA").

Toronto Seniors Housing, as your new landlord, will now need this information in order to fulfill its mandate and provide you with the best service possible.

As a result, Toronto Community Housing will be sharing information it has collected about you with Toronto Seniors Housing that is necessary for Toronto



## Toronto Seniors Housing Corporation

### Transition update

Toronto Seniors Housing Corporation is being created to meet the special needs of seniors who currently live in the Seniors Housing Unit of Toronto Community Housing. The new corporation will provide safe, affordable housing to seniors, with access to health and community supports that seniors need.

**Your building will become part of the new Toronto Seniors Housing Corporation on Wednesday, June 1, 2022.** We plan to make this a smooth and gradual transition.

#### What is changing on June 1?



**Building operations:** Toronto Seniors Housing Corporation will operate the building, deliver services and be there to support tenants.



**Help line:** Tenants will call a new dedicated help line to request maintenance or information. This help line connects you to the Tenant Support Centre. It will be available 24 hours a day, seven days a week.



Contact the Client Care Centre at 416-981-5500 if you need this flyer in an alternate language or format.

#### What isn't changing on June 1?



**Paying rent:** You will continue to pay your rent to Toronto Community Housing during the next phase of the transition. The way you pay your rent will stay the same for now. Rent will still be due on the first day of the month.



**Your lease:** Your lease will transfer to the new corporation. You will not sign a new one.



**Staff:** The staff who work in your building will stay the same. They will be there to meet the day-to-day needs of you and your neighbours. They will also be your first point of contact for information or tenancy support.



**Accommodations:** You will still be able to request unit modifications under the Accessibility Program if you need to function better in your unit. Modifications that are currently in progress will be completed. Translation and interpretation services will also be available if you need help.



**Community Safety Unit:** The Community Safety Unit will continue to work in your community. You can contact them at 416-921-2323.



**Building repairs:** Toronto Community Housing will still own the building, and will take care of any major building repairs or upgrades.

#### For more information



416-981-5500



[info@torontoseniorshousing.ca](mailto:info@torontoseniorshousing.ca)



[torontoseniorshousing.ca](http://torontoseniorshousing.ca)

## Toronto Seniors Housing Corporation



# PUTTING DOWN ROOTS

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## About Launch

- June 1 official transition for tenants and staff
- Tree planting and plaque installed at all 83 sites beginning on June 7
- June 7 ceremonial launch with dignitaries including Toronto Mayor, John Tory
  - June 7- 100 Cavell – Tree Planting & wider media event
  - June 8-10 (TBC for dates for each location) Regional office launch with local councillors invited
  - Tree plantings will stop in mid-June due to weather and resume in the fall

**Toronto Seniors  
Housing Corporation**

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# At A Glance



**June 1**

**Transition To  
Operations for TSHC**

Tenant Support Centre  
open

New email for tenant  
support

New website for  
information

New login credentials

New intranet page

Staff wear new ID  
pieces and Putting  
Down Roots T-Shirt

New policies in place

Same place of work

Same processes

Same manager position  
to report into

Same benefits & comp

Same uniforms



**June 7**

**Ceremonial Event**

South West Region  
100 Cavell Ave.

Tuesday, June 7  
10-11

Toronto Mayor Tory  
with local councillor  
Mark Grimes (TBC)

Tenant leader to  
speak

Board members and  
leadership team to  
attend

Media coverage

Plant a tree

Refreshments



**June 8**

**Regional event**

North West Region  
3050 Bathurst St.

Wednesday, June 8  
10-11

Councillor Cole

Tenant leader to  
speak

Board members and  
leadership team to  
attend

Community media  
coverage (TBC)

Plant a tree

Refreshments



**June 9**

**Regional event**

South East Region  
145 Strathmore Blvd.

Thursday, June 9  
2:30-3:30

Councillor Fletcher

Tenant leader to  
speak

Board members and  
leadership team to  
attend

Community media  
coverage (TBC)

Plant a tree

Refreshments



**June 10**

**Regional event**

North East Region  
1700 Finch Ave. E.

Friday, June 10  
10-11

Councillor Carroll

Tenant leader to  
speak

Board members  
and leadership  
team to attend

Community media  
coverage (TBC)

Plant a tree

Refreshments

**Toronto Seniors  
Housing Corporation**

# June 1 Transition to Operations

## Elements

- New phone number for Tenant Support Centre goes live and Welcome Guide for tenants
- TSHC social media channels and updated website officially launched
- Putting Down Roots t-shirts, fobs, lanyards, pass cards, intranet for staff
- Letters to partners, vendors
- Digital CEO Welcome Messages
- Banners, posters

**Toronto Seniors  
Housing Corporation**

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# June 7 Official Launch

## Elements

- Media event (TBC) and news release involving all partners with guests to include:
  - TSHC Board, CEO and leaders
  - TCHC CEO and transition team members
  - City of Toronto – Mayor (Confirmed), City officials (TBC)
  - Tenant representatives and leaders
  - Seniors housing partners and stakeholders
- First Tree Planting in Putting Down Roots Campaign
  - Tree planting with a commemorative plaque
- Photo, video and social media opportunities
- Refreshments provided

**Toronto Seniors  
Housing Corporation**

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# June 8-10 Regional Launch Events

## Elements

- Continue Putting Down Roots Campaign
  - Tree planting with a commemorative plaque
- Guests to include:
  - TSHC Board, CEO and leaders
  - City representatives (TBC)
  - Tenant representatives
  - Tenants
  - Labour partners
  - Local City Councillors
- Photo, video and social media opportunities
- Refreshments provided

**Toronto Seniors  
Housing Corporation**

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# Tenant Experience – June 1

- Welcome Package
  - TSHC Tenant Welcome Guide in top 13 languages delivered to tenants by staff
  - Magnets with phone number for New Tenant Support Centre number in package
- TSHC CEO Welcome video message on TSHC website
- TSHC social media channels and updated website officially launched
- TSHC-branded posters on bulletin boards
- Putting Down Roots Campaign launched

**Toronto Seniors  
Housing Corporation**

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# Employee Experience – June 1

- Welcome
  - Email and video message from TSHC CEO
  - New TSHC Intranet goes live
  - TSHC-branded lanyards, FOBs, pass cards, t-shirts
  - Access to all systems and supports in place
  - Invite to staff town hall on June 3
- TSHC-branded materials on bulletin boards
- Distribute new Tenant Welcome Guide at buildings
- TSHC social media channels and updated website
- Invited to attend Putting Down Roots events

**Toronto Seniors  
Housing Corporation**

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# Partner & Vendor Experience

## June 1

- Letter from CEO
  - Confirm transition
  - Recognize ongoing role of TCHC and pleased to continue relationship with partners with TSHC
  - What does the new corporation mean for our partnership
  - Invitation for an in-person or virtual meeting extended
  - Social media presence & updated website launched – invite to follow
  - Thank for ongoing commitment to TSHC and supporting senior tenants

**Toronto Seniors  
Housing Corporation**

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# Supporting Roles for June 1

- **Board Role**

- Message from Board Chair on behalf of board and CEO to all staff
- Early morning email from CEO to board to confirm all systems on track; promote social, website and launch activities
- CEO update to Board at the end of day with highlights and photos

- **Leadership Role**

- Welcome meeting with CEO
- Send message to team members
- Triage table support

**Toronto Seniors  
Housing Corporation**

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**June 13  
Onward**

## **Listening & Building Tours**

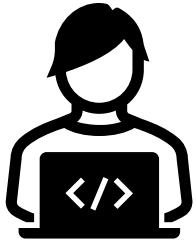
- TSHC CEO and leadership team to visit all 83 buildings over the summer and fall
  - Onsite tours with meet-and-greets with tenants and staff
  - Photos
- In the fall, continue the Putting Down Roots campaign (best time to plant)

**Toronto Seniors  
Housing Corporation**

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On June 1

For Staff



BACK OF SHIRT ARTWORK



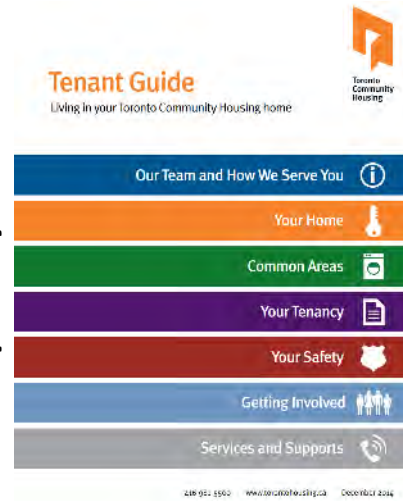
Marketing

Banner & Posters



For Tenants

Example only



New website



Popular Resources

Info Magnet



**Toronto Seniors Housing Corporation  
Board of Directors Meeting  
External Auditor Recommendation to the City of  
Toronto**

Item #23a

DATE April 28, 2022

**Report: BD: 2022-45**

**To:** Board of Directors

**From:** Norman Rees

**Date:** April 28, 2022

**PURPOSE: FOR APPROVAL**

**RECOMMENDATION:** It is recommended that the Board of Directors adopt the following resolution:

**BE IT RESOLVED THAT** the Board of Directors recommends that the City of Toronto appoint KPMG to be Toronto Seniors Housing Corporation's external auditor for the year ending December 31, 2022, with remuneration to be set by the Board of Directors.

**REASON FOR RECOMMENDATION:**

KPMG serves as the external auditor for the City of Toronto (City) and many of its Agencies, Boards and Commissions and was selected as the City's external auditor following a call for proposals by the City's Auditor General.

The City's agreement with KPMG is for 5 years, commencing with the 2020 fiscal year end.

City staff approached KPMG to be TSHC's auditor for fiscal 2021 and the Board of Directors approved KPMG as its external auditor at the September 28, 2021, Board meeting.

Management is recommending that the Board of Directors continue to work with KPMG and has confirmed with them that TSHC will continue to benefit from the hourly billing rates established in the City's agreement.

Fiscal 2022 will be different in scope and complexity from 2021. While it is difficult to have a final fee estimate for 2022, KPMG estimates a \$25,000 + HST fee. KPMG will provide a final 2022 fee estimate as part of its external audit plan presentation – likely in the late fall 2022.

Norman Rees  
Interim Finance Lead

**Toronto Seniors Housing Corporation  
Board of Directors Meeting  
TSHC Financial Planning- Financial Results through  
March 31, 2022**

Item #23b

DATE: April 28, 2022

**Report: BD: 2022-46**

**To:** Board of Directors

**From:** Norman Rees

**Date:** April 28, 2022

**INFORMATIONAL UPDATE**

**PURPOSE:**

The purpose of this report is to provide an update on TSHC current financial position through March 31, 2022

**Financial Results through March 31, 2022**

Statement of Operations (Attachment 1)

Through March 31, 2022, TSHC incurred operating expenses of \$1,007,540. Revenue amounted to \$1,009,857, being composed of \$1,007,540 from the City of Toronto (City) and \$2,317 in interest income earned on bank balances. Expenses incurred were for staff compensation, TSHC lead consultants and other third-party vendors.

Expenditures are continuing to ramp up and reflect increased activity associated with the June 1, 2022, implementation date. Expenditures in March were \$362,000 greater than in February.

Statement of Financial Position (Attachment 2)

The Statement of Financial Position shows:

1. Cash – \$967,671
2. Accounts payable - \$213,514
3. Deferred grant funding - \$750,794
4. Net assets - \$3,363

The cash balance and deferred grant funding amounts include the City's approved carryover of 2021 unspent funds (\$342,834) plus the first 3 months of 2022 cash flow (\$1,415,000).

TSHC is applying to the Canada Revenue Agency to become a 'determined municipality' thereby allowing it to be eligible for the municipal HST rebate. As the application process can be lengthy (up to 6 months) and to be conservative in the recognition of an HST rebate receivable prior to the application's approval, a 100% provision against the calculated rebate has been made. To the end of March, the provision amounts to \$98,307.

TCHC has confirmed that it is a 'determined municipality' for HST purposes. As TSHC is applying to be 'determined municipality, the transactions between the two organizations will be except.

TSHC anticipates receiving the balance of the January to May 31, 2022, City funding (\$1,415,000) in April 2022.

Norman Rees  
Interim Finance Lead

**ATTACHMENT 1:** Statement of Operations – March 31, 2022

**ATTACHMENT 2:** Statement of Financial Position – March 31, 2022

**Item 23b  
Attachment 1  
Statement of Operations**

Toronto Seniors Housing Corporation  
Financial Statements – Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Actual Results to March 31, 2022	Budget - Jan. 1 to May 31, 2022
<b>Revenue</b>		
City of Toronto Grant	1,007,540	2,831,000
Interest income	2,317	
<b>Total Revenue</b>	<b>1,009,857</b>	<b>2,831,000</b>
<b>Expenses</b>		
Salaries and Wages	218,627	579,833
Benefits	14,947	99,771
Transportation and Communication	-	21,000
Services	760,058	2,123,396
Supplies	13,907	7,000
<b>Total Expenses</b>	<b>1,007,540</b>	<b>2,831,000</b>
<b>Excess of Revenue over Expenses</b>	<b>2,317</b>	<b>-</b>



**Item 23b  
Attachment 2  
Statement of Financial Position**

<b>STATEMENT OF FINANCIAL POSITION</b>		Actual Results March 31 , 2022
<b>Assets</b>		
Cash		967,671
HST recoverable		(0)
		-
Total Assets		<u>967,671</u>
<b>Liabilities &amp; Net Assets</b>		
Accounts payable and accrued liabilities		213,514
Deferred grant funding		750,794
Net assets - unrestricted		3,363
Total Liabilities & Net Assets		<u>967,671</u>

**Toronto Seniors Housing Corporation  
Board of Directors Meeting  
Appointment of Officer and Banking Delegation of  
Authority**

Item #23c

DATE April 28, 2022

**Report: BD: 2022-47**

**To:** Board of Directors

**From:** Norman Rees

**Date:** April 28, 2022

**PURPOSE: FOR APPROVAL**

**RECOMMENDATION:** It is recommended that the Board of Directors adopt the following resolution:

**WHEREAS:** The Board of Directors appointed Thomas Hunter as its inaugural Chief Executive Officer, effective May 16, 2022,

**BE IT RESOLVED THAT** effective May 16, 2022, the Board of Directors:

1. Appoints Thomas Hunter as an Officer of Toronto Seniors Housing Corporation in accordance with By-Law #1- section 6.01,
2. Delegates Thomas Hunter to execute documents in accordance with By-Law #1 – section 12,
3. Delegates Thomas Hunter be added as a signing authority on TSHC's bank account(s) in accordance with the February 23, 2022, Board approved delegated authority resolution and

4. Removes Michael Sherar as an Officer of Toronto Seniors Housing Corporation and as a signing authority on TSHC's bank account(s).

**REASON FOR RECOMMENDATION:**

To formally document the authority provided to the CEO by the Board of Directors in accordance with By-Law #1.

**OFFICERS**

Section 6.01(1) states: ' Subject to the Shareholder Direction, the Board shall from time to time appoint a Chief Executive Officer, a Secretary, or a Secretary- Treasurer and may appoint a deputy Chief Executive Officer and such other officers as the Board may determine.

Section 6.01(2) states: ' The Board may specify the duties of, and in accordance with this by-law, delegate to such officers powers to manage the business and affairs of the Corporation.

**EXECUTION OF DOCUMENTS**

Section 12.01 states: ' Signing Authorities – Deeds, transfers, assignments, contracts, obligations, certificates, and other instruments may be signed on behalf of the Corporation by:

- (a) Any two of the Directors,
- (b) Any one officer, with such additional signatures or other signatures that may be required in accordance with a Board-approved signing policy, or
- (c) Any person or persons as the Board may from time to time authorize by resolution to sign any particular instrument or class of instruments, including by approving a signing policy.

Norman Rees  
Interim Finance Lead

**Item 24**

**TSHC Transition Status and Risk Report  
Placeholder**

**Item 24  
Attachment 1  
Status and Risk Report**