

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: May 18, 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: Wednesday, May 18, 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 April 28, 2022	Approval	Public Meeting Minutes of April 28, 2022	Vice Chair
5.	8:35 1 min	Approval of Closed Meeting Minutes of April 28, 2022	Approval	Closed Meeting Minutes of April 28, 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 45 min		a) Approval	N/A	Mary Tate

Toronto Seniors Housing Corporation

		<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>	b) Approval + Information c) Approval d) Approval e) Information		
10.	9:38 5min		Approval	N/A	Dave Slater
11.	9:43 10min		Approval	N/A	Michael Sherar
12.	9:53 15min		Approval	N/A	Michael Sherar
13.	10:08 10min		Approval	N/A	Norman Rees
14.	10:18 1min		Approval	N/A	Vice Chair
15.	10:19 1min	Motion to approve Closed Session Decisions	Approval	N/A	Vice Chair
16.	10:20 10min	<ul style="list-style-type: none"> • Transitional Lead's Report • CEO's Report 	Information Information	Verbal Report Verbal Report	Michael Sherar Tom

Toronto Seniors Housing Corporation

					Hunter
17.	10:30 5min	Report of the Audit and Finance and Risk Committee meeting on May 3, 2022	Information	Verbal Report	Vice Chair
18.	10:35 5min	Finance related Policies for approval 1. Procurement Policy 2. Expense Reimbursement Policy 3. Investment Policy	Approval	Board Report 1. Procurement Policy 2. Expense Reimbursement Policy 3. Investment Policy	Norman Rees
19.	10:40 5min	TSHC Financial Planning- Financial Results through April 30, 2022	Information	<ul style="list-style-type: none"> Board Report Financial Results through April 30, 2022 	Norman Rees
20.	10:45 10min	Report of the Corporate Governance & Human Resources Committee – Approval of Policies <ul style="list-style-type: none"> Occupational Health and Safety Policies <ul style="list-style-type: none"> a) Health and Safety Policy Statement b) Psychological Health and Safety c) Short Term Disability d) Long Term 	Approval	<ul style="list-style-type: none"> Board Report Occupational Health and Safety Policies a) to g) Compensation Policies a) to d) Legal Policies (a) to c) Strategic Communications Policies a) to c) 	Councillor Paul Ainslie

		<p>Disability</p> <p>e) Workplace Accommodation</p> <p>f) Workplace Harassment</p> <p>g) Workplace Violence</p> <ul style="list-style-type: none"> • Compensation Policies <ul style="list-style-type: none"> a) Acting Assignment b) Added Responsibility premium pay c) Jury duty and Witness Services d) Overtime and lieu time • Legal Policies <ul style="list-style-type: none"> a) Privacy Policy b) Records Management Policy c) Information Breach Policy • Strategic Communications Policies <ul style="list-style-type: none"> a) Elections Policy b) Social Media Policy c) Translation and Interpretation Policy 			
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**Toronto Seniors
Housing Corporation**

21.	10:55 5min	Additional Policies for approval	Approval	Verbal Report	Mary Tate
22.	11:00 5min	MFIPPA Delegation of Authority	Approval	Board Report	Michael Sherar
23.	11:05 15min	<ul style="list-style-type: none"> • Communications & Engagement Report • The First 100 day Priorities 	Information Approval	Board Report <ul style="list-style-type: none"> • Board Report • The First 100 Day Priorities Report 	Arlene Howells
24.	11:20 10min	Project Status and Risk Report	Information	<ul style="list-style-type: none"> • Board Report • Project Status & Risk Report (to follow) 	Mary Tate
25.	11:30	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 April 28, 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
Linda Jackson
Warren Law
Carrie MacNeil
Jim Meeks
Brenda Parris

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*

Board Secretary present:

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

Maria Fe Chumpitasi – Account Executive– *DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

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

The Chair welcomed everyone to the fifth 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.

He noted that there is a full agenda to discuss including the approval of several policies and the filing of the annual report which will correspond with the transition and thanked the interim transitional team for assisting in its preparation. Finally, he stated that there was one deputation request for item 19 from Mr. Bill Lohman who will be joining via phone.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

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

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

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 March 31st, 2022

The Chair tabled the minutes of the public meeting held on March 31st, 2022 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Ms. MacNeil and unanimously, **IT WAS RESOLVED THAT** the public meeting minutes of March 31, 2022, as tabled, are hereby approved.

ITEM 5: APPROVAL OF CLOSED SESSION MEETING MINUTES OF March 31st, 2022

The Chair tabled the minutes of the closed session meeting held on March 31st, 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 March 31, 2022, as tabled, are hereby approved.

ITEM 6: MATTERS ARISING – ACTION ITEMS

The Chair reviewed the matters arising action items list and noted that there were no updates. He reviewed the outstanding items and asked if there were any questions.

ITEMS 7-14: CLOSED SESSION

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

ITEM 15: MOTION TO APPROVE CLOSED SESSION DECISION

a) 2021 TSHC Annual Report

Motion carried **UPON MOTION**, duly made by Councillor Ainslie and seconded by Mr. Law and unanimously carried, **IT WAS RESOLVED THAT**

the Corporate Governance and Human Resources Committee recommends for approval TSHC's 2021 Annual Report.

b) Contract Extensions and Reporting

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board approve the following interim staff contract financial extensions in the amounts provided in the closed session for:

1. Bishopston – Rhys Consulting Inc. (Norman Rees)
2. HOW.COM (Arlene Howells)
3. Facilitate Management Consulting Inc. (Mary Tate) and
4. RCSG Consulting Services (Roman Zydownyk).

c) Quality and Tenant Engagement Committee Report

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Quality & Tenant Engagement Committee recommends for approval of the Board of Directors, the performance reports appended to the report as follows:

- Corporate Key Quality Performance Indicators
- Integrated Service Model (ISM) Project Reporting Indicators

d) Corporate Human Resources policies – Employee and Labour Relations Policies

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board approve this report and approve the policies appended to the report and listed as follows:

- Employee Code of Conduct
- Mandatory Vaccination
- Human Rights
- Tuition Reimbursement
- Conflict of Interest

ITEM 16: TRANSITIONAL LEAD’S REPORT

At the invitation of the Chair, Mr. Sherar provided a verbal update. He reviewed the achievements thus far and indicated that the Board approved the term-sheets for service delivery agreements for the transition and work with TCHC. He continued by stating that the planning for the transition of employees is progressing smoothly and thanked the transition team for the work being done to successfully transition employees over to the TSHC on June 1. He thanked Mr. Ferreira for her contribution particularly with the employee transition as today will be her last Board meeting as part of the TSHC transition team.

He indicated that the new Chief Executive Officer (“CEO”) will be in attendance starting with the May 2022 meeting, that it will take some time for the new CEO to have his leadership team in place and that the intention is to make sure transition team resources remain in place for a period to allow for a smooth transition.

He noted that the transition team is currently working on the annual Budget, launch celebrations and have held Town Halls with staff and engagement sessions with tenants.

**ITEM 17: CORPORATE GOVERNANCE AND HUMAN RESOURCES
COMMITTEE REPORT (from April 11 meeting)**

At the invitation of the Chair, Councillor Ainslie provided an overview of report (BD: 2022-40) . There were no general comments from the Board.

ITEM 18: GOVERNANCE POLICIES

At the invitation of the Chair, Councillor Ainslie provided an overview of report (BD:2022-41) and indicated there are five policies to be recommended for approval.

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

**ITEM 19: QUALITY & TENANT ENGAGEMENT COMMITTEE REPORT
("QTE") (from April 12 meeting)**

DEPUTATION: The following verbal deputation was received with respect to item 19.

The Chair welcomed the deputant and indicated that he had five minutes to address the Board after which time the Board may ask questions.

Bill Lohman

Mr. Lohman provided a verbal report reiterating his written report already provided to the Board. He indicated that the Integrated Service Model (“ISM”) framework, in his opinion, is incomplete because there are no staff accountabilities to tenants and no mechanism to ensure seniors needs are being heard, respected and met. He reiterated that when policies and procedures are being developed that they be tenant-focused and viewed through the tenant’s lens.

The Board thanked Mr. Lohman for his involvement during the transition process.

Ms. Jackson continued by indicating that the QTE committee is focused on ensuring that tenant facing policies are reviewed to ensure they meet the needs of seniors.

ITEM 20: ISM ANNUAL REPORT

At the invitation of the Chair, Ms. Jackson provided an overview of report (BD:2022-42) noting that the ISM report has been provided to the Board and there were no questions or comments. She asked that the Board receive the report for informational purposes.

**ITEM 21: TSHC RECOMMENDED TENANT FACING POLICIES AND
AMENDMENTS TO TENANT CHARTER**

At the invitation of the Chair, Ms. Tate provided an overview of report (BD:2022:43) regarding tenant facing policies that need to be in place as of June 1, 2022 and indicated that the following policies were recommended for approval:

- 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.

She noted that the policies will need to be reviewed and amended, if need be, during the next six months or more to reflect the Corporation's values and the needs of seniors' tenants.

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:

1. the Tenant Facing Policies on an interim basis and that these policies be reviewed to reflect the needs of seniors and the TSHC mandate and values. Further that this review be done with the input of tenants and staff.
2. 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.
3. Staff will ask STAC for input on the priorities for review of these policies.
4. Staff will bring a timeline and process for review back to the QTE Committee.

ITEM 22: COMMUNICATIONS & ENGAGEMENT REPORT

At the invitation of the Chair, Ms. Howells provided a verbal update on the communications and engagement progress and that a calendar of upcoming activities regarding the launch will be released. She noted that the Mayor of Toronto will be performing the ceremonial launch on June 7th, that the team are working on having regional launch events including an opportunity for Councillors and tenant leaders to speak.

ITEM 23: FINANCE UPDATE

At the invitation of the Chair, Mr. Rees provided a review of report (BD:2022-45).

- (i) Item 23a: External auditor recommendation to the City of Toronto to appoint KPMG

Mr. Rees noted that appointment of external auditors will be made by the City of Toronto, but TSHC can make a recommendation. He noted that TSHC was very pleased with KPMG's services and that its estimated fees were approximately CAD \$25,000.

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

- (ii) Item 23b: TSHC financial planning results through March 31st, 2022

Mr. Rees provided a review of informational report (BD:2022-46) on the financial position of TSHC noting that it has a little under of \$1 million in cash and that the second tranche of funds from the City for the period to May 31 will be received shortly. He noted that TSHC has sent an application to Canada Revenue Agency ("CRA") to become a determined municipality which will have an important impact on the issue of HST transactions between TCHC and TSHC. An official response from CRA might take some time, so TSHC will be conservative in its planning in regard to HST transactions between the two corporations.

There were no comments or questions from the Board.

- (iii) Item 23c: Appointment of officer and banking delegation of authority

Ms. Rees provided an overview of report (BD:2022-47) and indicated that since the appointment of Thomas Hunter as CEO, the banking delegation authority and other resolutions were required to be updated, however the Corporation wishes to keep Mr. Sherar as signing authority through the transition but remove him as an officer.

Motion **UPON MOTION**, duly made by Ms. Parris and seconded by Mr.
Carried Law and unanimously carried as amended, **IT WAS 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 on TSHC's bank account(s) however keep Michael Sherar as signing authority on the TSHC's bank account(s) through transition until his contract has ended.

ITEM 24: TSHC TRANSITION STATUS AND RISK REPORT

At the invitation of the Chair, Ms. Tate provided a verbal overview of the status report indicating that there are currently no items in red, that there are some

manageable delays, and that transition will be on target as of June 1st as planned.

ANY OTHER BUSINESS

The Board inquired about the new TSHC office status and whether employees were going back in physically. Mr. Sherar indicated that TSHC is taking the City of Toronto approach to going back into the office noting that the goal is to reduce response time and enable accessibility to staff by tenants.

ITEM 25: ADJOURNMENT

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

Lawrence D’Souza, Interim
Chair, Board of Directors

Monique Hutchins, Secretary

TORONTO SENIOR HOUSING CORPORATION

Action Items List

As at May 18, 2022

	<u>MEETING ARISING FROM</u>	<u>DESCRIPTION</u>	<u>RESP.</u>	<u>STATUS</u>
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	Completed
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	
31.	April 28, 2022	Inclusion of data regarding race, culture, sex, language in QTE KQPIs and in the ISM project reporting indicators,	Mr. Hunter	
32.	April 28, 2022	Inclusion of overall wellness and suicide prevention in staff trainings	Mr. Hunter	
33.				

**Toronto Seniors Housing Corporation
Board of Directors Meeting
FINANCE RELATED POLICIES FOR APPROVAL**

Item #18

DATE: May 18, 2022

Report: BD: 2022-53

To: Board of Directors

From: Norman Rees

Date: May 18, 2022

PURPOSE: FOR APPROVAL

RECOMMENDATION: At its meeting on May 3, 2022, the Audit, Finance and Risk Committee recommended that the Board of Directors adopt the following resolution and approve the below listed policies:

BE IT RESOLVED THAT the Board of Directors approve the following policies to be effective June 1, 2022:

1. Procurement Policy
2. Expense Claim Policy and
3. Investment Policy

REASON FOR RECOMMENDATION:

These policies are foundational to the TSHC's operations for June 1, 2022.

The Procurement and Expense Claim policies have been adapted from the existing TCHC policies.

The Investment Policy reflects the start up nature of TSHC's business activities and recognizes that any investment of funds is likely to be only to be short term in nature.

The Procurement and Expense Policy procedures have been included in the attachments for your information.

The Capital Expense Policy review has been rescheduled to later in the year to coincide with the related operational activity.

List of Attachments

Attachment 1: Procurement Policy and procedure

Attachment 2: Expense Claim Policy and procedure

Attachment 3: Investment Policy

Norman Rees
Interim Finance Lead

Item 18
Attachment 1
Procurement Policy and Procedure

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Procurement Policy

Policy Owner:	Finance
Type:	Board Policy
Approval By:	Board of Directors
First approved:	May 18, 2022 (pending)
Effective Date:	
Last Reviewed:	

Policy Summary

This policy guides employees with respect to procurement of goods, services and construction. Toronto Seniors Housing Corporation's (TSHC) Procurement business cycle is a shared service that Toronto Community Housing Corporation (TCHC) performs on the behalf of TSHC and therefore TSHC will use the procurement procedures in place at TCHC for all TSHC related procurements.

Policy Statement

This Procurement Policy will promote ethical, legal, efficient, effective, professional, and accountable sourcing strategies. Toronto Seniors Housing will use fair, open, and transparent processes to make procurement decisions based on a "value for money" criterion.

"Value for Money" means that the selection of goods, services and construction will be based on an optimal combination of relevant factors beyond the price by leveraging the aggregate spend to achieve economies of scale, where possible. This includes such factors as:

- total cost of acquisition
- quality and fit-for-purpose issues
- product or service lead time and delivery schedule
- vendor performance
- product or service support
- environmental and sustainability issues
- support and maintenance considerations
- end-of-life disposal
- other corporate objectives

Scope

This policy applies to all planning, acquisition and management of goods, services and construction by all officers, directors, employees, agents and designated representatives of Toronto Seniors Housing.

This policy must be read in conjunction with the Procurement Procedures, Procurement Protocols, and Financial Signing Authorities.

Exceptions

This policy does not apply to purchases of the following goods and services:

- a. Sale or purchase of real property
- b. Goods or services intended for resale to the public
- c. Goods or services from other public sector bodies or non-profit organizations
- d. Health care services, including services provided by medical doctors, dentists, nurses and pharmacists
- e. Utilities, including hydro and electricity
- f. Anything covered by the Employee Expense Policy or the Tenant Expense Policy.

Guiding Principles

Effective procurement is a critical support function for public institutions as they responsibly manage public funds. The objective of this policy is to ensure that Toronto Seniors Housing conducts procurement processes that conform to the following principles:

- a) Compliance with all applicable laws, regulations, by-laws, policies and trade treaties
- b) Consistency with other Toronto Seniors Housing policies and procedures
- c) Open, fair, and transparent procurement that affords equal access to all qualified vendors
- d) Reciprocal non-discrimination and geographic neutrality with respect to Ontario's trading partners and avoidance of preferences for local vendors
- e) Achieving best value for Toronto Seniors Housing for the expenditure of public funds through consideration of the full range of procurement formats and the adoption of commercially reasonable business practices
- f) Achieving maximum benefit for the residents of Toronto Seniors Housing
- g) Effective balance between accountability and transparency and efficiency
- h) Adherence to the highest standards of ethical conduct

Policy Details

Notification of Procurement Opportunities

Notification of public procurement opportunities shall be listed by Toronto Community Housing on their website and appropriate

tendering websites and other media on behalf of TSHC.

Award Information

Final award notifications for all public competitions will be posted online by TCHC.

Unsolicited Bids

Toronto Seniors Housing will not accept or consider unsolicited bids with a procurement value of \$100,000 or greater. Unsolicited bids with a procurement value of less than \$100,000 may be considered on a case-by-case basis with approval of the CEO, but Toronto Seniors Housing is under no obligation to consider or accept any unsolicited bid.

Conflicts of Interest

Toronto Seniors Housing must ensure that it effectively manages internal and external conflicts of interest. All conflicts must be declared in writing to TSHC Procurement who will then notify the TCHC Procurement Unit.

Internal Conflict of Interest

Toronto Seniors Housing must ensure that the management of all procurement projects is free from internal conflicts of interest.

All participants in the Procurement Project (including all procurement staff, all involved members of the TSHC Business Unit and all members of the evaluation team) must ensure that there are no undeclared internal conflicts of interest.

The Toronto Seniors Housing Board of Directors and staff must not have any direct or indirect involvement in any Procurement Project or decision outside of the required approvals and procurement roles set out in these procedures.

External Conflict of Interest

In addition to ensuring that there are not internal conflicts of interest, Procurement Projects must also be free of external conflicts of interest. All vendors must be required to declare, as part of their Bid in a procurement process, that there are no conflicts of interest, or they must provide details of any actual or apparent conflicts of interest. The TCHC Procurement Unit must ensure that all procurement templates include appropriate conflict of interest language and declarations.

Where a vendor is retained to participate in the development of a Solicitation Document or the specifications for inclusion in a Solicitation Document, that vendor must not be allowed to submit a Bid or directly or indirectly participate in the submission of any Bid in response to that Solicitation Document. While this restriction shall be deemed to apply to all Toronto Seniors Housing Procurement Projects, it must be disclosed in the initial procurement process by which the vendor is retained.

Procurement Record Keeping

Proper documentation must be maintained for all stages of the Procurement Project.

Access to Information

The maintenance, release and management of all procurement records must be in accordance with Toronto Seniors Housing's Records Retention Policy. Toronto Seniors Housing is subject to the *Municipal Freedom of Information and Access to Information Act*. TSHC Procurement and TSHC Business Units in co-operation with Toronto Community Housing will be responsible for any

requests for access to procurement-related documents.

Confidentiality

Toronto Seniors Housing must ensure that Bidder and vendor information submitted in confidence as part of a Procurement Project is adequately protected. The TCHC Procurement Unit, TSHC Procurement and TSHC Business Units must ensure that all Bids and contracts are kept in a secure location and only accessible by those individuals directly involved with the Procurement Project.

Procurement Review and Audits

Toronto Seniors Housing shall conduct regular reviews and audits of its procurement activities, procedures and practices to ascertain compliance with this Policy.

Policy Review

The Procurement Policy will be reviewed by TSHC Procurement and the TCHC Strategic Procurement Unit and assessed once every two years to ensure its goals are being met.

The Procurement Procedures will be reviewed and assessed once a year to ensure the integrity of each process and that they are promoting the Procurement Policy objectives.

Item 18
Attachment 2
Expense Claim Policy and Procedure

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Expense Reimbursement Policy

Policy Owner:	Finance
Approval By:	Board of Directors
First approved:	May 18, 2022 (approval pending)
Effective Date:	June 1, 2022

Policy Summary

This policy is intended to provide guidelines to employees, board members, consultants, students and other representatives¹ of Toronto Seniors Housing Corporation, regardless of whether receiving pay, (hereinafter "Claimants") with respect to business-related out-of-pocket expenses.

Policy Statement

- Toronto Seniors Housing Corporation's intent is to reimburse Claimants for legitimate, reasonable expenses incurred by the Claimant for approved Toronto Seniors Housing Corporation related activities, which means that:
 - The expense is necessary for the on- going business and operations of Toronto Seniors Housing Corporation;
 - The cost is reasonable for what is being procured; and

- The amount is within the budget for the divisional unit, the board, **and/or** pre-approved by the relevant approval authority if not in the budget.
- All Claimants who incur expenses while performing their duties on behalf of TSHC (i.e. business-related expenses) shall be compensated in a fair, consistent and transparent manner.
- Expenses incurred should be modest and appropriate, recognizing the public trust in TSHC, and funds are to be used to obtain maximum value for each dollar spent.
- Internal compliance and standardization must be enforced.
- Claimants may not have their expenses, or the reimbursement of out-of-pocket expenses, for TSHC business paid for by any entity or individual other than TSHC.

Scope

This policy applies to all employees, board members, all consultants, and to all individuals who are working at Toronto Seniors Housing Corporation regardless of whether receiving pay.

There is a separate policy for residents.

Employees are those hired by Toronto Seniors Housing Corporation for permanent, part- time or fixed term employment.

Values

As in all financial transactions of Toronto Seniors Housing Corporation, high ethical standards, good judgment, and accountability, as well as a commitment to due diligence and transparency, will guide the actions of all Claimants.

Policy Details Reimbursement of Expenses

Only approved out-of-pocket expenses shall be reimbursed.

Claimants must submit all required receipts and documentation to their manager or the Board Liaison for board members within ten (10) business days of the end of each month to get reimbursement.

Claimants claiming reimbursement of expenses must submit all of the following with any claim:

- Original itemized receipts, which must be submitted for reimbursement. Credit card receipts and statements, including purchasing card receipts, will not be accepted.
- Proof of payment (i.e. debit or VISA slip if the original is not marked "paid" or "paid by").
- Confirmation of pre-approval from the relevant approval authority, where pre-approval is required.
- Outline of the business purpose for the expense in question (e.g. business purpose of trip, meeting, meal, etc.) Sufficient particulars should be provided to clearly identify the expense in question (e.g. broad descriptors such as "conference" or "meeting" are insufficient) and those in attendance. If an exceptional business justification is needed, it should be in the form of a note or memo attached to the reimbursement documentation.

- **Any other requirements** for the particular expense as outlined in the relevant procedures (see guidelines for individual expense categories).

Record Keeping

- TSHC must ensure that all documentation relating to expenses is properly filed and retained for the required timeframe.

Compliance

- Compliance with this policy is mandatory for all Claimants. The requirement for compliance is not relieved by managerial or Board Chair approval.
- Along with the individual Claimant, managers and the Board Chair are also accountable to ensure spending by those submitting expenses to them is responsible, meets TSHC policies and guidelines and is within the Claimant's delegated authority.
- If an employee Claimant is found to be in non-compliance with this policy, actions may be taken that can include seeking reimbursements and/or disciplinary action, up to and including termination of employment.

Audits

- TSHC shall conduct regular reviews and audits of all Claimant expenses to ascertain compliance with this policy.

Related Policies and Procedures

- Expense Reimbursement Procedures
- Tenant Expense Policy and Procedures
- Financial Signing Authority

Commencement and Review

This policy will be reviewed by the Finance Department and assessed once every three years to ensure its goals are being met.

The Expense Procedures will be reviewed and assessed once a year to ensure compliance with and integrity of the processes and that they are enabling achievement of the goals and objectives of the Expense Reimbursement Policy.

Change History:

Revision #	Date of Review	Description of Changes	Approved by:
		New Policy	

**Item 18
Attachment 3
Investment Policy**

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Investment Policy

Policy Owner:	Finance
Approval By:	Board of Directors
First approved:	May 18, 2022 (approval pending)
Effective Date:	June 1, 2022

Policy Statement

The purpose of this policy is to establish investment principles and guidelines that are appropriate for the purposes of meeting the various capital, financial and other obligations of Toronto Seniors Housing Corporation (TSHC).

Scope

This policy is applicable to TSHC personnel who have been vested with the power and responsibility to transact and invest funds on behalf of the organization. This policy applies to all investments decisions and transactions.

Content

Investment decisions will prudently balance liquidity, risk, growth, and yield and produce a total return that will preserve the real purchasing power of the principal invested.

Cash that is surplus to TSHC's current requirements may be invested in:

1. Government of Ontario or Canada Treasury Bills
2. Government of Ontario or Canada Bonds

3. Guaranteed Investment Certificates (GIC) issued by a Canadian Chartered Bank.

The maximum investment term for excess “in year” operating cash shall be for the period of up to one (1) year.

All investment transactions require the joint written approval of the Chief Executive Officer (CEO) and the Director of Finance.

Responsibilities

The CEO or designate and the Director of Finance have joint authority for transacting and investing funds on behalf of TSHC. The CEO designation of authority is to be in writing to the Director of Finance. The Director of Finance cannot designate his or her authority. The Director of Finance shall prepare a schedule of investments for presentation quarterly to the Audit and Finance and Risk Committee.

Review

The policy shall be reviewed every two years or earlier if deemed necessary by the Director of Finance and amendments shall be presented to the Audit and Finance and Risk Committee for recommendation to the Board of Directors.

Change History:

Revision #	Date of Review	Description of Changes	Approved by:
	May 3, 2022	New Policy	

**Toronto Seniors Housing Corporation
Board of Directors Meeting
TSHC Financial Planning- Financial Results through
April 30, 2022**

Item #19

DATE: May 18, 2022

Report: BD: 2022-53

To: Board of Directors

From: Norman Rees

Date: May 18, 2022

PURPOSE: INFORMATIONAL UPDATE

PURPOSE:

The purpose of this report is to provide an update on TSHC current financial position through April 30, 2022.

Financial Results through April 30, 2022

Statement of Operations (Attachment 1)

Through April 30, 2022, TSHC incurred operating expenses of \$1,412,357. Revenue amounted to \$1,415,607, being composed of \$1,412,357 from the City of Toronto (City) and \$3.250 interest income earned on bank balances. Expenses incurred were for staff compensation, TSHC lead consultants and other third-party vendors.

Statement of Financial Position (Attachment 2)

The Statement of Financial Position shows:

1. Cash – \$1,989,687
2. Accounts payable - \$223,913
3. Deferred grant funding - \$1,761,477
4. Net assets - \$4,297

The cash balance and deferred grant funding amounts include the City's approved carryover of 2021 unspent funds (\$342,834) plus \$2,831,000 from the City of Toronto less expenses incurred through April 2022.

TSHC has applied 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 April 2022, the provision amounts to \$128,942.

TCHC has not finalized its status as a 'determined municipality' for HST purposes, thus the resolution of HST on transactions between the two organizations remains outstanding.

TSHC received the balance of the January to May 31, 2022, City funding (\$1,415,000) in April 2022.

List of Attachments

ATTACHMENT 1: Statement of Operations – April 30, 2022

ATTACHMENT 2: Statement of Financial Position – April 30, 2022

Norman Rees
Interim Finance Lead

**Item 19
Attachment 1
Statement of Operations
April 30, 2022**

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Actual Results to April 30, 2022	Budget - Jan. 1 to May 31, 2022
Revenue		
City of Toronto Grant	1,412,357	2,831,000
Interest income	3,250	
Total Revenue	1,415,607	2,831,000
Expenses		
Salaries and Wages	292,268	579,833
Benefits	21,214	99,771
Transportation and Communication	-	21,000
Services	1,056,221	2,123,396
Supplies	42,654	7,000
Total Expenses	1,412,357	2,831,000
Excess of Revenue over Expenses	3,250	-

**Item 19
Attachment 2
Statement of Financial Position
April 30, 2022**

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

Attachment 1

STATEMENT OF OPERATIONS	Actual Results to April 30, 2022	Budget - Jan. 1 to May 31, 2022
Revenue		
City of Toronto Grant	1,412,357	2,831,000
Interest income	3,250	
Total Revenue	1,415,607	2,831,000
Expenses		
Salaries and Wages	292,268	579,833
Benefits	21,214	99,771
Transportation and Communication	-	21,000
Services	1,056,221	2,123,396
Supplies	42,654	7,000
Total Expenses	1,412,357	2,831,000
Excess of Revenue over Expenses	3,250	-

**Toronto Seniors Housing Corporation (TSHC)
Board of Directors Meeting
Report of the CGHR Committee – Approval of Policies
Item #20
May 18, 2022**

Report: BD: 2022-56

To: Board of Directors

From: Councillor Paul Ainslie

Date: May 18, 2022

PURPOSE: APPROVAL

At its meeting on May 5, 2022, the CGHR Committee recommended that the below categorized policies be forwarded to the Board for its consideration and approval:

Occupational Health and Safety Policies:

- Health and Safety Policy Statement
- Psychological Health and Safety
- Short Term Disability
- Long Term Disability
- Workplace Accommodation
- Workplace Harassment
- Workplace Violence

Compensation Policies:

- Acting Assignment
- Added Responsibility Pay Premium
- Jury Duty and Witness Services

- Overtime and Lieu Time

Legal Policies:

- Privacy Policy
- Records Management Policy
- Information Breach Policy

Strategic Communications Policies:

- Elections Policy
- Social Media Policy
- Translation and Interpretation Policy

RECOMMENDATIONS:

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

Occupational Health and Safety Policies:

- Health and Safety Policy Statement
- Psychological Health and Safety
- Short Term Disability
- Long Term Disability
- Workplace Accommodation
- Workplace Harassment
- Workplace Violence

Compensation Policies:

- Acting Assignment
- Added Responsibility Pay Premium
- Jury Duty and Witness Services
- Overtime and Lieu time

Legal Policies:

- Privacy Policy

- Records Management Policy
- Information Breach Policy

Strategic Communications Policies:

- Elections Policy
- Social Media Policy
- Translation and Interpretation Policy

REASONS FOR RECOMMENDATIONS:

Over the coming months, it will be necessary for TSHC to approve several policies which must be in place prior to transition. The approach approved by the Board was to adapt TCHC policies for the short and/or medium term. These may be revisited as necessary over time to reflect specific policy approaches for TSHC as it works to implement its mandate. This approach is especially important with regards to human resources policies. On June 1, 2022, employees will be transferring from Toronto Seniors Housing corporation with the terms and conditions of their employment, entitlements, and collective agreements intact.

This report includes the foundational health and safety policies required to establish and maintain a healthy and safe work environment that addresses risks to the physical and psychological wellness of all TSHC employees. Supporting policies, programs, guidelines, and Standard Operating Procedures (SOP's) will be reviewed and adopted by the Executive Leadership Team prior to June 1st.

This report also covers compensation policies that lays out the salary adjustments for jury duty and witness services as well as acting assignments, added responsibilities and overtime and lieu time.

The following is a high-level outline of each:

Health and Safety Policies:

Health and Safety Policy Statement

This policy statement applies to all Toronto Seniors Housing Corporation employees and is our overarching health and safety statement for the organization. It affirms the commitment to working together at all levels to create and maintain a healthy and safe working environment that addresses risks to the physical and mental wellness of all employees.

The document outlines:

- responsibilities of the Board of Directors and the Chief Executive Officer to ensure that appropriate resources and systems are in place to meet and strive to exceed applicable legislative requirement, and responsibilities.
- obligations of managers and supervisory staff for compliance with the OHSA, related legislation, policies, and guidelines within their area of responsibility.
- Obligation and duty of employees to apply the training and instruction received and comply with health and safety policies.
- Obligation of all workers, including suppliers and contractors to comply applicable statutes, policies, and guidelines.

Psychological Health and Safety Policy

This policy applies to all employees of Toronto Seniors Housing Corporation. It outlines details and management responsibilities to promote a positive working environment to promote the psychological health of all employees.

The document outlines the following objectives and actions:

- Actions to promote and enhance the general psychological health of the workforce.

- Actions to prevent the onset or reduce the severity of psychological problems in the workplace.

It also outlines management responsibilities to:

- Communicate policy to workers and joint health and safety committees.
- Identify opportunities for change
- Evaluate the effectiveness of actions taken and re-assess to continuously improve mental health and psychological safety.

Short-Term Disability Policy (STD)

This policy applies to permanent management and exempt employees who have completed their probationary period. The document outlines eligibility, entitlements, and procedural requirements. Under the policy employees who are totally disabled for greater than five (5) consecutive workdays are entitled to apply for STD benefits. A third party firm assesses employee eligibility for STD benefits under this policy, and the Disability and Absence Management program.

If the application is approved, STD benefits will commence at 75% of regular base salary for a maximum of 130 working days. Employees may choose to use accrued but unused sick or vacation days or earned lieu time to “top-up” their STD benefit payment.

This program integrated with the Long-Term Disability program. After 26 weeks of short-term disability, employees are eligible to apply for LTD benefits.

Long Term Disability Policy (LTD)

This policy applies to all permanent management and exempt employees who have completed their probationary period. It outlines eligibility, entitlements, and procedural requirements. Note: Bargaining unit

employees receive long term disability benefits in accordance with their collective agreements.

Under the policy, employees may apply for LTD benefits after 6 months of continuous disability. If approved, employees receive a benefit equal to 70% of their regular salary, up to a maximum of \$5,000 per month. Group health insurance benefits continue during the disability period. Pension contributions are waived, and pension credit continues to accrue during the period of disability.

After 24 months, benefits only continue if the employee is unable to work in any other position for which they are reasonably suited by education, training, or experience.

Workplace Accommodation Policy

This policy applies to all employees of Toronto Seniors Housing Corporation. It outlines objectives, definition, and responsibilities to encourage and facilitate responses to accommodation issues that arise in the workplace and enable employees to perform their workplace responsibilities effectively.

The policy describes the legal requirement for TSHC to accommodate the needs of employees and prospective employees who identify a conflict between their employment obligations and their individual needs based on designated grounds under the Ontario Human Rights Code. Qualifying needs may relate to a disability, religious observance, sex, age, family status, same sex partnership status. The duty to accommodate is limited to circumstances where it does not expose TSHC or any other necessary participant to undue hardship.

Workplace Violence Policy

This policy applies at all TSHC workplaces. Employees, contractors, tenants, visitors, volunteers, and persons engaged in business with TSHC

are expected to adhere with this policy. The policy provides definitions of workplace violence, and outlines complaint procedures, and management obligations to investigate complaints.

TSHC is ultimately responsible for workplace safety. Under the Occupational Health and Safety Act, workplace violence is not tolerated. All workers, tenants, visitors, and contractors are expected to refrain from violence or threats against TSHC staff.

The policy outlines:

- Employer responsibilities to ensure this policy and the supporting Workplace Violence Program are implemented and maintained. All workers and supervisors must receive appropriate information and instruction on the contents of the policy and program.
- Supervisors must adhere to the policy and the supporting program and for ensuring that measures and procedures are followed by workers and that workers have the information they need to protect themselves.
- Workers must work in compliance with this policy and the supporting program.

Workplace Harassment Policy

This policy applies at all TSHC workplaces. Employees, contractors, tenants, visitors, volunteers, and persons engaged in business with TSHC are expected to adhere with this policy. The policy provides definitions of workplace harassment and workplace sexual harassment, and outlines complaint procedures, and management obligations to investigate complaints.

TSHC is ultimately responsible for workplace safety. Under the Occupational Health and Safety Act, workplace harassment will not be tolerated from any person, including workers, tenants, supervisors, and members of the public.

The policy outlines:

- Employer responsibilities to ensure this policy and the supporting Workplace Harassment Program are implemented and maintained.
- Procedures for workers to report incidents of workplace harassment to the Human Resources.
- Management responsibilities to investigate all complaints of workplace harassment in a fair, respectful and timely manner.

Compensation Policies Part 2:

Acting Assignment

This policy applies to management, exempt and bargaining unit employees who have completed their probationary period and who are temporarily placed in a permanent management or exempt position. The purpose of this policy is to establish fair, transparent, consistent, and efficient practices for selecting, appointing, and compensating employees were placed on an acting assignment.

In selecting employees for acting assignment, managers are encouraged to consider employee developmental needs and the degree in which the assignment opportunity can assist the division two further workforce diversity, employee development, and succession management plans. Such consideration may result in more than one person being selected for the assignment or a rotational arrangement being implemented.

Managers may fill acting assignments as a direct employee placement or a corporate wide posting. An assessment will be conducted with established criteria to place the employee's salary within the applicable parent band for wage grade they are acting in.

Added Responsibility Pay Premium

This policy applies in situations where a permanent role is permanently eliminated, and the responsibilities of that role are reassigned to another employee on a permanent basis, or a permanent employee is assigned temporarily the duties of a permanent position that has been vacated due to an extended leave of absence or termination of employment.

There is no pyramiding of added responsibility premium pay (ARPP) with any other compensation policy.

The amount of pay premium awarded will range between 1% and 10% of base salary and will depend on the degree of complexity of additional responsibilities and overall cost savings to TSHC.

Jury Duty and Witness Services

This policy applies to all management and exempt employees. The organization provides paid leave of absence for employees who are called to serve as jurors or witnesses in civil or criminal cases. While on leave, employees are paid their current rate of pay less any compensation received for jury duty or witness service. They must submit proof of compensation received to TSHC finance. Employees keep any compensation paid for days they were not scheduled to work.

Overtime and Lieu Time

This policy applies to all management and exempt employees including temporary employees and bargaining unit employees who are acting in management or exempt positions. This policy does not apply to consulting contracts or the executive. Where supervising manager assess is that it is not reasonable for a given task or project to be completed during normal working hours, the organization allows for employees to make extra hours worked as Lieu time. Lieu time is granted as leave with pay to compensate management an exempt employee for overtime hours worked.

Management employees - lieu time is granted as leave with pay and not as paid overtime, on straight time basis up to a maximum of three

weeks for each calendar year. Accumulated leave time may be taken at a time agreed upon by the employee and his slash her immediate supervisor. The lieu time is to be used by March 31st of the following year and any unused amount will be forfeited. There is no payout for management employees.

Exempt employees - earn overtime or lieu time on a time and a half basis for all additional hours worked. Any additional overtime worked once the three weeks has been accrued must be taken as overtime. Where exempt employees are required to work on a designated holiday, they will be paid overtime at time and a half of the hours worked and either receive a full day's pay at the regular rate or on mutual agreement with the manager, employee can opt to take it alternate day in lieu at their regular rate.

All supporting policies, programs, and Standard Operating Procedures (SOP's) will be reviewed and adopted by the Executive Leadership Team.

Strategic Communications Policies:

Social Media Policy

This policy applies to all Toronto Seniors Housing Corporation employees, consultants, and independent contractors who post content to or share information on social media channels, including but not limited to networks (such as Twitter, Facebook, YouTube, LinkedIn, SnapChat, TikTok, Reddit, Instagram, Tumblr, etc.), blogs, and online communities. The policy ensures that the use of social media for official TSHC objectives is consistent with the corporation's goal, vision, and values (to be developed) while adhering to relevant policies, legislation, and privacy protection. The policy does not limit the ability of TSHC employees to use social media in their personal capacity, but it does specify certain considerations for them.

Election Policy

This policy applies to all TSHC employees, Board members, and tenants, including those running for political office. This policy governs election-related activity on TSHC property and applies to municipal (including school boards), provincial, and federal elections or by-elections, as well as ballot questions. Outlines the TSHC's election responsibilities, including which TSHC resources can and cannot be used during the campaign, and which requests can and cannot be met.

Translation and Interpretation Policy

This policy applies to all tenants, direct and contract managed communities, and TSHC contracts for services that involve tenant engagement. Sets out the responsibilities of Toronto Seniors Housing Corporation to interact with residents in a variety of languages to encourage tenant engagement and communication. Tenant education and engagement services are provided to enable renters to fully participate in TSHC issues and activities. Tenants shall inform TSHC with as much notice as possible prior to the meeting if they require translation and/or interpretation services OR if they no longer require the requested services.

In return, TSHC will create a methodology for collecting and analyzing tenant preferences in terms of language, including the use of international symbols and drawings, to improve communications with all language groups, translating documents on corporation-wide issues into needed languages, and providing interpreter services for meetings or phone conversations with individual tenants about tenancy issues.

STAFF CONTACT:

Dave Slater, Interim People and Culture Lead

Dave.Slater@Torontoseniorshousing.ca

Attachments

Occupational Health and Safety Policies:

- Attachment 1 - Health and Safety Policy Statement
- Attachment 2 - Psychological Health and Safety
- Attachment 3 - Short Term Disability
- Attachment 4 - Long Term Disability
- Attachment 5- Workplace Accommodation
- Attachment 6 - Workplace Harassment
- Attachment 7 - Workplace Violence

Compensation Policies

- Attachment 8 - Acting Assignment
- Attachment 9 - Added Responsibility Pay Premium
- Attachment 10 - Jury Duty and Witness Services
- Attachment 11 - Overtime and Lieu time

Legal Policies

- Attachment 12 - Privacy Policy
- Attachment 13 - Records Management Policy
- Attachment 14 - Information Breach Policy

Strategic Communications Policies

- Attachment 15 - Elections Policy
- Attachment 16 - Social Media Policy
- Attachment 17 - Translation and Interpretation Policy

Item 20
Attachment 1
Health and Safety Policy Statement

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Health and Safety Policy Statement

Toronto Seniors Housing Corporation and its subsidiaries are committed to working together at all levels to create and maintain a healthy and safe work environment that addresses risks to the physical and mental wellness of all employees.

- **The Board and the CEO** shall ensure that appropriate resources are provided to create, manage and support a leading organization in health and safety.
- **The CEO** shall ensure that appropriate systems are in place to meet and strive to exceed applicable legislative requirements, and shall provide the Board with information to facilitate their monitoring of the company's health and safety program.
- **Managers and supervisory staff** shall be responsible for compliance with the *Occupational Health and Safety Act* and related legislation, policies and guidelines within their area of responsibility. This includes the ongoing education, instruction and training employees must receive about the potential hazards of the work.
- **Employees** have a corresponding obligation and duty to apply the training and instruction received to comply with health and safety policies for their own protection and the protection of others.
- **All workers, including suppliers and contractors**, must comply with applicable statutes and the company's health and safety policies and guidelines of the organization.

Chief Executive Officer
Date:

Item 20

Attachment 2

Occupational Health and Safety Policies

Psychological Health and Safety

**TORONTO SENIORS HOUSING CORPORATION (TSHC)
Psychological Health and Safety Policy**

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

- Toronto Seniors Housing Corporation ("TSHC") recognizes the importance of psychological health and safety in the workplace. TSHC will promote a positive working environment where management and employees collaborate to achieve TSHC's goals while promoting the physical and mental health of all employees.
- TSHC is further committed to promoting mental health and psychological well-being and to actions that prevent harm to Worker psychological health through appropriate policies, programs and services.

Scope

- This policy applies to all Workers and divisions of Toronto Seniors Housing Corporation.

Standards

- TSHC recognizes that workplace factors can contribute to psychological health. While it is understood that a certain amount of stress is inherent in work, TSHC aspires to a work environment where continuous improvement in work practices and processes address psychological safety and support mental health.

Definitions

Psychological/Mental Health* - A state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to his or her community

Psychological Safety* - The absence of harm and/or threat of harm to mental wellbeing

Worker - Same meaning as under the *Occupational Health Safety Act*. The term includes any person performing work or services at/for Toronto Seniors Housing Corporation in exchange for monetary compensation, as well as students who are working at/for Toronto Seniors Housing Corporation

** definitions taken from CAN/CSA-Z1003-13/BNQ 9700-803/2013 National Standard of Canada Psychological health and safety in the workplace - Prevention, promotion, and guidance to staged implementation.*

Policy Details

TSHC will achieve its objective of continuously improving psychological safety and supporting mental health in TSHC workplaces by building on its current actions and strengths in each of the following areas:

- **Actions to promote and enhance the general psychological health of the workforce**

e.g. efforts to build Worker resilience, create a respectful workplace, enhance mental health knowledge at all levels and eliminate stigma

▪ **Actions to prevent the onset or reduce the severity of psychological health problems in the workplace which may include but are not limited to:**

1. Primary prevention in which changes are made in conditions that may contribute to psychological health problems

e.g. consider the psychological characteristics of work tasks in comparison to individuals capabilities, support work-home balance

2. Secondary prevention in which psychological health problems are identified and addressed at an early stage

e.g. providing supervisor/manager training, providing early intervention through Employee and Family Assistance Program ("EFAP") and the Health, Safety & Wellness Unit

3. Tertiary prevention to reduce the distress and dysfunction associated with an identified mental disorder

e.g. providing support to stay at work, providing coordinated disability management, supporting access to psychological treatment

▪ **Management is expected to:**

Communicate this policy to Workers and joint health and safety committees; o Consider particular issues or risk factors of greatest relevance to mental health and psychological safety within divisions in consultation with Workers and joint health and safety committees and determine whether improvements are needed;

- Identify opportunities for change and/or build on current strengths;

- Evaluate the effectiveness of actions undertaken; and o Re-assess regularly with the goal of continuously improving mental health and psychological safety.

Compliance and Monitoring

- Adherence to this procedure will be monitored by the Health, Safety and Wellness Unit and enforced by divisional management
- Any violation of this policy may result in discipline up to and including immediate termination of employment for cause

Governing and Applicable Legislation

- *Occupational Health and Safety Act*
- *Workplace Safety and Insurance Act*
- *Ontario Labour Relations Act*
- *Ontario Human Rights Code*

Related Policies and Procedures

- HSW0100 - Health and Safety Policy Statement
- HSW1500 - Accident/Incident Reporting Procedure
- HSW1200 - Traumatic Incident Response Procedure
- HSW1202 - Traumatic Incident Record
- HSW1800 - Workplace Violence Policy
- HSW1802 - Workplace Harassment Policy
- HSW1806 - Workplace Violence and Harassment Prevention and Crisis Resource Manual

Resources

- [CAN/CSA Standard Z1003-13 Psychological Health and Safety in the Workplace](#)

- [*Mental Health Commission of Canada Psychological Health and Safety – An Action Guide for Employers*](#)
- [*World Health Organization Mental Health Policies and Programmes in the Workplace*](#)

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			

Next Scheduled Review Date:

Item 20
Attachment 3
Occupational Health and Safety Policies
Short Term Disability

TORONTO SENIORS HOUSING CORPORATION (TSHC)

SHORT TERM DISABILITY POLICY

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

At Toronto Seniors Housing (TSHC), we are committed to the health and well-being of our employees. The purpose of this policy is to ensure that employees understand the proper application of Short Term Disability (STD) benefits as well as the procedures to be followed in connection with such claims in order to:

- Provide employees entitled to STD benefits with appropriate financial compensation when absent from work for a personal illness or injury;
- Support employees with appropriate recovery and return to work;
- Ensure adequate staffing and delivery of services

Scope

This policy applies to the following staff who have completed their Probationary Period:

- Permanent management and exempt employees; and
- Full-time permanent staff within the OPSEU Local 529 bargaining unit.

Eligibility

An employee who is totally disabled for greater than five (5) consecutive work days (the “STD benefit waiting period”) is entitled to apply for STD benefits. The employee must be actively at work, or on vacation or other regularly scheduled day off within their working schedule, on the work day immediately prior to the first day of total disability.

Definitions

Actively at Work: Performing all of the essential duties and responsibilities of the position for the number of hours scheduled for that day. For clarity, periods of unpaid leave of absence or periods an employee is in receipt of disability benefits or participating in a rehabilitation program, for the same disability, are not considered to be actively at work for the purposes of this policy.

Ill Dependent Day: A period of absence used to care for an ill dependent granted in accordance with TSHC policy and procedure. A dependent means a parent, child, brother, sister, spouse, parent-in-law, child-in-law, sibling-in-law, grandparent, or grandchild or any other person in respect of which emergency leave can be granted under the Ontario *Employment Standards Act, 2000*. Ill Dependent Days cannot be used to cover the STD benefit waiting period.

Adjudicator: The service provider retained by TSHC to assess an employee’s eligibility for STD benefits under this policy and the Disability and Absence Management Program, or any other service provider retained by TSHC for this purpose.

Permanent Management and Exempt Employees: Employees engaged on a permanent basis who regularly work a 36.25-to-40-hour work week and who have been hired for a position without a pre-determined time limit.

Probationary Period: All employees covered by this policy must complete a probationary period of at least six months actually worked, in accordance with TSHC policy and procedure, to be eligible for STD benefits, unless otherwise set out in the collective agreement.

Sick Day: A period of absence due to personal illness or injury granted in accordance with TSHC policy and procedure. Available sick days can be used to cover the STD benefit waiting period.

Total Disability: A medical impairment or restriction due to a personal illness or injury which prevents the employee from performing the essential duties and responsibilities of his/her own position with or without accommodation or another suitable and available modified work assignment.

Policy Details

Approval Criteria

An employee is eligible for STD benefits as long as the employee complies with the following criteria:

- Reports their absence appropriately, according to TSHC policies and procedures.
- Has an impairment or incapacity due to a personal injury or illness which affects their ability to perform the essential duties and responsibilities of their own position with or without accommodation or that of a suitable and available modified work assignment.
- Is under the care of a licensed physician;
- Seeks, participates, and complies with reasonable and appropriate treatment.
- Communicates and participates in discussions with TSHC and the adjudicator retained by TSHC to assess an employee's eligibility for STD benefits under this policy and the Disability and Absence Management Program, or any other service provider retained by TSHC for this purpose.

- Provides all reasonable medical documentation/non-medical information requested by TSHC or the service provider on the prescribed forms within the requested timeframes.
- Attends any medical assessments appropriate to the employee's medical condition, including but not limited to independent medical examinations as requested by TSHC;
- Cooperates with any recommended accommodation efforts or modified work assignment(s) requested by TSHC;
- Participates in reasonable rehabilitation initiatives such as return to work planning meetings as requested by their health care provider, the service provider, or TSHC; and
- Participates in the provisions of the TSHC Disability & Absence Management Program.

Recurrent Disability

Continuous periods of total disability include all periods of same or similar disability that commence while an employee is covered under this STD Policy and are not separated by more than 14 calendar days.

Where an employee is on STD benefits which commences in one calendar year and continues into the following calendar year, the employee is not entitled to STD benefits for more than one hundred and thirty (130) working days in the two (2) years until they have returned to full regular duties and hours for twenty (20) consecutive working days.

Application for Benefits

Eligible employees may apply for STD benefits commencing on the 6th consecutive working day of total disability. All employees must complete the five

(5) day unpaid STD benefit waiting period. If the STD application is approved; STD benefits will commence at 75% of the eligible

employee's regular base salary from the first (1st) day of total disability.

Employees may choose to use accrued but unused sick or vacation days or earned lieu time as credit to bridge the STD benefit waiting period. If STD benefits are approved, an employee's bank will be credited any days used towards the unpaid STD benefit waiting period.

Benefits Payment

The STD benefits coverage is 75% of the eligible employee's regular base salary, for a maximum of 130 working days (equivalent to six months) of total disability, subject to approved medical evidence and continued employment with TSHC.

Benefit payments are based on the employee's regular base gross earnings (excluding bonus, commission, overtime, shift premium or any other extra compensation) and are subject to all applicable deductions and withholdings, and any optional benefit premiums authorized by the employee. STD benefits will never equal less than employment insurance (EI) benefit payments.

Top-Up provision: employees may choose to use accrued but unused sick or vacation days or earned lieu time to top-up the remaining 25% of their regular base salary, by selecting this option on TSHC's *Advance Payment Recovery Form*. Employees may not use floating holidays for this purpose.

Advance Payment

TSHC's *Advance Payment Recovery Form* will be provided to the employee at the onset of application for STD benefits and is available from the Health, Safety, and Wellness Unit upon request. Once the completed and signed *Advance Payment Recovery Form* is received by TSHC, TSHC will advance STD benefits payments for a maximum of 3 weeks.

By submitting the *Advance Payment Recovery Form*, the employee agrees that if the employee's application for disability benefits is denied or the employee is determined not to be participating in TSHC's Disability & Absence Management Program, any amount of STD benefits advanced by TSHC shall be an overpayment which the employee must repay to TSHC.

Subrogation

When the employee's disability is caused by a third party and the employee has a legal right to recover damages, TSHC will require the employee to complete a subrogation reimbursement agreement when claiming STD benefits.

Upon settlement or judgment of the employee's legal action, the employee will be required to reimburse TSHC those amounts paid in STD benefits under this policy from the proceeds of any successful monetary settlement. By submitting the *Advance Payment Recovery Form*, the employee consents to this repayment in order to receive STD benefits.

Limitations and Exclusions

Short Term Disability benefits are not payable with respect to an absence during any of the following:

- Any period the employee is on a maternity leave;
- Any period the employee is on a parental leave; or
- Any period where the employee is taking an approved leave of absence.

Benefits are not payable if the disability results either directly or indirectly from, or was in any manner related to, any one or more of the following:

- Any disability due to elective or experimental surgery unless the surgery or treatment is medically required such as those procedures typically covered by provincial health care;

- A disability due to drug or alcohol abuse unless the employee is receiving and is compliant with continued active medical treatment or is receiving continuous treatment from a provincially accredited rehabilitation facility or are actively supervised by such an institution;
- For any period where the employee is receiving Workplace Safety and Insurance Board benefits;
- War or any act of war, whether declared or undeclared;
- Participating in any riot or civil commotion;
- The commission of or attempt to commit a criminal offense or provoking an assault;
- Any period where an employee is imprisoned; or
- Any work performed for wage or profit, other than with TSHC.

Termination of Short Term Disability Benefits

Short Term Disability benefits will be suspended or terminated in the following circumstances:

- the employee is no longer totally disabled;
- the employee is not complying with the approval criteria of the STD policy;
- the employee is no longer eligible for STD benefits;
- the maximum benefits period has been reached;
- the employee retires, resigns, or is terminated from employment; or ☐ the employee is deceased.

Integration with the Long Term Disability (LTD) Plan

The LTD qualifying period is 26 weeks of total disability as defined by our insurance carrier. At the end of the qualifying period, the employee is eligible to apply for LTD benefits with TSHC's insurance carrier. In order to minimize any gap in income, it is recommended that employees complete the application for LTD benefits in or around the 18th week of continuous absence. LTD paperwork will

be provided to the employee by TSHC's Human Resources department or agent upon request.

Employees who choose not to apply for LTD benefits, are required to participate in a return to work process or discuss their intentions with TSHC.

Governing and Applicable Legislation

□ *Employment Standards Act, 2000, S.O. 2000, c. 41*

Related Policies and Procedures

- Attendance Management Policy
- Disability & Absence Management Procedure
- Long Term Disability Policy
- Sick and Ill-Dependent Leave Policy
- Workplace Accommodation Policy

Commencement and Review

First approval:		New	
Revision #1		Updated	

Next Scheduled Review Date:

Item 20
Attachment 4
Occupational Health and Safety Policies
Long Term Disability

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Long Term Disability Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Scope

This policy applies to all permanent management and exempt employees who have completed the probationary period, which is six months actually worked.

Overview

The Toronto Seniors Housing Corporation provides long term disability benefits for employees after 6 months of continuous disability.

Eligibility

New employees do not become eligible for this benefit until they have completed two months of continuous service. There is a six-month qualifying period before long term disability benefits take effect. To qualify, the employee's disability must be continuous during this period.

Definition of total disability

Total disability is the continuous inability, due to illness or injury, of an employee to perform 60% of their normal job during the six-month qualifying period and the first 24 months of the benefit.

Amount of payment

Total disability

Long-term Income Protection pays 70% of the regular salary the employee was earning when the disability began, up to a

maximum of \$5,000 per month. This amount is reduced by any other disability, retirement, Canada or Quebec disability payments made to the employee.

Partial disability

An employee may return to work part-time, if able, and receive partial benefit in addition to part-time salary.

Length of payment

After 24 months, the benefit continues only if the employee is unable to work in any other position for which they are reasonably suited by education, training or experience.

If an employee retires while receiving the LTD benefit, the LTD payments cease and the employee receives their pension payments.

Benefits

Group health insurance benefits continue during the disability period. Pension premiums are waived and coverage is continued through the pension provider.

Recurring disability

If, within 6 months after the long term disability benefit stops, there is a recurrence of the same or a related disability, the LTD benefit will be reinstated immediately. The 6-month waiting period will not apply.

Item 20

Attachment 5

Occupational Health and Safety Policies

Workplace Accommodation

TORONTO SENIORS HOUSING CORPORATION (TSHC) WORKPLACE ACCOMMODATION POLICY

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

I. TORONTO SENIORS HOUSING'S COMMITMENT

TSHC is committed to promoting and ensuring equality rights in the workplace by ensuring a work environment where persons are comfortable identifying their needs; and where needs are properly assessed with a view to identifying and implementing accommodation activity responsive to substantiated needs.

Successful accommodation is a shared responsibility. All members of the TSHC workplace have important roles and responsibilities if successful accommodation activity is to be achieved. This includes all levels of management, exempt staff, union staff, and bargaining agents.

II. PURPOSE AND APPLICATION

The purpose of this policy is to encourage and facilitate effective responses to accommodation issues that arise in the workplace; responses that enable persons to perform their workplace responsibilities effectively. Our ability to identify, properly assess and implement accommodation activity is dependent upon the support and input of all members of all staff. This policy outlines the roles and responsibilities of all participants and stakeholders in the accommodation process.

III. UNDERSTANDING THE DUTY TO ACCOMMODATE

There is a legal duty to accommodate the needs of employees and prospective employees who identify a conflict between their employment obligations and their individual needs based on designated grounds in the TSHC Human Rights Harassment Fair Access Policy and the Ontario Human Rights Code.

As an Employer TSHC is required to respond in a timely and effective manner to substantiated accommodation issues consistent with the scope of the duty to accommodate.

Qualifying needs that can trigger the duty to accommodate may relate to a disability, religious observance, sex, age, family status, same sex partnership status. TSHC will respond to any conflict that an employee experiences between an equality right need and a workplace expectation by identifying and implementing appropriate accommodation activity; subject to the undue hardship limit.

The duty to accommodate does not require TSHC to create a new workplace position nor does it guarantee any person continued employment. Once a person is accommodated, the person must perform competently in the workplace.

The duty to accommodate is limited to circumstances where it does not expose TSHC or any other necessary participant to undue hardship.

Defining Undue Hardship

Generally speaking, the following three factors will be of relevance to assessing undue hardship:

- Cost,
- Outside sources of funding, and
- Health and safety

IV. DEFINING ACCOMMODATION

Accommodation can require the modification of rules, policies, practices or expectations that result in discrimination against an employee based on an equality right ground where there is a conflict between such rules, requirements or expectations and an employee's need. The duty to accommodate incorporates an obligation to adapt/adjust the workplace to facilitate the employee's continuing participation in the activity of work and employment.

The adjustments to the workplace can include the following:

- (1) *Physical workplace: Redefine the workplace, modification to equipment, provision of special equipment, tools, etc.*
- (2) *Scope of work: It can require the removal of duties, reassignment of duties, providing assistance or changing duties.*
- (3) *Hours of work: Accommodation may require modification to the days of work, hours per day, shift times or shift schedule of an employee.*
- (4) *Job expectations or requirements: Accommodation can require the relaxing of timekeeping and attendance expectations where needs attending equality right conflict with such expectations.*

In summary, accommodation activity can involve changing or modifying rules, policies or expectations by incorporating alternative or modified arrangements that eliminate the discriminatory barrier for the employee.

V. MULTI-PARTY RESPONSIBILITIES

Accommodation activity can impact a number of stakeholders within TSHC. As a result, the accommodation process is seen as a multi-party process in which the input and cooperation of all parties can be relevant or necessary for successful accommodation activity. The following summarizes the responsibilities of the various parties or stakeholders. Each of these parties is required to make their required contribution to successful accommodation activity.

1. Responsibilities of Person Seeking Accommodation (Accommodee)

(i) Communication Of The Need

Employees with an accommodation need are expected to inform their manager of any need that conflicts with his/her ability to provide regular attendance, perform regular duties or meet any other term and condition of the employment contract.

On matters of disability the employee is not required to reveal their disability; but is required to ensure that TSHC has access to the scope of information required to assess and respond to accommodation needs attending the disability issue.

(ii) Provide necessary information, including functional capabilities or other professional opinions that will assist in completing successful Accommodation Assessments

Whenever a potential accommodation issue has been identified, the employee seeking accommodation is responsible for delivering all information relevant to the assessment of the accommodation issue. Employees seeking accommodation are expected to co-operate with requests for information that TSHC identifies as relevant to assessing or pursuing accommodation initiatives.

(iii) Participate in discussions about solutions

Employees seeking accommodation are expected to provide their cooperation and support to facilitate the successful identification and implementation of accommodation activity. TSHC's ability to successfully address the employee's accommodation needs will be limited by inadequate information or participation by the person with the need.

NOTE: An accommodated employee's right to have their needs accommodated may be curtailed or terminated in circumstances where the accommodated employee fails to meet their obligations as outlined in (i), (ii) and (iii) above.

2. Management's Responsibilities

(i) Secure Relevant Information

Management or human resources shall initiate the necessary steps to secure information, input or documentation relevant to assessing the accommodation need. Such initiatives may include but will not be limited to verbal and written communications to the accommodated employee and/or their health professional to secure functional

information required for and relevant to the assessment of accommodation options.

(ii) Assessment

Management shall use the information secured relevant to the accommodation need to evaluate accommodation options with a view to identifying the most appropriate accommodation initiative. Additional input may be sought from Human Resources and or Human Rights and Equity Unit.

(iii) Consultation

Management shall consult with the relevant stakeholders; including but not limited to the accommodee and the bargaining agent, where relevant. Such consultation shall include a review of the accommodation options and recommendations determined by management and seeking relevant employee or bargaining agent input in connection with finalizing an accommodation initiative or assessing the feasibility of an accommodation initiative.

(iv) Determination of Accommodation Issues

Using information acquired through the necessary assessments and consultation, management shall determine if an accommodation initiative is feasible; and where it is, determine the appropriate accommodation initiative in the particular circumstances.

(v) Implementation

Management shall finalize and implement an appropriate accommodation initiative. Implementation shall include verbal and documented communications to the accommodee and bargaining agent with respect to the details of the accommodation initiative to

be implemented. When the implementation of a particular accommodation initiative demands the direct participation of a co-worker, management shall pursue the relevant communications with the coworker to ensure they understand the support that is required of them.

(vi) Monitoring

Management shall monitor the accommodation initiative. The monitoring may include requests for updated information from employees and/or attending health professionals. The monitoring and updating of information will facilitate the Organization in responding to changing accommodation needs and/or identify when the accommodation need is exhausted.

3. Responsibilities of Bargaining Agents

Bargaining agents have important roles and responsibilities with respect to facilitating effective accommodation assessments and facilitating the implementation of appropriate accommodation activity. In connection with supporting accommodation processes and the implementation of accommodation, bargaining agents are expected to facilitate the delivery of necessary information, provide relevant input on accommodation options that is consistent with the scope of the duty to accommodate; support and facilitate the implementation of appropriate accommodation activity, encourage bargaining unit members to meet their obligations in terms of the duty to accommodate.

VI. CORPORATE RESPONSIBILITIES

Successful accommodation requires the support and commitment of everyone working in TSHC. All employees are expected to provide their assistance and support where required. All members of the workplace have an obligation to support the right to

accommodation. Other employees may be required to assume some additional responsibilities or burdens in connection with accommodation activity.

VII. HUMAN RESOURCES' RESPONSIBILITIES

- To manage the process of accommodation assessments, determinations and implementation of accommodation activity.
- To provide support to all relevant parties and understanding and making the necessary contributions to successful accommodation.
- To provide policy clarification and consultative support when requested by supervisors, managers or any stakeholder in the accommodation process.
- To maintain ongoing communication with employee and any internal and external stakeholders to ensure, on an ongoing basis, that reasonable steps are being pursued to address the employee's needs and TSHC's interests.
- To facilitate the provision of legal, procedural, functional, ergonomic and job modification assistance to successfully address accommodation issues.

VIII. RESPONSIBILITIES OF HEALTH PROFESSIONAL

The verification of accommodation issues and identification of appropriate accommodation initiatives is dependent upon relevant and timely input from attending medical practitioners. The treating health professional of an employee who is faced with an accommodation issue in the workplace shall provide their full cooperation and support by:

1. Responding in a complete and timely manner to any request for information initiated by TSHC.
2. Communicating to TSHC through the Human Resources Division in a timely manner any changes in the Employee's condition that may alter the required scope, duration or nature of an accommodation initiative.

IX. SUMMARY OF PROCEDURES FOR RAISING ACCOMMODATION ISSUES

1. Identification of accommodation needs: Employees are to notify their supervisor/manager or human resources of any need for workplace accommodation in a clear and timely manner. It is recognized that the supervisor/manager or human resources staff may identify and raise an accommodation issue in circumstances where an employee experiences a conflict in his/her ability to comply with a job responsibility or any condition of employment in circumstances where it appears that the conflict may attend an equality right status.
2. The supervisor/manager shall immediately review and assess the accommodation request/issue. In connection with such review, he/she shall request and receive any input, information or documentation required from any of the relevant stakeholders (i.e. the employee with the accommodation need, treating Health Professional, supervisor/manager, bargaining agent, Health & Safety Unit, Human Rights and Equity Unit, Labour Relations & Employee Services Unit).

3. An appropriate accommodation plan shall be developed as promptly as possible with the input of the relevant internal and external stakeholders.
4. The accommodation initiative or plan shall be implemented immediately or as agreed to by the employee, management and bargaining agent where applicable.
5. If for any reason the stakeholders are unable to agree on a resolution, the Labour Relations and Employee Services Unit, and the Human Rights and Equity Unit in conjunction with the relevant supervisors/managers and in consultation with the employee and bargaining agent where relevant, will review the proposed accommodation plan with a view to making a final determination as to whether the plan or initiative is appropriate accommodation or would represent an undue hardship.

OUR MUTUAL COMMITMENT TO SUCCESSFUL ACCOMMODATION: SUCCESSFUL ACCOMMODATION REQUIRES THE COOPERATION, INPUT AND SUPPORT OF ALL RELEVANT STAKEHOLDERS (i.e. supervisors, managers, senior management, accommodee, co-workers, attending physicians, bargaining agents). SUCCESSFUL ACCOMMODATION DEPENDS UPON ALL PARTIES PROVIDING THE REQUIRED INPUT AND THEIR FULL SUPPORT AND COOPERATION IN CONNECTION WITH ACCOMMODATION ASSESSMENTS AND THE IMPLEMENTATION OF ACCOMMODATION ACTIVITY.

Item 20

Attachment 6

Occupational Health and Safety Policies

Workplace Harassment

TORONTO SENIORS HOUSING CORPORATION (TSHC) Workplace Harassment Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

Toronto Seniors Housing Corporation is committed to providing a work environment free of harassment in which all workers are treated with respect and dignity. In accordance with the *Occupational Health and Safety Act*, workplace harassment will not be tolerated from any person including tenants, other workers, supervisors, and members of the public.

This policy is in effect at all Toronto Seniors Housing Corporation Workplaces. Workers, contractors, tenants, visitors, volunteers, and persons engaged in business with Toronto Seniors Housing Corporation are expected to uphold this Policy

Workplace Harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. Workplace sexual harassment means:

- a. engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- b. making a sexual solicitation or advance where the person making the solicitation or advance is in a position to

confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Reasonable action taken by the employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment.

Workers are encouraged to report any incidents of workplace harassment to the appropriate person. Workers may file a formal complaint of harassment in writing to Human Resources. If the complaint involves a member of the Human Resources team, the complaint should be directed to the Vice-President of Human Resources or the Chief Executive Officer. If the complaint involves the Vice-President of Human Resources the complaint should be directed to the Chief Executive Officer.

Management will investigate and deal with all complaints of incidents of workplace harassment in a fair, respectful, and timely manner. Information provided about an incident or about a complaint will not be disclosed except as necessary to protect workers, to investigate the complaint or incident, to take corrective action, or otherwise as required by law.

Workers, contractors, tenants, visitors, volunteers, and persons engaged in business with Toronto Seniors Housing Corporation are expected to adhere to this policy and will be held responsible by the employer for not following. Workers are not to be penalized or disciplined for reporting an incident or for participating in an investigation involving workplace harassment.

If a worker needs further assistance, he or she may contact their union representative, Joint Health and Safety Committee representative, Human Resources Representative, or Employee and Family Assistance Program Provider.

Compliance and Monitoring

Violation of this policy will result in appropriate remedial action, legal action, or disciplinary action up to and including immediate termination of employment for cause. In the case of a contractor or vendor, non-compliance can lead to termination of their contract.

Governing and Applicable Legislation

- [Occupational Health and Safety Act](#)
- [Human Rights Code](#)
- [Workplace Safety and Insurance Act](#)
- [Criminal Code of Canada](#)

Related Policies and Procedures

- [Workplace Harassment Program \(HSW1820\)](#)

- Workplace Violence Policy (HSW1800)
- Accident/Incident Reporting Procedure (HSW1500)
- Workplace Violence and Harassment Prevention and Crisis Resource Manual (HSW1806)
- Code of Conduct (Employees)
- Human Rights Policy (Staff)
- Human Rights Policy : Procedure for Staff Complaints
- Human Rights, Harassment, and Fair Access Policy - Tenants
- Tenant Representative Code of Conduct
- Accessibility Policy

Commencement and Review

This policy will be reviewed annually or as often as is necessary to ensure that it remains effective.

Revision	Date	Description of changes	Approval
Revision 1			
Revision 2			
Revision 3			
Revision 4			
Last review:			
Last review:			

Next Scheduled Review Date:

Item 20
Attachment 7
Occupational Health and Safety Policies
Workplace Violence

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Workplace Violence Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

Toronto Seniors Housing Corporation is committed to providing a safe work environment and is ultimately responsible for workplace safety. In accordance with the Occupational Health and Safety Act workplace violence will not be tolerated. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources. Workplace violence means:

- a) The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker.
- b) An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker.
- c) A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

All workers, tenants, visitors and contractors are expected to refrain from violence or threats against workers of Toronto Seniors Housing Corporation.

Violence in the workplace is unacceptable from anyone. This policy is in effect at all Toronto Seniors Housing Corporation workplaces and applies to workers, contractors, tenants, visitors, volunteers, and persons engaged in business with Toronto Seniors Housing Corporation. Everyone is expected to

uphold this policy and to work together to prevent workplace violence.

There is a workplace violence program that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents or raise concerns. The Program also includes measures for addressing domestic violence in the workplace and for communicating known risks of violence to workers.

Toronto Seniors Housing Corporation, as the employer, will ensure this policy and the supporting program are implemented and maintained. All workers and supervisors will receive appropriate information and instruction on the contents of the policy and program.

Supervisors will adhere to this policy and the supporting program. Management is responsible for ensuring that measures and procedures are followed by workers and that workers have the information they need to protect themselves.

Every worker must work in compliance with this policy and the supporting program. All workers are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats to their supervisor.

Workers, contractors, tenants, visitors, volunteers, and persons engaged in business with Toronto Seniors Housing Corporation are expected to refrain from violence in Toronto Seniors Housing Corporation Workplaces.

Toronto Seniors Housing Corporation prohibits reprisals against persons who, in good faith, report incidents of workplace violence or who act as witnesses during investigations. Management will take all reasonable and practical measures to prevent reprisals or threats of reprisal.

Management pledges to investigate and deal with all incidents and complaints of workplace violence in a fair and timely manner, respecting the privacy of all concerned as much as

possible. Reporting and investigation of workplace violence incidents must be conducted in accordance with *Accident/Incident Reporting Procedure HSW1500*.

Compliance and Monitoring

Violation of this Policy will result in appropriate remedial action, legal action, or disciplinary action up to and including immediate termination of employment for cause. In the case of a contractor or vendor, non-compliance can lead to termination of their contract.

Governing and Applicable Legislation

- Occupational Health and Safety Act
- Workplace Safety and Insurance Act
- Criminal Code of Canada

Related Policies and Procedures

- Workplace Violence Program (HSW1820)
- Accident/Incident Reporting Procedure (HSW1500)
- Workplace Violence and Harassment Prevention and Crisis Resource Manual (HSW1806)
- Code of Conduct (Employees)
- Tenant Representative Code of Conduct
- Working Alone Policy (HSW1801)
- Workplace Violence Risk Assessment and Control Evaluation Procedure (HSW1803)

Commencement and Review

This policy will be reviewed annually or as often as is necessary to ensure that it remains effective.

Revision	Date	Description of changes	Approval
Revision 1			
Revision 2			
Revision 3			

**Toronto Seniors
Housing Corporation**

Revision 4			
Last review:			

Next Scheduled Review Date:

Item 20
Attachment 8
Compensation Policies
Acting Assignment

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Acting Assignment Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

The purpose of this policy is to establish fair, transparent, consistent and efficient practices for selecting, appointing, and compensating employees who are placed on an acting assignment.

The purpose of acting assignment is to:

- meet the operational needs of Toronto Seniors Housing Corporation;
- support on-the-job learning opportunities;
- bring cross-divisional perspectives and expertise to an assignment or project; and,
- support succession planning.

Scope

This policy applies to management, exempt and bargaining unit employees who have completed their probationary period and who are temporarily placed in a management or exempt position.

Definitions

Acting Assignment: The temporary placement of an employee who occupies a base position and who is temporarily placed in an

alternate exempt or management position on a continuous basis for a period of 30 days or more. The employee must meet the minimum qualifications for role as assessed by the Hiring Manager and the People and Culture Department.

Acting assignments do not include situations where an employee is assigned to cover – off some of the duties of another employee while also maintaining the full duties of their base position.

Cover Off Assignment: The assignment of an employee to perform some of the duties of another position while at the same time continuing to perform his/her normal job responsibilities. These types of assignments are generally 30 days or less in duration.

Selection and Placement

In selecting employees for an acting assignment, managers are encouraged to consider employee developmental needs and the degree to which the assignment opportunity can assist the division to further workforce diversity, employee development, and succession management plans. Such consideration may result in more than one person being selected for the assignment and a rotational arrangement being implemented.

Managers may fill acting assignments in accordance with one of the following processes, provided that some specific criteria are met as described below:

- direct employee placement
- corporate wide posting

Direct Employee Placement

Employees may be directly placed on an acting assignment (without a corporate wide posting), provided that the acting assignment is six months or less in duration.

In selecting an employee for a direct placement into an acting assignment, the manager will discuss the following considerations with the People and Culture Department:

- the qualifications and experience of the employee as they relate to the acting assignment;
- the operational needs that require a direct placement of an employee into an acting assignment;
- opportunities to post the position corporately to ensure equal access to opportunities, especially in cases where there may be more than one qualified employee.

Direct Placement Documentation

In all cases of direct placement, a hiring file will be established by the People and Culture Department.

The division's reasons for *Direct Employee Placement* will be discussed with the People and Culture Department. All documentation, including the employee placement letter, Staffing Approval Form etc. will be stored in the acting assignment hiring file.

Corporate Wide Posting

Acting assignments of greater than six months in duration must be filled through a corporate-wide posting process.

All internal temporary non-union competitions will specify in the job posting that "In accordance with Toronto Seniors Housing Corporation Acting Assignment policy, if the posted non-union temporary position becomes permanent, it may not be reposted".

Acting or Temporary Employee Conversion to Permanent

If an employee has been placed on an acting assignment or hired externally to fill a non-union position on a temporary basis, the employee will qualify to be placed permanently in the same job classification provided that:

- the employee was placed in the temporary position or acting assignment as a result of an internal or internal/external corporate wide job posting.
- the employee is still in the same job classification and is successfully performing the job.

If there is more than one employee acting in the job as a result of a corporate wide posting, the selection decision to place the employee permanently is made using a variety of criteria including performance, operational needs, specialized skill set or knowledge, and length of time in the acting/temporary assignment.

Compensation

The employee's salary will be determined in accordance with the Management/Exempt Compensation Philosophy.

An assessment will be conducted by the People and Culture Department and will use established criteria to place the employee's salary within the applicable pay band for wage grade they are acting in.

Benefits

During an acting assignment, employees will continue to receive benefits based on the terms and conditions of their base position. For example, a bargaining unit employee will continue to have benefit coverage based on the terms and conditions of their applicable collective agreement.

Non-Productive Time

Pay for non-productive time e.g. vacation, short term disability, floating holidays, statutory holidays is paid at the rate of the acting assignment after the employee has worked in that position for two (2) continuous months.

Overtime/Lieu Time

Any overtime worked while in the acting assignment will be compensated in accordance with the provisions of the Overtime and Lieu Time Policy.

Maternity/Parental Leave Top Up

Maternity/Parental Leave Top Up will be paid in accordance with the applicable policy.

Performance Management

All employees acting in management and exempt positions are required to participate in the non-union Performance Management Process. Performance plans are established at the start of the acting assignment and assessed in accordance with the performance management process. For management and exempt employees, assessment results and ratings are shared with the base position manager.

Any performance increases that the employee may be eligible to

receive while on the acting assignment, will be applied in accordance with the applicable program and salary guidelines that exist at the time that the employee is on the acting assignment.

Exceptions

The CEO may make an exception to the requirement that an acting assignment be for 30 days or more and may make an exception to the requirement for a corporate wide posting for a position greater than six months in duration.

Governing and Applicable Legislation

- *Employment Standards Act, 2000*
- *Ontario Human Rights Code, R.S.O. 1990, CH.19*

Related Policies and Procedures

- *Hiring Policy*
- *Overtime and Lieu Time Policy*
- *Maternity Leave Policy*
- *Parental Leave Policy*
- *Workplace Diversity Policy*

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Revision #1			
Last review:			

Next Scheduled Review Date:

Item 20
Attachment 9
Compensation Policies
Added Responsibility Premium Pay

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Added Responsibility Premium Pay Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

TSHC is committed to providing a competitive total compensation package that attracts, retains, and motivates a high quality and diverse workforce in a fiscally responsible manner. From time to time, it may make business sense to merge two permanent roles into one role or to assign added responsibilities to an employee on a temporary basis due to a vacancy or extended leave of absence.

In accordance with TSHC's Compensation Philosophy, the purpose of this policy is to establish fair, transparent, and consistent practices for compensating employees who are given additional responsibilities in addition to their primary job responsibilities, either on a temporary or permanent basis, and that by doing so results in cost savings to TSHC.

Scope

This policy applies to management and exempt employees who have completed their probationary period.

This policy applies in situations where a permanent role is permanently eliminated and the responsibilities of that role are reassigned to another employee on a permanent basis or a permanent employee is assigned temporarily the duties of a permanent position that has been vacated due to an extended leave of absence or termination of employment.

There is no pyramiding of added responsibility premium pay (ARPP) with any other compensation policy.

Standards

A Request for AARP is required to initiate the process. Additional documentation such as an updated Job Description form and/or JIQ may be requested depending on the level of the change to the employee's role.

Policy Details

An employee will be eligible for Added Responsibility Premium Pay ("ARPP") when:

1. A permanent full time position is deleted and not filled, and more than fifty percent (50%) of those responsibilities are permanently transferred to an existing employee, and the addition of those responsibilities do not result in a band level adjustment; or
2. The duties of a permanent position that has been vacated due to a temporary vacancy or extended leave of absence, are reassigned on a temporary basis to an existing employee; and
3. Adding the responsibilities to an existing employee, rather than filling the vacancy, results in quantitative savings to TSHC.

For greater clarity, this policy does not apply in short term assignment situations such as where an employee is temporarily assigned duties to cover off another employee's vacation period.

Guidelines for Added Responsibility Assignments

The following guidelines must be met to consider additional compensation for added responsibilities:

1. In the case of the permanent transfer of additional responsibilities, the position must first be evaluated by the appropriate job evaluation committee to determine if a band level adjustment is warranted.
2. The amount of the AARP awarded will range between 1% and 10% of base salary and will depend on the degree of complexity of additional responsibilities and overall cost savings to TSHC.
3. A "Request for AARP" must be completed by the Manager and approved by the Division Head, the People and Culture Department and in the case of permanent AARP, the CEO.
4. The period of temporary AARP cannot exceed the length of the leave of absence or six months, whichever is greater.
5. AARP is a premium and as such, does not form part of an employee's base pay.
6. In the case of a permanent deletion of position, the AARP will be reviewed annually at budget time to ensure that AARP conditions continue to exist.

Compliance and Monitoring

- All documentation including Job Descriptions, JIQs, and AARP Request Form will be retained by the Compensation and Workforce Analytics team.
- All outcomes will be documented and retained by the Compensation & Workforce Analytics team.
- The Manager of Compensation and Workforce Analytics will complete monthly audits to ensure compliance.

Governing and Applicable Legislation

- [Employment Standards Act, 2000, S.O. 2000, c. 41](#)

Related Policies and Procedures

- [Hiring Policy](#)
- [Acting Assignment Policy](#)

Commencement and Review

Revision	Date	Description of Changes	Approval
First approval:		New	

Next Scheduled Review Date:

Item 20
Attachment 10
Compensation Policies
Jury Duty and Witness Services

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Jury Duty & Witness Service Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Scope

This policy applies to all management and exempt employees.

Policy statement

The Toronto Seniors Housing Corporation provides paid leave of absence for employees who are called to serve as jurors or witnesses in civil or criminal cases.

Application

Proof of service: Before attending court, employees must show the summons or subpoena to their manager. After the duty or service is completed, employees must give their manager a certificate showing the period of jury duty or witness service.

Compensation: While on leave, employees are paid their current rate of pay less any compensation received for jury duty or witness service. They must submit proof of compensation received to TSHC Finance. Employees keep any compensation paid for days they were not scheduled to work.

Expenses: Employees keep any compensation received for travelling expenses and meal allowance.

Benefits: All benefits continue during the leave. An employee's service, vacation, sick entitlements, and pension credits are not affected by the leave.

Item 20
Attachment 11
Compensation Policies
Overtime and Lieu Time

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Overtime and Lieu Time Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Summary

Toronto Seniors Housing Corporation prides itself on being an employer of choice that promotes healthy work-life balance amongst its employees.

This policy outlines how Toronto Seniors Housing Corporation will compensate employees for working longer hours than normally required.

Policy Statement

Where a supervising manager assesses that it is not reasonably feasible for a given task or project to be completed during normal working hours, Toronto Seniors Housing Corporation allows for employees to bank extra hours worked as lieu time.

Lieu time is granted as leave with pay to compensate management and exempt employees for overtime hours worked. Exempt employees also have the option to take lieu hours as paid overtime.

Policy Purpose

The purpose of this policy is to ensure consistent application of lieu time/overtime compensation for employees.

Scope

This policy applies to all management and exempt employees including:

- Temporary employees and
- Bargaining unit employees acting in management or exempt positions

This policy does not apply to consulting contracts or the Executive.

Policy Details

Except for emergencies and where tenant or client needs identified in advance require attendance outside of normal working hours, **all** lieu time requires pre-approval from the supervising manager.

Supervising managers in consultation with their staff must determine when lieu time is necessary to complete a given task/project.

Compensation for Lieu Time/ Overtime

A) Management Employees

Lieu time is granted as leave with pay on a straight time basis up to a maximum of three weeks for each calendar year.

Accumulated lieu time may be taken at a time agreed upon by the employee and his/her immediate supervisor.

Any lieu time earned in a calendar year must be used by March 31st of the following year. Any unused amount at March 31st will be forfeited. There is no pay out for management employees.

B) Exempt Employees

Exempt employees earn overtime/ lieu time on a time and a half basis for all additional hours worked.

Exempt employees can elect to:

- receive overtime pay at time and a half or
- accumulate up to three weeks of lieu time, also at time and a half, in a calendar year and take as leave with pay.

Any additional overtime worked once the three weeks has been accrued must be taken as paid overtime.

The decision as to how the overtime will be taken must be made at the time the overtime is earned. Where the employee and his/her manager agree that the overtime will be taken as paid leave, this shall be taken at a mutually agreed time.

Where exempt employees are required to work on a designated holiday, they will be paid overtime at time and a half for the hours worked **and** either a full day's pay at the regular rate or on mutual agreement with the manager, the employee can opt to take an alternate day in lieu at his/her regular rate

Exempt employees have until June 30th of the following year to use their earned lieu time as leave with pay.

Any unused lieu time remaining at June 30th will be automatically paid out.

C) Acting Assignment

Exempt: Employees acting or on an alternate rate in an exempt position should take any accumulated lieu prior to returning to their home unit position. If that is not possible, employees may take their lieu hours at a later date with the agreement of the home position manager. Any carry forward lieu time from the acting or alternate rate position must be used by March 31st of the following year. Any lieu time balance remaining after March

31st will be paid out at the acting or alternate rate.

Management: Employees acting in a management position should take any unused lieu time prior to returning to their home position. If this is not possible, employees may take their lieu time at a later date but on or before March 31st of the following year with the agreement of their home position manager. Any accrued lieu time remaining after March 31st of the following year will be forfeited.

D) Vacation

Employees may use their earned lieu time before taking vacation time.

E) Pay out on Termination

For both management and exempt employees, any unused lieu time at the time of termination will be paid out at the rate earned.

Documentation

A) *Earned Overtime/ Lieu Time* Management and exempt employees must complete the *Overtime/Lieu time Authorisation Form* and submit to their supervising manager for approval each pay period. Exempt employees must also indicate whether the overtime should be paid out or recorded as lieu time.

Approved lieu time or overtime earned is reported through the bi- weekly electronic timesheet for the pay period in which it is earned.

It is up to the supervising manager to ensure that the designated timesheet input person enters approved overtime/ lieu time only. By signing off on the bi-weekly time sheet, supervising managers consent that the information is correct.

Compliance

Toronto Seniors Housing Corporation will perform periodic internal audits to assess compliance to this policy.

An audit for compliance and documentation is also conducted annually by external auditors.

Supervising managers are responsible for ensuring that only approved lieu time is compensated.

Related Policies and Procedures

- Overtime/ Lieu Time Authorization Form
- Fair Wage Policy
- Flex Work Policy
- Earned Deferred Leave Policy
- Secondment Leave Policy

Commencement and Review

Commencement:

This policy was reviewed and approved by the Board of Directors on _____. This policy takes effect immediately upon approval.

Next Review Date:

Item 20
Attachment 12
Legal Policies
Privacy Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC) Privacy Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

Toronto Seniors Housing Corporation is committed to protecting Personal Information consistent with the principles outlined in the *Municipal Freedom of Information and Protection of Privacy Act* ("MFIPPA") and the *Housing Services Act* ("HSA").

Toronto Seniors Housing Corporation is required to protect Personal Information from theft or loss and protect Personal Information in its possession from unauthorized collection, access, use or disclosure. Toronto Seniors Housing Corporation will obtain consent before or when it collects, uses or discloses Personal Information, except where collection, use, or disclosure is authorized or required by law.

In some cases, Toronto Seniors Housing Corporation may be required to follow the *Personal Information Protection and Electronic Documents Act* ("PIPEDA"), and it will adhere to PIPEDA's "fair information principles" when managing Personal Information. The fair information principles includes the following:

- **Accountability:** Toronto Seniors Housing Corporation is accountable for the protection of Personal Information within its custody or control.
- **Identifying Purposes:** When required, Toronto Seniors Housing Corporation will identify purposes for which it collects Personal Information at or before the time the information is collected.

- **Consent:** When required, Toronto Seniors Housing Corporation will obtain consent before, or when, it collects, uses or discloses Personal Information, except where collection, use or disclosure is authorized or required by law.
- **Accuracy:** Toronto Seniors Housing Corporation shall ensure that the Personal Information is accurate, complete and up-to-date as is necessary for the purposes for which it is to be used.
- **Safeguards:** Toronto Seniors Housing Corporation shall protect Personal Information by security safeguards appropriate to the sensitivity of the information.
- **Openness:** Toronto Seniors Housing Corporation shall make readily available to individuals specific information about its policies and practices relating to the management of Personal Information.
- **Individual Access:** Upon request, an individual shall be informed of the existence, use and disclosure of their Personal Information and shall be given access to that information. An individual shall be able to challenge the accuracy and completeness of the information and have it amended as appropriate.
- **Challenging Compliance:** Any individual may challenge Toronto Seniors Housing Corporation's compliance with the above principles in respect to their Personal Information.

Scope

The purpose of this Policy is to assert Toronto Seniors Housing Corporation's obligation with respect to the protection of Personal Information collected, used, disclosed and disposed by Toronto Seniors Housing Corporation.

All employees and board members of Toronto Seniors Housing Corporation are responsible for the protection and management of Personal Information. Toronto Seniors Housing Corporation will enter into agreements to ensure that contract management companies and vendors also respect this Privacy Policy.

Values

Toronto Seniors Housing Corporation supports a climate and culture that protects and respects the privacy of an individual's Personal Information.

Definitions

Collection: The collection of Personal Information from or about the individual to whom the information relates including unintended or unprompted receipt.

Delegated Head: Under MFIPPA, the Toronto Seniors Housing Corporation Board of Directors is deemed to be the head of the institution responsible for overseeing the administration of its obligations and for decisions made under MFIPPA. MFIPPA permits the delegation of the Head's powers and duties to an officer of the institution.

Disclosure: The release of Personal Information by any method to anybody.

Disposal: The action taken with regards to Personal Information, including destruction, transfer to another entity or permanent preservation.

Personal Information: Has the same meaning as defined in MFIPPA and includes recorded information about an identifiable individual which is collected, used, or disclosed by Toronto Seniors Housing Corporation. For the application of this Policy, Personal Information may include but is not limited to:

- a. the personal address, telephone number or email address of an individual;
- b. any identifying number assigned to an individual which can lead to their identification (e.g., Social Insurance Number);
- c. information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual;
- d. financial information about an individual for the purposes of

establishing Rent-Geared-to-Income assistance;

- e. information about rent payment history;
- f. credit and rental history reports; and
- g. employee information, including resumes, salary and benefits, tenant or client complaints about the individual and personnel issues.

With regards to applicants and tenants, personal information may include income, credit history, subsidy, arrears, personal circumstances, health, conflicts between tenants, requests for transfers for personal reasons and any requests from tenants that are personal in nature. With regards to staff, personal information may include hiring, termination, disciplinary record, salary negotiations, tenant complaints and problems between staff members.

Privacy Breach: The improper or unauthorized creation, collection, use, disclosure, retention or disposal of Personal Information in Toronto Seniors Housing Corporation's custody and control resulting in disclosure of, or access to, personal information by unauthorized parties.

Purpose: The purpose for which the information was obtained or compiled.

Record: Any record of information however recorded, whether in handwritten notes, printed form, on film, by electronic means or otherwise. Records include:

- correspondence, a memorandum, a book, a plan, a map, a drawing, a diagram, a pictorial or graphic work, a photograph, a film, a microfilm, a sound recording, a videotape, a machine-readable record, any other documentary material regardless of physical form or characteristics and any copy thereof; and
- subject to the regulations made under MFIPPA, any record that is capable of being produced from a machine-readable record under the control of Toronto Seniors Housing Corporation by means of computer hardware and software or any other information storage equipment and technical expertise normally

used by Toronto Seniors Housing Corporation.

Policy Details

Access

Every person has a right of access to a record or a part of a record in the custody or under the control of Toronto Seniors Housing Corporation and contract property management companies unless the record or part of the record falls within one of the exemptions under MFIPPA, or the request for access is frivolous or vexatious. Toronto Seniors Housing Corporation will administer all requests for access to records that are in the custody of Toronto Seniors Housing Corporation and contract property management companies. MFIPPA Request Forms are available to request access to a record.

Limiting Collection, Use, Disclosure and Retention

The collection, use and disclosure of Personal Information will be limited to that which is reasonable and necessary for the purposes outlined in this Policy and required by law. Personal Information will be retained only as long as necessary for the fulfillment of those purposes.

Collection, Use and Disclosure

Toronto Seniors Housing Corporation collects, uses and discloses Personal Information of its tenants, employees, directors and vendors to the extent necessary to perform its work.

Toronto Seniors Housing Corporation will ensure that Personal Information is collected, used and disclosed in accordance with legislation and in compliance with this Policy and other Toronto Seniors Housing Corporation policies.

Personal Information may be collected for purposes including but not limited to the following:

- to determine income and assets for rent calculation;
- to protect the health and safety of an individual;

- to approve tenancy and determine appropriate unit type and size; and
- to assist staff in determining what services and supports tenants may require.

Consent

Toronto Seniors Housing Corporation may collect, use and disclose Personal Information where the individual to whom the information relates has consented to the collection, use, and disclosure proposed by Toronto Seniors Housing Corporation.

Personal Information may be collected, used and disclosed without consent only if allowed by legislation. Permitted situations may include, but are not limited to, the following:

- the information is being collected, used or disclosed for a consistent purpose, meaning a purpose the person could have reasonably expected for such use or disclosure;
- disclosure to an institution or the Toronto Police Service or other law enforcement agencies in Canada to assist in a criminal investigation;
- disclosure to an officer, director, employee, consultant or agent of Toronto Seniors Housing Corporation who needs the Personal Information in the performance of their duties and if disclosure is necessary and proper in the discharge of Toronto Seniors Housing Corporation's functions (e.g., Internal Audit to assist in an investigation into any breach of Toronto Seniors Housing Corporation's policies);
- compelling circumstances affecting the health and safety of an individual (provided Toronto Seniors Housing Corporation notifies the person whose information it is); and
- compassionate circumstances.

It is not necessary to have a signed consent to release information to collect a debt, for example to a collection agency, or for the Landlord and Tenant Board or Small Claims action.

Retention

Records containing Personal Information will be kept and disposed of according to the retention periods and disposition methods authorized in Toronto Seniors Housing Corporation's Records Retention Schedule.

Privacy Breach

Should a Privacy Breach occur, Toronto Seniors Housing Corporation will act quickly and transparently to respond and will take appropriate measures to rectify the breach and avoid future incidents. Measures may include:

- stopping and containing the Privacy Breach;
- notifying affected individuals of the Privacy Breach;
- notifying the Information and Privacy Commissioner of Ontario; and
- conducting an internal investigation.

Responsibilities

Toronto Seniors Housing Corporation will:

- Promote a culture, and business practices, that make sure that information is shared and is accessible to the greatest extent possible, while respecting security and privacy requirements of Personal Information and other confidentiality obligations.
- Provide education to employees who are responsible for the protection of Personal Information under this Policy.
- Follow specific procedures established for disclosing Personal Information to a law enforcement agency in Canada.
- Investigate complaints and respond to individuals who file complaints regarding the collection, use and disclosure of Personal Information in accordance with legislated requirements.

Obligations of Employees

Compliance with this Policy is the obligation of every employee

at Toronto Seniors Housing Corporation. In performing their duties and responsibilities for the organization, employees will come into contact with, or otherwise learn about, Personal Information.

Employees are expected to take all reasonable steps to protect Personal Information from unauthorized collection, use or disclosure. This includes safeguarding documents, tenant files, laptops, cell phones and company files that contain Personal Information that has been entrusted to the employee's care, as well as steps to protect Personal Information when using computer systems and sending e-mail.

Employees are prohibited from trying to use or access Personal Information if it is not associated with their work. Employees also are prohibited from disclosing Personal Information if it is not associated with their work. For more information, please see the *Code of Conduct* and *Conflict of Interest Policy*.

Compliance and Monitoring

- The General Counsel and Corporate Secretary is the Delegated Head of Toronto Seniors Housing Corporation and is accountable for Toronto Seniors Housing Corporation's compliance with this Policy.
- Employees who do not follow this Policy or the related sections of the *Code of Conduct* may be subject to discipline, up to and including dismissal for cause.
- Employees must also comply with any section of the *Code of Conduct*, which requires the protection of personal or confidential information.
- Toronto Seniors Housing Corporation will take reasonable steps to restrict access to Personal Information to those individuals who require access to Personal Information in order to perform their duties and where access is necessary for the administration of their business.
- Toronto Seniors Housing Corporation will take appropriate steps to ensure vendors and contractors comply with this Policy.

Governing and Applicable Legislation

- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
- *Personal Information Protection and Electronic Documents Act, 2000*
- *Housing Services Act, 2011*

Related Policies and Procedures

- *Code of Conduct*
- *Acceptable Use of Information Technology Policy*
- *Records Management Policy*
- *Records Retention Schedule*
- *CCTV Policy*

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:		New policy	Board of Directors
[Revision #]			
Last review:			

**Item 20
Attachment 13
Legal Policies
Records Management Policy**

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Records Management Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Summary of Policy

This policy sets out TSHC's commitments for the efficient and systematic control of TSHC's records which support the continuing conduct of business, comply with legislated obligations, and provide necessary accountability.

The policy will be used to inform and guide decision- making which will preserve the corporation's memory. The policy will be implemented as part of the TSHC Records Management Program which will address the retention and disposition of records, organization of records, and records storage and retrieval.

Introduction

TSHC recognizes that records are its corporate memory, providing evidence of actions and decisions, and representing a vital asset to support the corporation's daily operations and administration.

In addition to supporting consistency, continuity, efficiency and productivity, records facilitate policy formation and managerial decision-making, assist the corporation to comply with its legislated obligations, contribute to corporate governance, and ensure accountability to management, shareholders, tenants, regulatory bodies and the public.

Purpose

The purpose of the records management policy is to ensure that records are systematically and efficiently managed from their time of creation or receipt (records life cycle) until their ultimate disposition in support of the corporation's mission, business interests and risk management initiatives, and in compliance with applicable legislated record-keeping requirements.

The policy also provides a framework for incorporating records management principles into TSHC's day-to-day operations and for deploying a corporate Records Management Program to manage the corporation's records.

Application of Policy

The policy applies to TSHC and its subsidiary corporations, and applies to:

- all records created, received and maintained by any division/unit as evidence and information by TSHC in pursuance of its statutory obligations and/or in the transaction of business.
- records in any medium. Records may take many forms including, but not limited to: paper, cartographic and architectural items, pictorial and graphic works, photographs, films, microforms, sound recordings, videotapes, web pages, magnetic tapes or disks, and any other electro-magnetic medium (including e-mail). Records are often, but not necessarily, originals.
- all TSHC records in the custody of third parties contracted by the corporation (e.g. payroll processing).

Definitions

- **Classification Scheme (System)**

The file classification scheme or system arranges the records of the corporation's business activities in a logical manner, breaking down activities from broad to narrow topics. It also identifies the division/unit (Office of Primary Interest) responsible for the management of each group or series of the corporation's records.

- **Classification Number**

Under the classification scheme, classification numbers are used to further refine the arrangement of records into more specific topics. There may be many classification numbers under each broad topic defined by the classification scheme, and there may be many records under each classification number.

- **Office of Primary Interest**

The Office of Primary Interest (OPI) identifies the division (or unit within a division) that is considered to be the official holder of the original records for that particular record series. More than one division or unit can be the OPI for a particular record.

- **Records life cycle**

The life cycle of a record is the span of time from the record's creation or receipt through its useful life to its final destruction or retention as an archival record.

- **Records Management Program (RM)** The Records Management Program is responsible for the efficient and systematic control of TSHC's records which support the continuing conduct of business, comply with legislated obligations and provide necessary accountability. The program addresses the retention and disposition of records, organization of records, and records storage and retrieval.

The Records Management Program encompasses policies,

procedures, systems, operations, space, equipment and staff.

- **Records Retention Schedule**

The records retention schedule is a listing of all records, sorted by classification number with their corresponding applicable legislated citations for which the record is governed. The retention indicates the length of time that the record must be kept to meet legal, legislative and/or limitation requirements. It also identifies what division or unit is considered the official holder of the record (Office of Primary Interest) and the method of disposition of the record. The retention schedule also identifies records with archival merit (records that cannot be destroyed) and whether it is considered a vital record.

Policy Statement

TSHC will manage its records in accordance with recognized standards and codes of best practice for records management and in accordance with prevailing Canadian legislation, as applicable.

All TSHC staff and its subsidiary corporations are responsible for adhering to and following the commitments set out in the records management policy and program.

Commitments

Through the implementation of the records management policy and Records Management Program, TSHC will ensure that:

- records needed to reconstruct past activities and transactions are made and preserved;
- it is possible to locate and access information and view it in a way that is true to the original presentation;

- records and their representation remain true to the records originally created and used, and their integrity and authenticity can be demonstrated beyond reasonable doubt; and
- records are maintained so that the information they contain can be accessed, interpreted and trusted for as long as necessary and on transfer to other approved locations, systems and technologies.

Policy Guidelines

The following guidelines will be used in implementation of the policy and the development of a Records Management Program:

- **Corporate Ownership of Records**

All records created or received by TSHC in pursuance of its legislated obligations and/or in the transaction of business are the property of the corporation and shall be treated as an asset of the corporation. The records are not owned by the employees, committees, divisions/units or other parties that created or received them and the records shall be managed in accordance with this policy and any related policies and procedures.

- **Managing the Records Life Cycle**

All records must be managed appropriately during their life cycle to ensure the records remain accessible, usable, accurate and complete for as long as necessary to support business operations and/or to satisfy legislated requirements and to ensure that the records' authenticity, content, context, structure and confidentiality are protected and maintained over time (creation to destruction or archival).

- **Records Organization and Retrieval**

All records will be organized according to TSHC's classification

scheme which arranges the records of the corporation's business activities into logically structured hierarchies and identifies the division/unit (Office of Primary Interest) responsible for the management of each group or series of the corporation's records.

- **Records Access**

Information in TSHC records will be made available – subject to limitations on the use or disclosure of certain information – to staff, as and when required in their work, so as to support management decision-making and the conduct of operations.

Information in TSHC records will be made available to the public and other parties (e.g. regulatory bodies) upon (written) request subject to exemptions under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

Any TSHC records in the public domain shall remain publicly accessible for the duration of the retention period specified for those records in the corporation's records retention schedule.

- **Records Storage**

Records will be stored according to the processes and in the locations approved by the Records Management Program.

- **Records Protection**

TSHC records will be protected from unauthorized access, disclosure, alteration, deterioration and loss.

Records containing information critical to TSHC's continued operation or its survival during or immediately following a disaster (i.e. vital records) will be appropriately identified and protected to ensure they will be available without delay under abnormal conditions. Vital records may also contain information necessary to recreate the corporation's legal and

financial status and to preserve the rights and obligations of stakeholders, including employees, regulatory bodies and the public.

- **Records Retention and Disposition** Records will only be destroyed or otherwise disposed of (e.g. transferred to an archives) according to the retention periods and disposition methods authorized in TSHC's records retention schedule. Any extension to an approved retention period will only be supported if there is a demonstrated need.

It is contrary to TSHC policy to destroy, delete, alter, discard or otherwise make inaccessible any record or other information that may be relevant to an ongoing, imminent or pending audit, investigation or litigation.

- **Preserving the Corporation's History**

Archival or historical records created or received and accumulated by TSHC in the course of its operations and which are worthy of permanent preservation because they elucidate the history of the corporation will be identified and appropriately preserved.

Accountability

- TSHC will monitor the application of this policy from time to time.
- Requests for records will be monitored and tracked to determine the number of requests, retrieval times, retention schedule compliance, etc.
- TSHC will communicate the policy to staff and will make the policy publicly available on the TSHC website.
- TSHC will communicate the Records Management Program to

staff, members of the public and other stakeholders.

Standards

All TSHC staff and its subsidiary corporations are required to comply with the Records Management Policy and Records Management Program with respect to records classification, retention, protection, storing, organizing, filing and disposition.

Records management should be an ongoing activity at all levels of the organization and within subsidiary corporations.

Policy Review

This policy will be reviewed 18 months after implementation.

Applicable Legislation and Reference Documents

The following legislation and reference documents apply:

- TSHC Code of Conduct Policy
- TSHC Conflict of Interest Policy
- TSHC-City of Toronto Shareholder Direction

Federal Legislation:

- *Canada Pension Plan Act*
- *Employment Insurance Act*
- *Excise Tax Act*
- *Income Tax Act*
- *Personal Information Protection and Electronic Documents Act (PIPEDA)*

Provincial Legislation:

- *Arbitration Act*
- *Building Code Act*
- *Business Corporations Act*
- *Corporations Information Act*
- *Corporations Tax Act*
- *Employer Health Tax Act*
- *Employment Standards Act*
- *Fire Protection and Prevention Act*
- *Insurance Act*
- *Land Transfer Tax Act*
- *Limitations Act*
- *Mortgages Act*
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
- *Occupational Health and Safety Act*
- *Ontario Municipal Employees Retirement System Act*
- *Real Property Limitations Act*
- *Social Housing Reform Act (SHRA)*
- *Technical Standards and Safety Act*
- *Tenant Protection Act (TPA)*
- *Workplace Safety and Insurance Act*

Approvals

Approved by :

Policy Contact:

**Item 20
Attachment 14
Legal Policies
Information Breach Policy**

TORONTO SENIORS HOUSING CORPORATION (TSHC) INFORMATION BREACH POLICY

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

Toronto Seniors Housing Corporation (Toronto Seniors Housing) collects and retains Confidential Information that must be properly managed to protect the privacy and security of the party whose information has been collected, including, but not limited to, tenants, employees and the corporation itself. If Confidential or Internal Information is lost, corrupted, accessed or disclosed without proper authorization, it can pose a high level of legal, reputational, financial and safety risks to Toronto Seniors Housing.

This Policy provides a framework within which employees of Toronto Seniors Housing are required to respond to an Information Breach, and sets out responsibilities within Toronto Seniors Housing and its employees for the reporting and handling of an attempted, actual or suspected Information Breach, in order to minimize its impact.

Scope

This Policy applies to any improper or unauthorized use, release, disclosure or disposal of Confidential or Internal Information in Toronto Seniors Housing's custody and control, such as tenant, employee, third party or corporate information. It covers both Information Breaches and Information Technology System Breaches.

Information Breaches can arise from cybersecurity attacks, as well as from the theft, loss, abuse, damage or unauthorized access to or disclosure of Toronto Seniors Housing information, whether the breach was intentional or inadvertent.

This Policy is applicable to all employees of Toronto Seniors Housing that have access to information in the custody or under the control of Toronto Seniors Housing and its Information Technology Systems. Toronto Seniors Housing will enter into agreements to ensure that contract management companies, vendors and third parties meet the relevant requirements of this Policy.

Values

Toronto Seniors Housing supports a climate and culture that protects both Confidential and Internal Information. Toronto Seniors Housing will implement this Policy in accordance with the following values:

Respect: All Toronto Seniors Housing employees will adhere to this Policy and will take appropriate measures to protect both Confidential and Internal Information to which they have access from an Information Breach in accordance with this Policy.

Accountability: Toronto Seniors Housing will designate Incident Response Leads within the Legal Services and Information Technology Services Divisions who will lead its response to an Information Breach.

Integrity: Toronto Seniors Housing employees will alert the organization of an Information Breach.

Definitions

Confidential Information: Information that is in the custody or control of Toronto Seniors Housing that is highly sensitive,

protected from public disclosure and intended for use by a specified group of authorized users, such as Personal Information, and information related, generally, to Toronto Seniors Housing's tenants, residents, contractors, employees, and members of the public that, if disclosed, may give rise to a significant risk of harm to both Toronto Seniors Housing and others.

Incident Response Lead: The employee within Toronto Seniors Housing's Information Technology Services or Legal Services Division who is (depending on the nature of the breach) responsible for leading its response to an Information Breach.

Information Breach: The improper or unauthorized use, disclosure, release or disposal of either Confidential or Internal Information, resulting in the information being access by or disclosed to unauthorized parties. Examples of an Information Breach include, but are not limited to:

- an employee sending an email containing either Confidential or Internal Information to an unintended recipient in error;
- an individual (such as a tenant, vendor or other stakeholder) being mistakenly provided with or accessing either Confidential or Internal Information that they are not authorized to view;
- the removal of a tenant file from a Toronto Seniors Housing office resulting in the unauthorized disclosure of either the tenant's Personal Information; or
- an Information Technology System Breach.

Information Technology System Breach: An Information Breach that occurs as a result of:

- unauthorized activity by parties internal and external to Toronto Seniors Housing;

- a technical vulnerability; or
- a combination of those or other causes; impacting Toronto Seniors Housing's Information Technology Systems that results in the use, disclosure, release or disposal of either Confidential or Internal Information, resulting in the information being access by or disclosed to unauthorized parties of information systems or networks.

Internal Information: Information other than Confidential Information that is generally only available and intended for use by Toronto Seniors Housing employees and authorized third parties such as consultants and vendors. (e.g. Corporate policies, standards, and procedures unless they are intended for publication, general corporate internal announcements to staff, etc.), including but not limited to information related to Toronto Seniors Housing's financial affairs, marketing plans, resources, proposed initiatives, and strategies, etc..

Personal Information: Has the same meaning as defined in *Municipal Freedom of Information and Protection of Privacy Act*, RSO 1990, c M.56, as amended, and includes recorded information about an identifiable individual which is collected, used, or disclosed by Toronto Seniors Housing. For the application of this Policy, Personal Information may include but is not limited to:

1. the personal address, telephone number or email address of an individual;
2. any identifying number, symbol or other particular assigned to an individual which can lead to their identification (e.g., Social Insurance Number or Tenant ID);
3. information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual;
4. financial information about an individual for the purposes of establishing Rent-Geared-to-Income assistance;

5. information about rent payment history; credit and rental history reports; and
6. employee information, including resumes, salary and benefits, tenant or client complaints about the individual and personnel issues.

With regards to applicants and tenants, Personal Information may include income, credit history, subsidy, arrears, utility consumption, personal circumstances, health information, information regarding conflicts between tenants, requests for transfers for personal reasons and any requests from tenants that are personal in nature. With regards to employees, Personal Information may include hiring, termination, disciplinary record, salary negotiations, tenant complaints and information regarding conflicts between employees or between employees and tenants.

Public Information: Information that is generally available to the public, with no special protection from disclosure required (e.g. a press release, a public request for proposals, external TSHC website content, and published reports).

Policy Details

Toronto Seniors Housing Responsibilities

Toronto Seniors Housing will:

- Promote a culture and implement business practices that support information security, cybersecurity and the prevention of Information Breaches.
- Provide education on information security to Incident Response Leads and employees who have access to or are responsible for either Confidential or Internal Information.
- Maintain appropriate administrative, physical and technical security safeguards to prevent the unauthorized access, use or disclosure of either Confidential or Internal Information.
- Maintain procedures and protocols to identify, contain, and recover from any Information Breaches that ensures there

is a consistent and effective approach to the management of Information Breaches.

The General Counsel and Corporate Secretary will oversee Toronto Seniors Housing's response to an Information Breach and will work with the Vice President, Information Technology Services and the Incident Response Leads to mitigate its impact.

Employee Responsibilities

In performing their duties and fulfilling their responsibilities, employees will learn information about Toronto Seniors Housing and its operations. This includes information that is shared with the employee verbally and in writing, through formal documents, corporate files, e-mails, computers files, data records, etc. In most cases, this information is not generally known to the public. Examples include information related to our financial affairs, marketing plans, tenants, residents, resources, contractors, proposed initiatives, strategy, members of the public, employees, etc. This information is confidential and is Toronto Seniors Housing's property.

Employees are required to take all reasonable steps to protect both Confidential and Internal Information from unauthorized use or disclosure. This includes safeguarding physical and electronic documents, laptops, and cell phones that have been entrusted to their care, as well as taking necessary steps to protect information when using computer systems and sending e-mail pursuant to the requirements of related policies, procedures or directives that have been issued by TSHC.

If an employee becomes aware of an Information Breach, he or she must immediately notify their manager, Division Head and the General Counsel and Corporate Secretary in accordance with the procedure set out in the Information Breach Procedure.

If an employee suspects that an Information Technology System Breach may have occurred, he or she must immediately notify

their manager, Division Head and the Information Technology Service Desk. The Service Desk team will report the breach to the Incident Response Leads in accordance with the procedure set out in the Information Technology Security Incident Management Procedure.

Information Breach Standards

In the event of an actual or suspected Information Breach, Toronto Seniors Housing will, to the extent necessary in order to mitigate the impact of the Information Breach, undertake the following actions:

- Determine if an actual breach occurred and identify the type of information that was disclosed (i.e., Confidential Information, Internal Information or Public Information).
- Contain the incident to minimize impact (e.g. retrieving the information if possible, disconnecting devices affected or implicated by the Information Breach from the network, suspending access rights, quarantining any discovered malware).
- Investigate the cause of the Information Breach and depending on its nature, conduct any additional forensic analysis required to support any criminal or legal investigation as may be required.
- Conduct an assessment with relevant employees to determine the impact of the Information Breach and review the recovery actions required.
- Notify the affected stakeholders (e.g. employees, tenants, vendors) and if Personal Information may have been disclosed, notify the Information and Privacy Commissioner as necessary.
- Notify Toronto Seniors Housing employees and Directors, as appropriate.
- Conduct a post-incident analysis of the cause of the Information Breach, and identify lessons learned, preventative

actions, and how to further improve Toronto Seniors Housing's overall information security protocols.

Compliance and Monitoring

Compliance with this Policy will be assessed through various methods, including internal and external audits. Legal Services and Information Technology Services will monitor the volume and severity of Information Breaches and prepare an annual report of incidents to the Executive Leadership Team highlighting any actions that need to be taken to mitigate risk. At the direction of the President and CEO, the content of this annual report will be shared with the Toronto Seniors Housing Board of Directors through the Building Investment, Finance and Audit Committee.

Employees who do not follow this Policy or the related sections of the Privacy Policy and the Code of Conduct which require the protection of personal or confidential information may be subject to discipline, up to and including dismissal. Non-compliance with any provision of this Policy by employees or Toronto Seniors Housing affiliates may result in remedial action up to and including termination of any affiliate contract, and may result in possible civil, criminal, or regulatory action.

Toronto Seniors Housing will take appropriate steps to ensure vendors, contractors and third-parties comply with this Policy.

Governing and Applicable Legislation

- *Municipal Freedom of Information and Protection of Privacy Act*
- *Personal Information Protection and Electronic Documents Act, 2000*

Related Policies and Procedures

Procedures Established pursuant to this Policy

- Information Breach Procedure

- Information Technology Security Incident Management Procedure

Related Policies and Procedures

- Employee Code of Conduct
- Acceptable Use of Information and Technology
- Records Management Policy Enterprise Risk Management Policy
- Conflict of Interest Policy
- Privacy Policy

Commencement and Review

Revision	Date	Description of changes	Approval
First Approval		New Policy	

Next Scheduled Review Date:

Item 20
Attachment 15
Strategic Communications Policies
Elections Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Elections Policy

Policy Owner:	Date Approved:
Type	Approved By:
Last Reviewed:	Effective Date:

Policy Statement

Toronto Seniors Housing Corporation is committed to working with tenants, candidates, political parties and public officials at all three levels of government to facilitate elections and election activities on Toronto Seniors Housing Corporation property, in accordance with applicable legislation, by-laws and Toronto Seniors Housing Corporation policies.

During municipal, provincial and federal election campaigns, Toronto Seniors Housing Corporation will:

- ensure tenants' Personal Information is kept private and confidential, in accordance with applicable legislation and internal protocols;
- ensure that Toronto Seniors Housing Corporation resources are not used to promote or give advantage to any candidate, political party or registered third party;
- ensure that inquiries from candidates, political parties or their agents are managed by Strategic Planning and Stakeholder Relations;
- support employee participation in political activities by granting unpaid leave to those seeking election.

Purpose

The purpose of this policy is to:

- outline Toronto Seniors Housing Corporation's

responsibilities during elections;

- outline how Toronto Seniors Housing Corporation resources can and cannot be used during election campaigns, and which requests can and cannot be accommodated;
- guide the conduct of Toronto Seniors Housing Corporation employees and Board members during election campaigns in compliance with applicable legislation, by-laws and Toronto Seniors Housing Corporation policies; and,
- guide the conduct of Toronto Seniors Housing Corporation employees and Board members seeking political office.

Scope

- The Elections Policy governs election-related activities on Toronto Seniors Housing Corporation property and the actions of employees and Board members related to elections.
- The Policy applies to municipal (including school board), provincial or federal elections or by-elections and to questions on the ballot.
- The Policy applies to all Toronto Seniors Housing Corporation employees, Board members and tenants, including those running for political office.
- The Policy applies to Toronto Seniors Housing Corporation resources, including, but not limited to employees, events, facilities, funds, information and infrastructure.

Definitions

Campaign/Campaigning: any activity by or on behalf of a candidate, political party, registered third party or in support

or opposition to a question on a ballot, meant to elicit support during the election period. Campaigning does not include the appearance of elected officials, other candidates or registered third parties at an event in their personal capacity without the display of any signage or graphic which identifies the individual as a candidate or registered third party and without the solicitation of votes.

Campaign Materials: Any advertising or promotional materials intended to influence persons to vote for or against a candidate, political party or a question on a ballot.

Materials may include literature, banners, posters, pictures, buttons, clothing, etc. Election materials also include materials in all media, including websites or social media.

Elected Official: An individual elected to the House of Commons, the Legislative Assembly of Ontario, Toronto City Council or a school board.

Election: An election or by-election at the municipal, provincial or federal level, or the submission of a question on a ballot to the electors.

Election Officials: Employees of Elections Canada, Elections Ontario, Toronto Elections or their agents.

Election Period: The official campaign period of an election.

- 1) For municipal elections, the election period commences on May 1st of an election year and ends on voting day.
- 2) For provincial and federal elections, the election period commences the day that the election writ is issued and ends on voting day.
- 3) For by-elections, the election period commences when the by-election is called and ends on voting day.
- 4) For a question on a ballot, the election period commences when the respective level of government passes legislation or a by-law to put a question to the electorate. It ends on voting day.

Employee: Includes management and exempt employees,

contract managed employees, and all members of Toronto Seniors Housing Corporation bargaining units.

Leadership Team (LT): Team of senior executives responsible for the strategic management of the corporate and operational functions of Toronto Seniors Housing Corporation and its subsidiaries.

Official Election Materials: Any materials provided to voters by Elections Canada, Elections Ontario, Toronto Elections or their agents to facilitate voting.

Personal Information: As defined in the Municipal Freedom of Information and Protection of Privacy Act, includes recorded information about an identifiable individual.

Political Office: The elected offices of municipal, provincial or federal government.

Question on a Ballot: Any question submitted to electors by the municipal, provincial or federal government.

Registered Third Party: In relation to a municipal election, an individual, corporation or trade union that is registered with the City Clerk, in accordance with section 88.6 of the Municipal Elections Act, whose purpose is to promote, support or oppose a candidate for office, or an issue on a question on a ballot, and is not under the direction of a candidate.

Toronto Seniors Housing Corporation Resources: Including, but not limited to, employees, funds, events, facilities, information and infrastructure, as defined below:

- 1) **"Events"** means events funded or organized by Toronto Seniors Housing Corporation, including events that may be jointly organized with tenants, community organizations and/or external sponsors.
- 2) **"Facilities"** means common areas or grounds of any facility which is owned or leased by Toronto Seniors Housing Corporation.

- 3) **“Information”** means any information in the custody and control of Toronto Seniors Housing Corporation, including databases that may be the repository of names, contact information, business records, financial information, Personal Information or other identifiers compiled and used by Toronto Seniors Housing Corporation employees to carry out Toronto Seniors Housing Corporation business. This information is considered Toronto Seniors Housing Corporation property, and in most cases, it is not known to the public and may be confidential. It must not be used or disclosed without proper authorization, and in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.
- 4) **“Infrastructure”** means any physical or technological systems and equipment that support the operation of Toronto Seniors Housing Corporation, including, but not limited to, fleet vehicles, computer networks, telecommunications systems, wireless equipment, mobile phones, computer hardware, software and peripherals, internet and intranet.

Voting Day: the day the final vote is to be taken in an election.

Policy Details

The Elections Policy provides detailed information in the following areas:

- election activities on Toronto Seniors Housing Corporation property;
- election signs;
- protection of tenant privacy;
- election-related inquiries;
- use of Toronto Seniors Housing Corporation resources during an election campaign;
- workplace conduct in election campaign; and

- employees seeking political office.

Election Activities on Toronto Seniors Housing Corporation Property

Toronto Seniors Housing Corporation Employees must ensure that:

- election officials, candidates and their agents provide proper identification and display that identification to gain access to Toronto Seniors Housing Corporation property for election-related work; and,
- election officials, candidates and their agents have reasonable access to Toronto Seniors Housing Corporation property to perform their duties in accordance with the Residential Tenancies Act.

Toronto Seniors Housing Corporation employees will not:

- discard or tamper with official election materials (i.e. voter registration, voter identification cards; polling location information; etc.) delivered to tenants by election officials or their agents; and,
- discard or tamper with campaign materials (i.e. pamphlets, flyers, letters, etc.) delivered to tenants by candidates, political parties, registered third parties or their agents.

Election Signs

The City of Toronto's Municipal Code provides rules and regulations regarding election signage that candidates must observe for any election in the City of Toronto.

- Signs cannot be illuminated or attached to trees.
- Signs cannot be placed between the curb and the sidewalk.
- Signs cannot interfere with safe operation of vehicular traffic or with the safety of pedestrians.

- Signs cannot be located adjacent to a voting place.
- Signs may only be erected with the consent of the tenant.
- Signs may be higher than two meters above ground level provided they are displayed indoors. They cannot be attached to the outside of a balcony or terrace.
- No person is allowed to deface or willfully cause damage to a lawfully erected election sign.

Election signs may be erected on Toronto Seniors Housing Corporation property subject to compliance with the City's rules and the following conditions:

- Tenants are permitted to post election signs anywhere considered to be within their personal unit. This includes fenced off yards and ground-level fences attached to their unit.
- Tenants are not permitted to post election signs on their balconies.
- Election signs cannot be posted in common areas.

Toronto Seniors Housing Corporation employees are required to remove election signs from common or prohibited areas, or signs that contravene City rules.

Protection of Tenant Privacy

Toronto Seniors Housing Corporation is committed to protecting Personal Information consistent with the principles outlined in the *Municipal Freedom and Information and Protection of Privacy Act* and the *Housing Services Act*. Toronto Seniors Housing Corporation employees must not provide tenant lists or other Personal Information about tenants to election officials, candidates, political parties, registered third parties or their agents.

Election-Related Inquiries

- All election-related inquiries to employees or Board members from political parties, candidates, registered

third parties and/or their agents must immediately be directed to the Manager of Stakeholder Relations. Employees should also inform their managers of the inquiry.

- Toronto Seniors Housing Corporation will share information with candidates, political parties and/or their agents provided it contains no confidential information or Personal Information about tenants.
- Information that is provided by Toronto Seniors Housing Corporation to one candidate or political party during an election period will be provided to all others, either by posting information the information online or through other means.
- Requests made by a candidate, political party or registered third party for a personal meeting or tour with an Officer, Board member, Executive Leadership Team member or other Toronto Seniors Housing Corporation employee during an official election period will not be accommodated.

Use of Toronto Seniors Housing Corporation Resources

- Elected officials may attend Toronto Seniors Housing Corporation events or events held at Toronto Seniors Housing Corporation facilities in their capacity as elected officials; however, they may not solicit votes, display election signs or distribute campaign material.
- Candidates, representatives of political parties and registered third parties may attend Toronto Seniors Housing Corporation events and/or events held at Toronto Seniors Housing Corporation facilities as private citizens, but may not campaign while in attendance. They may not solicit votes, display election signs or distribute campaign material.
- Once the writ is issued for Provincial or Federal elections,

MPs and MPPs are no longer elected officials and should not be invited to attend Toronto Seniors Housing Corporation events in their capacity as elected officials.

- Toronto Seniors Housing Corporation cannot make a contribution including money, goods and services to any candidate, political party or registered third party.
- Toronto Seniors Housing Corporation resources cannot be used to promote one candidate, political party or registered third party over another during an election period.
- Toronto Seniors Housing Corporation supports tenant engagement in elections. To facilitate this engagement, all-candidate meetings may be held at Toronto Seniors Housing Corporation facilities, where practicable, provided that all registered candidates are invited to attend.
- After August 1st in a municipal election year, Toronto Seniors Housing Corporation will not reference the name of Members of Council in:
 - advertising and other communications materials paid for or distributed by Toronto Seniors Housing Corporation;
 - event signage, including banners and posters; and/or
 - media releases issued by Strategic Communications.
- If it is necessary to reference a specific Member of Council or the Mayor in Toronto Seniors Housing Corporation communications or media materials after August 1st in a municipal election year, the generic term "Councillor Ward XX" or "Mayor of Toronto" must be used.
- Toronto Seniors Housing Corporation communications materials, including websites or domain names funded or administered by Toronto Seniors Housing

Corporation, and social media, blogs or other new media created and managed by Toronto Seniors Housing Corporation employees, whether for internal or public distribution, must not:

- profile (name or photograph), refer to and/or identify any individual as a candidate, or any individual or entity as registered third party, in any election;
 - profile any slogan or symbol associated with a candidate, political party, or registered third party during the election period; or
 - advocate for or against a particular candidate, political party or ballot question position during an election period.
- Photographic or video materials created by Toronto Seniors Housing Corporation employees or with Toronto Seniors Housing Corporation resources cannot be used in any campaign materials.
 - Toronto Seniors Housing Corporation's logo cannot be used in any campaign material.

Workplace Conduct during an Election Campaign

Toronto Seniors Housing Corporation recognizes the right of employees to participate in political and election activities balanced against the corporation's legitimate interest in both being and appearing to be non-partisan.

Toronto Seniors Housing Corporation employees are not permitted to:

- use or allow the use of Toronto Seniors Housing Corporation resources for campaign activities. Toronto Seniors Housing Corporation resources include, but are not limited to, employee time, as well as events, facilities, funds, information and infrastructure;
- engage in campaign activity during working hours. Working hours do not include vacation time or time on

- leaves of absence;
- display election campaign items at work;
- attend campaign events or undertake campaign activities while in Toronto Seniors Housing Corporation clothing; or
- solicit funds for a candidate from co-workers, either at work or outside of work.

The Chief Executive Officer of Toronto Seniors Housing Corporation and members of the ELT are not permitted to campaign for a candidate or political party before or during municipal, provincial and federal elections.

Employees Seeking Political Office

Toronto Seniors Housing Corporation employees seeking to run for political office must first declare a potential conflict in writing to their Divisional Head or the General Counsel and Corporate Secretary and receive authorization prior to filing their candidacy. It is at the discretion of the Divisional Head or the General Counsel and Corporate Secretary to determine whether the campaign activities will affect the employee's ability to perform their regular job duties.

Where an employee intends to apply to take unpaid leave to run for political office, the employee must provide written notice to his/her manager at least two weeks in advance of his or her intention to take unpaid leave.

- For municipal elections, the leave must start the next working day after the employee files their candidacy.
- For provincial and federal elections, the leave must start the next working day after the employee receives the nomination.

(i) Conflict of Interest

- Employees on an approved leave of absence from Toronto Seniors Housing Corporation remain employees

of the organization and are bound by all Toronto Seniors Housing Corporation policies.

- While campaigning, employees on political leave must clearly state at all times that the views they express are personal views, and not those of Toronto Seniors Housing Corporation.

(ii) Salary and Benefits

- Political leave is unpaid, and benefits can be continued at the employee's expense.
- For management and exempt employees, continuous services and vacation entitlement are not affected by a leave without pay, where the leave is for twenty business days or less.
- Bargaining unit employees are subject to the provisions in their existing collective agreement.

(iii) Election to Political Office

- An employee who is elected to political office within the geographical boundaries of the City of Toronto must resign from Toronto Seniors Housing Corporation.
- An employee who is elected to political office outside of the geographical boundaries of the City of Toronto must resign from Toronto Seniors Housing Corporation if the political office will interfere with their ability to perform their regular duties, as determined by their divisional head or the General Counsel and Corporate Secretary.
- The resignation must take effect no more than two weeks after the election and prior to the commencement of the term of office.

(iv) Re-Appointment

- Toronto Seniors Housing Corporation has no obligation to re-hire employees who have resigned their position to take political office. Re-hiring would be subject to Toronto Seniors Housing Corporation's hiring policies.

Board Members Seeking Political Office

Toronto Seniors Housing Corporation Tenant Board Members seeking political office should refer to the rules set out in Sections 5 and 10 of the Conflict of Interest Policy for Directors of the Board.

Roles and Responsibilities

- Engagement & Communications: As Policy Owner, the Engagement & Communications team is responsible for the administration of this policy. All issues with respect to this policy and guidelines should be directed to this team.
- Functional Leaders: Functional Leaders are responsible for the application of this policy and guidelines to Toronto Seniors Housing Corporation resources, facility and employees they manage.
- Toronto Seniors Housing Corporation Employees: Employees are responsible for understanding and applying the Elections Policy and for seeking clarification and advice from Functional Heads if required.

Governing and Applicable Legislation

- *Federal Elections Act, 2000, S.C. 2000, c 9*
- *Election Act, R.S.O. 1990, c. E.6*
- *Residential Tenancies Act, 2006, S.O. 2006, c. 17, Section 28*
- *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.*
- *City of Toronto Municipal Code*
- *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56*
- *Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5*

Related Policies and Procedures

- *Code of Conduct*
- *Conflict of Interest Policy*
- *Code of Conduct for Directors of the Board*
- *Conflict of Interest Policy for Directors of the Board*
- *Expense Reimbursement Procedures*
- *Media and Issues Protocol*
- *Voluntary Leave without Pay Policy*

Commencement and Review

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

Next Scheduled Review Date:

Item 20

Attachment 16

Strategic Communications Policies

Social Media Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Social Media Policy

Policy Owner: Engagement & Communications Team

Approval: Leadership Team

First Approved:

Effective Date:

Policy Statement

The Social Media Policy guides the approval and use of social media for official Toronto Seniors Housing Corporation purposes to ensure such use is consistent with the corporation's mission, vision and values while upholding all relevant policies, legislation and the protection of privacy.

Scope

This policy applies to all employees, and all consultants or independent contractors acting on behalf of Toronto Seniors Housing Corporation who are posting content to or sharing information on social media channels, including but not limited to social networks (including Twitter, Facebook, YouTube, LinkedIn, SnapChat, TikTok, Reddit, Instagram, Tumblr, etc.), blogs, and online communities.

This policy is not intended to limit the ability of Toronto Seniors Housing Corporation employees who, in their private capacity, use social media. However, as social media is a public activity, this policy also outlines considerations for employees using social media for personal purposes.

Values

Toronto Seniors Housing Corporation recognizes that social media are important channels for serving our residents, engaging partners in building vibrant communities, and for telling the story of how our work benefits residents and the city as a whole.

[Social Media Policy/Date]

All corporate Toronto Seniors Housing Corporation social media use must adhere to practices consistent with the corporation's mission, vision, and values.

Standards

Toronto Seniors Housing Corporation considers online and social media channels to be comparable to other communications and service delivery channels.

Definitions

- **Content owner:** The employee assigned the responsibility of maintaining, monitoring, and moderating an official social media channel.
- **Official purposes:** Sanctioned social media communications hosted in Toronto Seniors Housing Corporation's name, including on behalf of any Toronto Seniors Housing Corporation program, in support of a business objective or strategic priority of the corporation, where the communication is part of an approved communications plan.
- **Private Information:** Any information regarding an identifiable individual, which may include, but not be limited to, the individual's background, race, ethnicity, nationality, age, religion, political views, home address, tenant file, criminal record, social status, education or medical history.
- **Social Media:** Online technologies and practices that people use to share opinions, insights, experiences, and perspectives. Social media can take many different forms, including social networking sites (e.g., Facebook, LinkedIn), microblogging (e.g., Twitter), user-generated content (e.g., TikTok, Snapchat, YouTube, Flickr, Instagram), blogging (e.g., WordPress, Tumblr, Reddit), and online forums including comment sections on websites.

Policy Details

Approval Process

Employees must obtain written approval to use social media for all Toronto Seniors Housing Corporation business purposes. This includes using social media to engage in online interactions and manage a channel to support a Toronto Seniors Housing Corporation program or initiative.

Responsible Use of Social Media for Business Purposes

When using social media for business purposes, employees should conduct themselves in a professional manner and uphold Toronto Seniors Housing Corporation's mission, vision, and values. In addition to the guidelines outlined in the Social Media Procedure, content owners must adhere to the following:

- Social media activities and interactions must uphold the mission, vision, and values of the corporation.
- While conducting Toronto Seniors Housing Corporation business, employees should only use approved social media accounts set up specifically for official purposes or approved for business use.
- Content owners must make every reasonable effort to respond to concerns or questions directed to social media account(s) for which they are responsible.
- Because records on external social media platforms are not within the control of Toronto Seniors Housing Corporation, content owners must refrain from any posts that disclose Toronto Seniors Housing Corporation resident, employee or other stakeholder personal information, including but not limited to address, phone number, account number, and reference numbers for work orders or other database reports.
- Exchanges must be redirected to Toronto Seniors Housing Corporation phone and/or email support channels whenever personal information is involved or discussions involve more details than the channel can accommodate.
- Personal information, including photographs or videos of identifiable individuals, must not be shared without express consent of Toronto Seniors Housing Corporation and the individual in the photograph or video.
- Posts that provide information that is already public or that seek public input are not considered business records and are permissible uses of social media.
- As many social media channels present accessibility barriers, whenever possible content owners should refrain from using social media channels as the sole avenue for sharing information. Whenever possible, content owners should make their best efforts to use social media channels that comply with Accessibility Guidelines.

- Any and all media requests or issues of concern must be directed to the Communications and Engagement Team immediately, as per the Media and Issues Protocol.
- Employees must comply with the terms and conditions of use that have been established by the social media service provider.

Personal Use of Social Media

Toronto Seniors Housing Corporation acknowledges that its employees, in their private capacity, may use social media to share information and communicate with friends, family, co-workers, and members of the public.

Employees of Toronto Seniors Housing Corporation are encouraged to engage through social media in a way that supports the mission, vision, and values of the corporation.

Employees should be aware that, due to their role with Toronto Seniors Housing Corporation, any personal activities on social media could impact the reputation of the organization and/or the interests of our residents.

Employees are reminded that even though they are using social media for personal purposes, policies and protocols such as the Code of Conduct Policy, the Computer, Internet and Email Use Policy, the Media and Issues Protocol and related policies apply to activities on social media.

Considerations for employees who use social media for personal purposes are included in the Social Media Procedures.

Terms of Use

All Toronto Seniors Housing Corporation social media channels must post and abide by the Terms of Use, which are contained in the Social Media Procedure and posted on the corporation's external website.

Compliance and Monitoring

Toronto Seniors Housing Corporation reserves the right to monitor content posted on social media channels and to modify or remove any content that it deems, in its sole discretion, to be in contravention of Toronto Seniors Housing Corporation's policies or guidelines or relevant provincial and federal legislation, or that could be detrimental to the corporation's mission, vision, and values.

Toronto Seniors Housing Corporation reserves the right to take appropriate action to any incident on social media or non-adherence to this policy, which could include:

- Issuing a correction, apology, or other response;
- Deleting a comment or post;
- Decommissioning a social media account;
- Disciplinary action up to and including dismissal, in accordance with the collective agreement where relevant;
- Pursuing legal action where appropriate;
- Revoking social media access rights for an employee or employee(s);
- Alerting senior management and/or the Board of Directors;
- Developing recommendations to prevent similar incidents from re-occurring.

Governing and Applicable Legislation

- *Municipal Freedom of Information and Protection of Privacy Act*
- *Ontario Human Rights Code*
- *Canada Copyright Act*

Related Policies and Procedures

- Employee Code of Conduct Policy
- Media and Issues Protocol
- Computer, Internet and Email Policy
- Workplace Violence and Workplace Harassment Policy
- Records Management Policy
- Social Media Procedure

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:		New	Executive Leadership Team
[Revision #]		n/a	
Last review:		n/a	

Next Scheduled Review Date:

The proposed review period for this policy is every two years.

Item 20

Attachment 17

**Strategic Communications Policies
Translation and Interpretation Policy**

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Translation and Interpretation

Summary of Policy

This policy sets out Toronto Seniors Housing Corporation (TSHC)'s commitments to communicate to tenants in multiple languages to enable tenant participation and promote tenant communication.

Introduction

TSHC recognizes that the City of Toronto is made up of many peoples and cultures. TSHC is committed to providing an inclusive housing environment in which all individuals are equally valued and fairly treated.

TSHC recognizes that many tenants communicate in a language other than English. In addition to English, there are at least 13 commonly used languages to communicate in our communities. The *Housing Services Act* requires TSHC to provide translation and interpretation services for the French language where requested. TSHC provides translation/interpretation at the building, community and cross organizational level for at least 12 languages in addition to English and French.

This policy has been adapted from TCHC Translation and Interpretation Policy.

Purpose

The purpose of this policy is to enable tenant participation; maximize tenant understanding of matters affecting tenancy and their daily lives as tenants; provide clear direction to Toronto Seniors Housing Corporation staff regarding translation and interpretation; provide direction to other tenant facing translation and interpretation needs.

The policy helps to meet the goal of providing an inclusive housing and working environment, which is a commitment made in Toronto Seniors Housing Corporation's policy on Human Rights, Harassment and Fair Access.

This policy focuses on both translation of materials and interpretation services to tenants.

Application of Policy

This policy applies to:

- Rent Geared to Income and Market Rent Tenants;
- Direct and Contract Managed Communities;
- TSHC Contracts for service in which tenant engagement is required.

Definition

For the purposes of this policy, the following definitions have been taken from applicable legislation:

- Translation is changing one written language into another written language.
- Interpretation is changing the spoken word into another spoken language and is an interactive process.

Principles

Tenants require access to information that affects:

- the status of their tenancy in Toronto Seniors Housing Corporation,
- their daily lives as tenants,
- their ability to participate in decision-making processes that ultimately can affect their tenancy.

Policy statement

TSHC will use translation and interpretation services to promote tenant understanding and engagement to enable full participation for tenants in TSHC issues and activities.

Language Preference

TSHC will develop a methodology to collect and analyze the language of preference for TSHC tenants; Translation will be provided based on the identified needs of the target audience of the communication, which may include:

- The top languages of a building;
- Identified languages of a specific group, e.g. tenant representatives;
- Regional Managers will review the language preferences in the communities on a regular basis, at a minimum during the annual business planning process and share information with Communications team;
- When TSHC receives written communication in a language other than English, TSHC will have this communication translated and reply in the language

- of the tenant's choice;
- TSHC will ensure that a translation and/or interpretation strategy is incorporated into each communication plan and community engagement activity undertaken;
- TSHC will provide advance notice of meetings to ensure tenants requiring or requesting translation and/or interpretation services are able to do so in advance;
- Regional Managers will ensure that strategies for translation and interpretation are developed to meet the identified language preferences of tenant representatives;
- TSHC will provide interpreters at tenant meetings and other events where tenants and/or staff have identified the need for interpreters;
- Toronto Seniors Housing Corporation recognizes its obligation to provide communications regarding housing services in the French language as requested.

Translation of written communication

TSHC will normally translate the following types of written communication:

- Invitations to participate in consultation sessions, tenant election activities, and building meetings;
- Newsletters, information notices and other communication where the primary audience is tenants;
- Tenant Policies and Procedures;
- Tenant handbooks or similar information materials;
- Building signage in each building's top languages (e.g., laundry room instructions, fire exit procedures).

Toronto Seniors Housing Corporation will translate materials that affect tenants as described above. This includes, but is not limited to, materials such as:

- Contracts, Leases, Legal Notices, etc.
- Strategic plans

TSHC and Tenant Responsibilities

- Tenants will provide as much notice as possible, in advance of a meeting, to advise TSHC that they are requesting translation and/or interpretation services OR that they no longer require the requested translation and/or interpretation services.
- TSHC will make use of international symbols and

drawings to improve the communication with all language groups.

- Documents on corporation-wide issues will be translated into the languages that are needed.
- Toronto Seniors Housing Corporation staff will provide interpreter services for meetings or telephone conversations with individual tenants where tenancy issues are being discussed. Staff will also arrange for interpreter services where tenants are using the corporation's complaints procedure.

Standards

- TSHC will develop and communicate to stakeholders a set of standards to be applied to translation and interpretation services;
- TSHC will develop a pool of approved translators and interpreters and make it available to all staff.

Policy Review

This policy, and the costs associated with its usage, will be reviewed as part of the annual planning process.

Applicable Legislation and Reference Documents

The following legislation and reference documents apply:

- *Tenant Protection Act, 1997;*
- *Housing Services Act, 2011;*
- TSHC Community Management Plan (CMP);
- TSHC Human Rights, Harassment and Fair Access Policy.

Approvals

Approved by the TSHC Board of Directors, (Date).

Policy Contact

Corporate Communication Division

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Delegation of Authority Under MFIPPA**

Item #22

May 18, 2022

Report: BD: 2022-57

To: Board of Directors

From: Mary Tate

Date: May 18, 2022

PURPOSE: APPROVAL

PURPOSE:

To seek the Toronto Seniors Housing Corporation ("TSHC") Board of Directors ("Board") approval of a formal delegation of authority of the head's powers and duties under the *Municipal Freedom of Information and Protection of Privacy Act* ("MFIPPA") to the CEO to continue the effective and timely administration of TSHC's responsibilities under MFIPPA.

RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

1. That the Board, as the head of the institution pursuant to MFIPPA, delegate all the powers and duties of the head to the CEO, pursuant to section 49(1) of MFIPPA.

2. That the CEO is authorized to further delegate in writing the administration of MFIPPA requirements to designated staff members

REASONS FOR RECOMMENDATIONS:

TSHC is considered an institution that is governed by the provisions of MFIPPA. This legislation gives individuals the right to access information held by TSHC, including general records and records containing their own personal information, subject to very specific and limited exemptions. MFIPPA also provides individuals with the right to request a correction of their personal information and the opportunity to appeal an access decision to the Office of the Information and Privacy Commissioner of Ontario.

Under MFIPPA, the “head” of an institution is responsible for overseeing the administration of the institution’s obligations and for decisions made under the legislation. The head’s responsibilities pursuant to the legislation include:

- providing access decision in response to information requests;
- adhering to time limits and notification requirements for information requests;
- considering representations from third parties affected by requests;
- determining the method of disclosure of information;
- responding to requests for correction of personal information;
- calculating and collecting fees for information requests;

- where necessary, defending decisions made under MFIPPA at an appeal; and
- administering the privacy protection provisions of MFIPPA.

The head has additional responsibilities that include providing the Information and Privacy Commissioner with an annual report, maintaining personal information banks of all personal information under the institution's control, and preparing and making available descriptions of the institution's records to the public.

By default, the Board is deemed to be the head of the institution, unless it designates a Board member or Board committee to be the head. Section 49 (1) provides that a head's powers and duties may be formally delegated to an officer or officers of the institution. Although the powers of the head may be delegated, MFIPPA provides that the head remains accountable for the institution's obligations and decisions under the legislation.

With the launch and designation of TSHC as a corporation, it is recommended that the Board formalize the delegation of all powers and duties under MFIPPA to the CEO and authorize the CEO to further delegate the administration of MFIPPA requirements to designated staff members.

MFIPPA generally requires that a decision regarding a request for information be provided within 30 calendar days from the date of receipt. Given the volume of requests anticipated and the strict timelines of the legislation, it is practical and efficient for the CEO, with his role in handling all executive issues, to process requests, appeals and privacy complaints and

generally perform those duties required to ensure TSHC meets its obligations under MFIPPA.

It is common for institutions governed by MFIPPA to delegate the head's duties and powers to officers of the institution and employees under their direct supervision. Toronto City Council has delegated to the City Clerk its authority to administer access to records under MFIPPA, in consultation with the Corporate Access and Privacy Office and Legal Services. The Toronto Public Library Board has delegated authority to administer the provisions of MFIPPA to the City Librarian, and Ottawa Community Housing has designated a Privacy Officer to be responsible for compliance with all privacy legislation.

IMPLICATIONS AND RISKS:

The implementation of the above recommendation will help ensure TSHC's compliance with its statutory requirements under MFIPPA. The formal delegation of the head's duties and powers to the CEO will assist with TSHC's timely and effective responses to information requests and contribute to TSHC's commitment to transparency and accountability.

**Toronto Seniors Housing Corporation
Board of Directors Meeting
COMMUNICATIONS AND ENGAGEMENT REPORT**

Item #23

May 18, 2022

Report: BD: 2022-58

To: Board of Directors

From: Arlene Howells, Interim Communications & Stakeholder
Engagement Lead

Date: May 18, 2022

PURPOSE: FOR INFORMATION

REASON FOR RECOMMENDATION:

It is recommended that Board accepts this information update on communications and engagement. The report focuses on communications to support transition to operations, launch week activities and a general communications and engagement update.

For June 1 Transition to Operations

- **Tenant Guides** are in production in English and in translation for our top 13 language. English will be ready for June 1 delivery to each tenant's door with a **magnet that will have the new call centre and email address**. Digitally translated versions are expected to be ready for June 1 as well. Printed translated copies will be delivered as soon as they are ready. Each unit that has identified that their preference is for another one of our top 13 languages, will have that language delivered to their door by staff.

- **Posters** are in production and there will be TSHC posters on the bulletin boards on June 1. These will be provided to staff in advance so that they can be put onto the boards on June 1. Of note, some TCHC posters will remain as they support safety, security and COVID precautions.
- **Employee and tenant videos** are being shot on May 20 and will be posted to both the internet and intranet sites on June 1.
- **Employee Prelaunch Package** will be completed and ready for distribution by May 27. This would include important information about how to sign into the system, standard email footers and other pieces.
- As of May 16th, all **internet and intranet development** completed for this stage. There will be more development work in both sites as the work to update them will be ongoing.
- **Board photos** have been completed for those wishing to have new one done. Those will accompany bios on the new website.
- **Social media** plan developed. We have been posting weekly since the first week of May to build awareness, begin to gather followers and promote our presence with City partners and others. We will officially launch our social on June 1 and increase the frequency of our posts. Our website has our social media channels listed.
- We have created a **media holding statement** for June 1 to manage media requests that may come on that day. **Official media release** will not be sent until June 7.
- External **stakeholder letters** for vendors, partners, City Councillors and others are drafted and will be released for June 1.
- All **employee related collateral** will be delivered to them before the end of May.

Launch Week – June 7-10

- **Change of location** for June 7 requested by the Mayor's Office from 100 Cavell to 145 Strathmore Blvd. with Councillor Fletcher.

- 100 Cavell's **time has changed** from 2:30-3:30 to 10-11. Deputy Mayor Holyday will be on hand for the event. Councillor Grimes unable to attend.
- **Media release** drafted and with the City and Mayor's office for approvals and finalization. Media coverage expected for at least June 7.
- **Tenants notified** of launch events as of the week of May 9.
- Working to **secure tenant leaders** to speak at launch events with dignitaries.
- Board members please confirm which events you are able to attend.

General Communications & Engagement Update

- Continuing to provide reports to STAC at each of their meetings
- Working with Health Commons and SSLTC to bring forward materials for QTE Board Committee and Board presentations in June
- Coordinated media training, STAC introduction, Tenant Leader Handoff meeting with TCHC and TSHC for new CEO
- CEO launch videos to be recorded on Friday, May 20
- Working with TCHC on Emergency/Crisis Communications plan

**Toronto Seniors Housing Corporation
Board of Directors Meeting
The First 100 Day Priorities**

Item #23b

May 18, 2022

Report: BD: 2022-59

To: Board of Directors

From: Arlene Howells, Interim Communications & Stakeholder
Engagement Lead

Date: May 18, 2022

PURPOSE: RECOMMENDATION FOR APPROVAL

REASON FOR RECOMMENDATION:

It is recommended that the Board accepts The First 100 Day Priorities Report for approval.

Tenants, tenant leaders and Senior Tenants Advisory Committee (STAC) members were engaged to provide input on the Corporation's First 100-day priorities. The input was gathered through four focus groups and a survey completed in January and February of 2022. While it has been communicated that these priorities will take time to address, the Corporation wants to demonstrate its commitment to collect and act on tenant input as well as report on progress openly and transparently back to tenants. Reports will be shared with tenants via our website after being shared at the monthly Board meetings beginning in July 2022.

RECOMMENDATION:

It is recommended that the Board adopt the following resolution:

BE IT RESOLVED that the Board approve The First 100 Day Priorities Report developed to transparently share information with tenants on progress related to their priority areas of concern.

Attachment: First 100 Day Priorities Report

Item 23b

Attachment 1

First 100 Day Priorities Indicator Report

First 100 Day Priorities – Indicator Report

Progress Report on TSHC priorities for the First 100 Days

Early in 2022, tenants, tenant leaders and Senior Tenants Advisory Committee members were asked for advice. They provided their input on what they felt the priority areas for improvements should be for Toronto Seniors Housing Corporation as it begins operations on June 1, 2022. Below are the identified priorities.

We will be using this report to provide regular updates to both the Board and to tenants. ¹

¹ Currently reporting can only be done on items tracked in existing systems. We will work to improve reporting in the future as systems may change. Many of the areas identified for improvement have long-standing issues; therefore, some changes will take much longer than 100 days to address, others may move to our longer-term planning process.

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
Safety and Security Tenants want to feel safe in their homes and in their buildings.	Key Fob Access Tenants want only those with this type of key to have access to come into the building. Tenants believe that this will reduce unwanted visitors coming into their buildings.	Work can begin immediately Engage with Community Safety Unit (CSU) to request that they undertake an audit of all active key fobs within TSHC. Ensure that only current tenant and staff fobs are active and cancel all those that are inactive.	X #of buildings audited X# of fobs deactivated because people no longer live or work in one of our buildings	

Safety and Security	Improve Closed Circuit Television (CCTV) and lighting Tenants felt that this change was needed, particularly in hallways and entrances. Tenants feel that without this they are more vulnerable to intruders.	Work can begin immediately Work with CSU to create a schedule of Community Safety Audits which looks at both CCTV and lighting and broader security issues and resident concerns. Work with CSU to prioritize high needs buildings in the first 100 days. The Board will receive an action report to make sure that recommended changes are made.	By X date an audit schedule will be created By X date X audits to be completed Ensure that all recommendations are followed up within an appropriate timeframe	
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Safety and Security	Increase presence of evening and weekend security staff Tenants believe they would feel safer with a greater staff and security presence.	Work can begin immediately Provide the Board with a report on the cost for additional staffing and security. Use that input for decision-making on priority areas.	By X date provide Board report At X Board meeting seek to have a decision	
Communications with Staff	Empathy, Patience, Respect, Stronger People Skills, Knowledge of working with Seniors Tenants believe that staff skills need strengthening in these areas to better support the varying stages of aging for seniors.	Work already underway Provide staff training to improve skills in these areas	By X date X # of staff to receive training in X area Ongoing staff coaching	

Access to Supports and Services	In-Home Housekeeping, In- Unit Care, Personal Care, HealthCare Tenants identified that having access to his type of care in their unit or building would help them to better age in place.	Work can begin immediately Staff will support tenants through referrals to providers that support them in their ability to age in place	X # of referrals ² made	
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² Through our Integrated Service Model, we are able to provide referrals to support services such as these. To protect a tenant’s privacy, there is no communication between these service providers and Toronto Seniors Housing about how these services are used by an individual tenant or even service usage volume.

Community Development	<p>Social Gatherings, Group Activities and Interactions for Mental Health</p> <p>Tenants require social gathering spaces and activities to keep their body and minds active and connected to each other, their community and their building so that they are not so isolated. Many tenants are single and having these gatherings gives them a sense of belonging and community.</p>	<p>Workplan to be developed to support actions</p> <p>Create meaningful opportunities for tenants to be engaged in their communities, buildings.</p> <p>Work with existing tenant leaders to gather information on current tenant activities and share ideas across tenant leader group(s)</p>	<p>X # of tenant-led programs</p> <p>X # of agency-led programs</p> <p>X # of activities supported through funds identified for distribution to tenants (previously called Tenant Action Funds).</p> <p>TSHC needs to consider adoption of TCHC’s tenant distribution funds policy (recently approved)</p>	
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Community Development	Tenant Feedback Meetings Provide tenants with a means to share and raise concerns in their building and community and suggest changes	Workplan to be developed to support actions Work with tenant leaders to host tenant feedback meetings	# of meetings held with tenants and tenant leaders	
Community Development	Access to building space Tenants feel strongly that they should have access to space in their own buildings to do activities they wish to run. Tenants are concerned about being vulnerable to people from outside their building, particularly post-pandemic.	Work already underway to support Access to Building Space but workplans to be developed to review policies Review use of space policy with tenant input as a priority policy	# of consultations planned/ completed	

Tenancy Management	Onsite help with Rent Review Many tenants would like to have staff support in this area as it affects their ongoing tenancy	Work already underway This is a core function of the Seniors Services Coordinator Staff have received extensive training in the RGI process and its requirements.	# of outstanding rent reviews Decreased # of RGI loss of eligibility notices (due to non-return of annual review package) Staff interactions with tenants are not able to be tracked to this level of detail.	
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Tenancy Management	How to File Taxes Tenants would like to have tax clinics available to them, preferably onsite	Workplan to be developed to support actions Staff to put up information posters and work with local leaders to educate tenants on clinics that they can access	The first 100 days falls outside of tax filing season (Feb-April) so would remove from the 100 days reporting, but report on # of tax clinics arranged for onsite tenant access with proper use of space agreements for the 2023 tax season Referrals are not able to be tracked to this level of detail.	
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Tenancy Management	How to Apply for Pensions/ Government Application Tenants would like more information about these processes to help them better support themselves	Work already underway Staff to help tenants when applying for government assistance programs.	By x date provide front-line staff with knowledge and resources so they can help tenants with applications for government programs targeted for seniors	
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Item 24
Project Status and Risk Report
Placeholder
(to be delivered later)

Item 24
Attachment 1
Status and Risk Report
(to be delivered later)