Programs Administration

January 2013
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**Policy Intent:** To ensure that Boards of Directors of Community Housing Providers have complete and accurate information on vacancy loss and unit turnover, on a regular basis, to inform decision making.

To assist the Community Housing Provider and the Service Manager in preparing budgets, forecasting, analysis and addressing concerns regarding administration and compliance.

**Procedural Requirements:**
- On a monthly basis (or however frequently the board or board executive meets if less than monthly) the board should receive a report from property management that provides, at a minimum, the following information regarding each vacancy:
  - Notice to Vacate Date
  - Activity type (proper notice to vacate, improper, eviction or overhoused)
  - Date unit is vacated and re-occupied
  - Number of days vacant
  - Vacancy loss at full market value for the unit
  - Any arrears or other related charges
- In addition to the above information, the Region as Service Manager (through appointed Housing Co-ordinator), will request additional information on a quarterly basis including, unit number, primary resident name, unit size and unit type, Rent Geared-to-Income (RGI) or Market Status at move out/move in and name of new resident. At the Board’s discretion, this information can also form part of the report to the Board
- The required quarterly electronic reporting (as of March 31st, June 30th, Sept. 30th and Dec. 31st) will be as per the Unit Activity Reporting Form and is to be submitted to the Service Manager no later than 5 business days after the end of each quarter.
- Providers are encouraged to utilize the Unit Activity Reporting Form in the regular reporting to the board (‘hiding’ columns where appropriate) to minimize administrative requirements and ensure confidentiality.
- This form (for the reporting fiscal year and intended to be cumulative for the fiscal year) will also be required to be submitted with the Annual Information Return and Audited Financial Statements and may also be requested at any time throughout the year to assist the Service Manager in completing a review, understanding issues facing the provider or to collect information to inform decision making.

**Documentation Requirements:**
Monthly Unit Activity Reporting Form; Annual Information Return (AIR)

See Also: HSA Sec 81; PA 3.2 Reporting Requirements — Arrears; PA 3.3 Reporting Requirements – Note Disclosures for Reporting Vacancy Loss; PA 3.4 Reporting Requirements 5 Year Capital Plan
Policy Intent: To ensure that Boards of Directors of Community Housing Providers have complete and accurate information on current and former resident arrears, on a regular basis, to inform decision making.

To assist the Community Housing Provider and the Service Manager in preparing budgets, forecasting, analysis and addressing concerns regarding administration and compliance.

Procedural Requirements:
- On a monthly basis (or however frequently the board or board executive meets if less than monthly) the board (or delegated executive committee of the Board) should receive a report from property management that provides, at a minimum, the following information regarding arrears:
  - Current arrears (in dollars and months)
  - If a payment plan is in place
  - Former Tenant/Member arrears
  - Other outstanding charges owing
  - Current rent/housing charge of household in arrears
- The Service Manager (through Housing Co-ordinators) requires quarterly reporting (as of March 31\textsuperscript{st}, June 30\textsuperscript{th}, Sept. 30\textsuperscript{th} and Dec. 31\textsuperscript{st}) of the above noted information. Reports are to be submitted to the Service Manager no later than 5 business days after the end of each quarter.

Documentation Requirements:
Annual Information Return (AIR)

See Also: HSA Sec 81; PA 3.1 Reporting Requirements – Unit Activity; PA 3.3 Reporting Requirements – Note Disclosures for Reporting Vacancy Loss; PA 3.4 Reporting Requirements – 5 Year Capital Plan
**Policy Intent:** To assist housing providers in accounting for vacant Market and Rent Geared-to-Income (RGI) units. This information is to be reported as a note disclosure to the audited financial statements.

**BACKGROUND**

The filling of vacant units is the responsibility of the housing provider’s staff/property management company. The staff/property management reports monthly to the Board of Directors on the status of vacant units. In addition, the staff/property management company informs the corporation on the number of RGI and market units available for occupancy. It is important that a process to account for vacancy loss in all units be implemented, since funding of RGI units is provided by the Region. The non-profits/cooperatives are responsible for market vacancy loss through the funding model.

Below is a chart demonstrating the note disclosure format prepared by your auditor for the audited financial statements along with an example of the required journal entries to record the monthly vacancy loss.

**Reporting Vacancy Losses**

**Vacancy Losses as Note Disclosure on Audited Financial Statements:**

<table>
<thead>
<tr>
<th>Note XX</th>
<th>Occupancy/rental charges</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RGI</td>
<td>Units</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>Market</td>
<td>Units</td>
<td>Total</td>
</tr>
<tr>
<td>A</td>
<td>90,310</td>
<td>A</td>
<td>468,987</td>
</tr>
<tr>
<td>B</td>
<td>(70,716)</td>
<td>B</td>
<td>0</td>
</tr>
<tr>
<td>C</td>
<td>(2,522)</td>
<td>C</td>
<td>(2,000)</td>
</tr>
<tr>
<td>D</td>
<td>17,072</td>
<td>D</td>
<td>466,987</td>
</tr>
</tbody>
</table>

**A** - Gross Rent Geared-to-Income charges to be reported on line 301 of AIR
B - Rent Geared-to-income subsidy used to be reported on line 302 of AIR
C - RGI vacancy loss to be reported on line 303 of AIR
D - Market Gross Rental Charges are to be reported on line 306 of Annual Information Return "AIR"
E - Market vacancy loss to be reported on line 307 of the AIR

Example of recording vacancy losses:

Number of units: 2 market units, (1 occupied and 1 vacant)
2 RGI units, (1 occupied and 1 vacant)
Monthly market rental charge $600
Monthly GI rental charge $400

Record Market Occupancy Charge and Vacancy Loss

(1) Journal Entry - Unit Occupied
Accounts Receivable 600
Gross Market rental Charge (600)

(2) Journal Entry - Vacant unit
Vacancy loss – market 600
Gross Market rental charge (600)

Record GI Rental Charge and Vacancy Loss

(3) Journal Entry - Unit Occupied
Accounts Receivable 400
Gross Market rental charge (600)
Subsidy Allocated/Used 200

(4) Journal Entry - Vacant unit
Vacancy loss – GI 600
Gross Market rental charge (600)
Subsidy Allocated/Used 0

<table>
<thead>
<tr>
<th>Accounts Rec.</th>
<th>Gross Market Charges</th>
<th>Subsidy Allocated/Used</th>
<th>RGI Vacancy Loss</th>
<th>Market Vacancy Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 600</td>
<td>600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 600</td>
<td></td>
<td></td>
<td></td>
<td>600</td>
</tr>
<tr>
<td>3 400</td>
<td>600</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 CR</td>
<td>DR</td>
<td>DR</td>
<td>600</td>
<td>600</td>
</tr>
</tbody>
</table>

$1000 Total $2400 $200 $600 $600

Documentation Requirements:

Annual Information Return (AIR)

See Also: HSA Sec 81; PA 3.1 Reporting Requirements – Unit Activity; PA 3.2 Reporting Requirements – Arrears; PA 3.4 Reporting Requirements – 5 Year Capital Plan
Policy Intent: To ensure that Boards of Directors of Community Housing Providers review and plan annually for capital work. To assist the Community Housing Provider and the Service Manager in forecasting, analysis and addressing capital repair needs.

Procedural Requirements:

Housing providers are required to submit a 5 year capital plan along with their Annual Subsidy Entitlement (ASE), if program requires.

The process is as follows:

1. The Region of Waterloo’s Finance Department will send a 5 Year Capital Plan template to the housing providers at least 150 days or five months prior to the beginning of the provider’s next fiscal year.

2. The Board and provider staff will review the most recent Building Condition Audit, capital work completed or planned for the current fiscal year and previous 5 Year Capital Plan. Housing staff are available to assist with the process.

3. The housing provider will complete the template and return it to the Region of Waterloo’s Finance Department in an electronic format at least 90 days or three months prior to the commencement of the provider’s next fiscal year along with the Annual Subsidy Entitlement form (if program requires).

4. The Region of Waterloo’s Housing Division and Finance Department will review the Plan and provide written feedback to the housing provider within 30 business days.

5. The Plan should be used as a planning tool during the fiscal year to complete priority capital work.

Documentation Requirements:

5 Year Capital Plan Template
Building Condition Audit
Annual Information Return

See Also: HSA Sec 81; O. Reg. 367/11 Sec 100; PA 3.1 Reporting Requirements – Unit Activity; PA 3.2 Reporting Requirements – Arrears; PA 3.3 Reporting Requirements – Note Disclosures for Reporting Vacancy Loss
Policy Intent: To ensure that Boards of Directors of Community Housing Providers have incorporated into their annual planning cycle an opportunity to review the training needs for volunteers (including Board), staff and members of housing co-operatives and succession planning for the Board of Directors.

Procedural Requirements:

The Housing Services Act (HSA) and Regulations require housing providers to prepare and implement training plans for staff, volunteers and members (in the case of Co-operatives) and a succession plans for the Board of Directors. To address this requirement, the Board of Directors shall;

1. Annually, during preparation of the operating and capital budgets, review, evaluate and amend previous plans as necessary.

2. Training Plans should:
   a. identify areas of concern/weakness through
      i. the Annual Information Return
      ii. issues managed through Board meetings
      iii. input from staff
      iv. input from residents
      v. input from Housing Co-ordinator
   b. Consider the indicators in the Housing Providers Performance Standards Matrix and Risk Assessment tool
   c. Prioritize the areas of concern/weakness
   d. Review current skills and knowledge of Board and staff to address the concerns/weakness
   e. Prioritize training plans to focus on areas of concern where an increase in skills and knowledge is necessary/desired
   f. Include a frequency and format that suits the needs of the provider and addresses a number of the high priority areas of concerns/weakness
   g. Include resources and materials available from the housing sector and Service Manager to support the preparation and implementation of the plans
   h. Include an evaluation of training provided and recommendations for amendments
   i. Consider making recommendations to other providers or Service Managers for successful training
j. Consider collaborating with other providers who may have similar training needs.

k. Include timeframes for implementation/delivery of training

l. A similar process should be followed in case of training requirements for co-operative housing members

3. Succession Plans should:

a. Provide for a regular review of policies and by-laws that govern election/appointment and terms of directors and officers of the corporation, to ensure the needs of the corporation are being met

b. Consider training needs indentified in training plan process

c. Identify desired skills and knowledge to ensure a well rounded Board of Directors

d. Compare skills and knowledge set of current directors, to areas identified as desired (in c. above).

e. Implement a recruitment strategy that is broad and varied enough to attract board members with the desired skills that are not being currently met

f. In the case of a housing co-operative, identify and actively address areas within the Board responsibilities and required skill set which may require additional training and/or support

4. Approve both the training and succession plans and provide copies to the Region of Waterloo for comment, along with the annual submission of the Annual Information Return, Audited financial statements and 5 year capital plan.

Documentation Requirements:

Board Plan

See Also: HSA Sec 69 (5); O.Reg. 367/11 Sec 87
4.1 Conflict of Interest
4.2 Minimum Number of Board Meetings
4.3 Remuneration of Board Members/Directors
4.4 Property Management Procurement and Contracts
4.5 Leases and Occupancy Agreements
Title: CONFLICT OF INTEREST POLICY

Activity Area: PROGRAM ADMINISTRATION

**Policy Intent:** To identify Conflict of Interest situations for Housing Provider directors, officers, agents or employees and determine the appropriate action to be taken when a conflict of interest is identified.

**Policy:** A director, officer, agent or employee of the housing provider shall not enter into any situation, arrangement or agreement which results in a conflict of interest.

**Determining Conflict of Interest:**
A conflict of interest exists if any of the following situations occur:

- The personal or business interests of a director, officer, agent or employee of a housing provider are in conflict with the interests of the housing provider.
- A personal gain, benefit, advantage or privilege is directly or indirectly given to or received by a director, officer, agent or employee of a housing provider or a person related to one of them as a result of a decision by the housing provider.

**Operational Considerations:**
- Directors, officers, agents and employees of the housing provider must notify the chair of the board of directors of the housing provider of every potential or actual conflict of interest no later than the first meeting of the board after the director, officer, agent or employee becomes aware that he or she has entered into a situation, arrangement or agreement that results in or may result in a conflict of interest.
- The board of directors shall consider the notice no later than the second meeting of the board after the notice is given and consideration of the notice must be reflected in the minutes of the meeting.
- The chair of the board shall notify the service manager in writing of the receipt of every notice and the board of directors shall resolve every conflict of interest or potential conflict of interest to the satisfaction of the service manager.

**Exceptions**
- A director, officer, agent or employee or a person related to one of them may directly or indirectly receive a gain, benefit, advantage, privilege or remuneration from the housing provider if all of the following conditions are satisfied:
  - A notice of the conflict of interest or potential conflict of interest is given, and;
The service manager agrees that there is no reasonable alternative for the housing provider other than entering into the situation, arrangement or agreement that results in or may result in the conflict of interest.

Definitions

- For the purposes of this section, a person related to a director, officer, agent or employee includes a parent, spouse, child, household member, sibling, uncle, aunt, nephew, niece, mother-in-law, father-in-law sister-in-law, brother-in-law or grandparent, or a person with whom the director, officer, agent or employee has a business relationship.
- “child”, in relation to an individual, means a child of the individual born within or outside marriage (unless that child has been adopted by one or more other individuals in Ontario or according to the law of another jurisdiction), a child adopted by the individual in Ontario or according to the law of another jurisdiction, and a child whom the individual has demonstrated a settled intention to treat as a child of his or her family, but does not include a child placed in the individual’s home as a foster child for consideration by another person having lawful custody; (“enfant”)
- “parent”, in relation to an individual, means a natural parent of the individual (unless the individual has been adopted by one or more other persons in Ontario or according to the law of another jurisdiction), an adoptive parent of the individual who has adopted the individual in Ontario or according to the law of another jurisdiction, and a person who has demonstrated a settled intention to treat the individual as a child of his or her family, but does not include a person in whose home the individual has been placed as a foster child for consideration by another person having lawful custody; (“père ou mere”)
- “spouse”, in relation to a person, means,
  - (a) an individual who, together with the person, has advised the housing provider that the individual and the person are spouses, or
  - (b) an individual who is residing in the same dwelling place as the person, if the social and familial aspects of the relationship between the individual and the person amount to cohabitation and,
    - (i) the individual is providing financial support to the person,
    - (ii) the person is providing financial support to the individual, or
    - (iii) the individual and the person have a mutual agreement or arrangement regarding their financial affairs. (“conjoint”)

Documentation Requirements:
- Templates available from the Region

See Also: HSA Sec 75(2); O.Reg. 367/11 Sec 100
Policy Intent: To establish a minimum annual requirement for Board meetings.

Policy: Housing Providers must develop a policy/procedure/by-law that requires the Board to meet a minimum of six times per year, or more frequently, in order to fulfill its obligations and to carry on business in the normal course. Multi-service agencies minimum to be set at four meetings.

Operational Considerations: Board meeting policies/procedure/by-law should consider the annual review of:
- Related policies, procedures and/or by-laws
- Whether the Board is meeting frequently enough to fulfill it’s obligations
- Time, day and place for holding Board meetings
- Quorum for Board meetings

Documentation Requirements:
- Templates available from the Region

See Also: HSA Sec 75(2); O.Reg. 367/11 Sec 100
**Title:** REMUNERATION OF BOARD MEMBERS/DIRECTORS

**Activity Area:** PROGRAM ADMINISTRATION

**Policy Intent:** To establish criteria for the remuneration of directors.

**Policy:**
Housing Providers shall not remunerate its directors unless it is to reimburse the director for *pre-approved out of pocket* expenses incurred in the performance of the director's duties as a director of the housing provider. By way of example, *pre-approved out of pocket* expenses include gas, meals if out of town on business, and parking.

**Operational Considerations:**
Housing Providers should have a policy (typically the Spending Policy or By-law) which sets out the terms and conditions for Director reimbursement, approval process, reimbursement process, limits and address remedies for breeches of the policies.

**Documentation Requirements:**
- Templates available from the Region

**See Also:** HSA Sec 75(2); O.Reg. 367/11 Sec 100
Title: PROPERTY MANAGEMENT PROCUREMENT AND CONTRACTS

Activity Area: PROGRAM ADMINISTRATION

Policy Intent: To establish requirements for property management contracts and procurement processes, for both the Property Management Company Model and the Direct Service Model.

Policy:

Property Management Model

Contracts

Housing Providers must develop contracts for property management services that must:
- Not exceed a term of three years.
- Not be renewable
- Be capable of termination by the housing provider on 60 days written notice any time during the term of the contract and on 30 days written notice of the termination is for breach of the contract, unless the parties to the contract agree to shorter notice periods.
- Specifically identify and describe the nature of the goods and services provided under the contract and the consideration to be paid by the housing provider.
- Be non-assignable.
- Include a clause requiring the property management service to give notice to the housing provider of any change in control of their company.

Procurements

To ensure an open and competitive process to hire a Property Management Company, housing providers must:
- Approve committee responsible for conducting the procurement process with specific direction from the board regarding process and final approval
- Utilize a complete Request for Proposals (RFP) document and post and distribute broadly, including sector websites and to known property management firms. (Region template available)
• Utilize a pre-approved evaluation tool that assesses the needs of the provider (for example, confirm required accounting software, hours of services required on site, use of preferred vendors, emergency services)

**Direct Employee Service Model**

Housing Providers must develop employment contracts for direct services that must:
- Approved by legal council for the provider and/or meet HR legislation
- Address at a minimum:
  - Duties
  - Supervision responsibilities
  - Hours of works
  - Salary and increases process
  - Vacation, holidays, sick days
  - Reimbursement of expenses
  - Reporting structure
  - Confidentiality
  - Performance review
  - Grievance procedure
  - Termination of employment terms
  - Amendments to contract

**Procurements**

Housing Providers must establish and follow open and competitive practices in hiring its employees.

The Board must first confirm:
- An approved job description or an approved contract
- Identify primary skills and experience necessary to perform the role
- A range of rate of pay and benefits in line with local industry standards
- Determine the financial and other technologies required to manage the property (Simply Accounting, Quick Books, Newviews, HM Works)

Following this, the Board must:
- Approve a committee responsible for hiring
- Approve the process to select the most appropriate candidate able to fulfill all the requirements of the job description
  - Interview panel
  - Form and number of interviews
  - Pre-determined questions addressing the skills and abilities required to provide services and address identified area
  - Evaluation criteria
  - Selection approval process
**Exceptions:**
Housing providers are not required to follow open and competitive practices in retaining persons to provide property management services if the service manager is satisfied that open and competitive practices are not appropriate in the circumstances in order for the housing provider to obtain a reasonable level of property management services at a reasonable cost.

**Documentation Requirements:**
- Templates available from the Region

**See Also:**  HSA Sec 75(2); O.Reg. 367/11 Sec 100
Policy Intent: To define the terms and content of Housing Provider Leases and Occupancy Agreements.

Policy:

Every housing provider and every household that rents or occupies a rent-geared-to-income unit in the housing provider’s housing site shall enter into a lease or, in the case of a co-operative housing unit, an occupancy agreement that meets the following requirements:

- In the case of a lease, the term of the lease must not exceed one year.
- The lease or agreement must specify the amount of rent that would be payable if the unit were a market unit, the amount of geared-to-income rent payable for one month by the household as determined by the service manager (or their delegate), and all other charges that the housing provider may impose under this Regulation or the Residential Tenancies Act, 2006.

The lease or agreement must:

- restrict the occupancy of the unit to the members of the household at the time the lease or agreement is entered into and any additional persons whose occupation of the unit is agreed to subsequently by the housing provider,
- require the household to advise the housing provider of any persons who cease to occupy the unit or commence to occupy the unit after the lease or agreement is executed, and
- prohibit the assignment of the lease or the agreement, as the case may be, and prohibit the household from renting or subletting the unit to any person.

The lease or agreement must provide that the amount of the geared-to-income rent payable by the household for the unit is subject to change if the household’s financial circumstances change to such an extent that the service manager (or their delegate) determines that the amount of the geared-to-income rent payable by the household should change or that the household is no longer eligible for rent-geared-to-income assistance due to legislation changes or maximum rent is amended by Rent Control Guidelines.

The lease or agreement must be executed by every individual:

- whose income is taken into consideration in determining the amount of rent payable by the household, or
- who is a member of the household and at least 18 years of age, if the service manager (or their delegate) so requires.

A housing provider shall establish rules for the temporary accommodation of guests in its rent-geared-to-income units and shall provide a copy of the rules in either written or electronic format to the service manager and to the households residing in those units.

Documentation Requirements:

- Templates available from the Region

See Also: HSA Sec 75(2); O.Reg. 367/11 Sec 100
1. **Mandate**

   As Service Manager, the Region of Waterloo is required to have a system for dealing with reviews requested under the Housing Services Act (the Act). The mandate of the “Community Housing Review System” is to fulfill this obligation to:
   a. review eligible requests from applicants for housing or households currently living in community housing subject to the Act
   b. make a decision regarding the request and
   c. communicate that decision to the person(s) requesting the review and any applicable Community Housing Provider

2. **Decisions Subject to a Review** – the only decisions that will be subject to a review are those identified in Section 156 of the Act.

3. **Duties and Responsibilities** – to administer the Community Housing Review System in accordance with the Act, related regulations and all polices and procedures established by the Service Manager.

4. **Selection of membership**

   a. The Service Manager will complete an Expression of Interest process, to all Community Housing Providers, Board members and staff to submit an application for appointment. The application process will include a resolution from the Board of Directors confirming the endorsement of an applicant(s).
   b. Applicants must be able to commit to attending mandatory training and attending scheduled Review System meetings.
   c. Applicants/Housing Provider must be in good standing, and remain in good standing through the term, with the Service Manager (no outstanding or unresolved concerns).
   d. Must comply with O. Reg. 367/11 s. 138

5. **Membership selection** will be made by the Commissioner, Planning, Housing and Community Services or their delegate

6. **Membership**

   e. Membership will include
      i. Housing Programs (1)
      ii. CHAC (1)
      iii. AAHP (1)
iv. WRH (1)

v. Community Housing Providers (3)

f. Chair and Administrator – The Region of Waterloo staff will act as chair and administrators for this committee, duties would include coordinating meeting dates, locations, scheduling review participants, serving required notice of decisions, tracking requests and outcomes. The Chair will not form part of the decision making process and simple act in a resource and administrative capacity.

7. Resignation/Termination and Replacement of Membership
   a. When a member resigns from the Review Body, the Service Manager may replace that member, through the end of the current term, with another applicant from an Expression of Interest process.
   b. When a member ceases to be “in good standing” with the Service Manager, they will be deemed to have resigned from the Review Body. The Service manager will notify the member in writing and replace the position as noted in 7 (a),

8. Terms
   g. Members are appointed for 1 year
   h. Members may serve a maximum of 3 consecutive years

9. Remuneration
   Committee Members shall serve without remuneration, however travel and parking costs will be reimbursed in accordance with Regional Policies.

10. Committee procedures and operations
    i. Chair – The Chair will facilitate the meetings
    j. Materials – Materials for the review will not be circulated prior to the meeting and are consider confidential, time will be allowed within each schedule to review the documents.
    k. Meetings – Meetings will be held monthly, an advance schedule of up to 12 months will be provided
    l. Quorum – Quorum to hold a meeting will be 3 members, excluding the Chair
    m. Decision making – if a consensus can not be reached, decision by majority present

11. Participation in decision making
    Review System members must maintain adequate separation from the original decision making process or excuse themselves from a review where separation can not be assured. They must be knowledgeable of the Act, its regulation and any related polices and procedures relevant to the decision being made and able to apply them accordingly. Comply with section 138 of O. Reg 367/11

12. Conflict of Interest
    Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial or personal interest could be in conflict with the Region
is obliged to disclose same at the meeting. Members will not participate in any discussion or recommendations in which their family has any financial or personal interest except in common with other residents of the municipality.

See Also: HSA, s. 155-159; O. Reg 367/11, s. 138, 139; CA 9 Community Housing Review System – Waiting List Reviews; RGI 11 Community Housing Review System – Decisions by Housing Providers
Forms

Section 6

i. Monthly Unit Activity Reporting Form