

Created By:
Dr. Abe Oudshoorn, Dr. Carrie Marshall,
Dr. Deanna Befus, & Colleen Parsons

A guide to **integrating affordable housing** options into services traditionally focused on emergency shelter

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Preface

Private rooms within buildings that primarily offer emergency shelter space provide an alternative for Residents that shifts their living situation from shelter to housing.

These offerings can range from transitional housing, to permanent housing, to permanent housing with supports.

Depending on design and policy, these can offer individuals a stepping stone towards their housing of choice or can serve as permanent housing for people who may have had challenges in maintaining rental housing in the past.

This report is developed out of a research study that engaged Residents of private rooms and emergency shelter dorms. Ultimately, Residents of private rooms in this study highlighted several reasons why these spaces are preferable to emergency shelter dorms: privacy, safety, peacefulness, and having space for personal items. That said, private rooms can also feel like a compromise over market housing depending on the design and policies. Concerns about private rooms in our research included: rules that restrict personal freedoms, high cost for limited space, frequent interactions throughout the building with persons experiencing mental health or addiction challenges, and time-

limited lengths of stay. This guide is only a first step in beginning to critically unpack models for new housing options within existing services.

The **purpose** of this guide is to support Organizations wishing to offer private rooms within their existing spaces. This guide will both assist you in considering key questions to help you organize your services as well as provide you with practical resources and policies to move from concept to action.

This guide draws heavily from the process in place at The Salvation Army Centre of Hope (CoH) in London, Ontario as of August, 2019. Therefore, there are likely other models of supportive housing being co-located with emergency shelters that can offer further evolutions to future services. What we have done herein is an adaptation of one model, keeping elements that have been working well and shifting other elements based on the recommendations of our research participants. It is particularly of note that private rooms at the CoH are considered transitional housing and stays are restricted to 364 days, so what we evaluated was supportive housing versus permanent supportive housing.

This guide provides the following resources:

1. Practical considerations around design and integration into physical spaces.
2. Processes for administering private rooms.
3. Policies to support the delivery of private rooms

Private Room Design & Physical Integration

Private rooms should have **physical separation** from other services within the Organization. This might include being on a separate floor within a multi-level building or having independent entrances. Key-carded elevators can ensure privacy for Residents within a multi-floor building. This separation allows private rooms to feel more like a home environment if the hallways are restricted to access by non-residents. This has implications around access by visitors, which is discussed further below.

Additionally, using a **gender-based approach**, there should be provisions for those who identify as female to have physical separation should they wish. This might be accomplished by having a co-ed and a women's floor or units with private entrances. Due to the intersecting marginalities of women who are exiting homelessness, safety by design is a best practice.

In terms of physical services, any floor or unit of a facility dedicated to private rooms should have **designated access** to laundry and cleaning facilities. To support social integration, a common area, with seating and other potential amenities, should be accessible for all Residents on that floor. Within our study site, an outdoor patio accessible only to Residents of the private rooms was a valued space, allowing for maintained privacy when going outside for fresh air.

Within the rooms themselves, minimum amenities should include a window, a bed with linens provided, a desk with a chair and shelving, and a private bathroom, including a shower, sink and toilet. While Resident supports are discussed further below, a valued support is **access to basic necessities** at least upon move-in, such as toiletries.

While **rooms size** can be minimal, our study site rooms were approximately 125 square feet. It is worth considering accessibility and having as many rooms as possible meet accessibility standards so that Residents are not forced to move should they encounter changes in accessibility needs.

Wall colour may determine how well security cameras identify images (should your Organization decide to add this feature). For instance, white or off-white painted walls have better visibility when viewing footage from the cameras versus multi-coloured painted walls with graphics.

Points of consideration

1. Bathing facilities are an important consideration in terms of accessibility that have a significant impact on space.
2. Temperature controlled units may create a more enjoyable environment for Residents.
3. Appliances (e.g., mini fridge, coffee maker, television) can increase the quality of the Resident experience should they be available.

Staffing Roles

Ideally, the shelter will have a team of dedicated Staff members that perform various duties in accordance with the standards, policies and procedures of the private rooms. Recognizing that individuals exiting homelessness may have higher than average health and social support needs, adequate staffing can improve the likelihood of a positive Resident experience. At the same time, many processes involved in administering private rooms can be integrated within broader Organizational staffing roles. For example, the intake process can be facilitated by Front Desk Staff or Intake Workers who work across all programs of an Organization.

Program Manager

The Manager is responsible for all aspects of program operations and service delivery. Program delivery is executed in accordance with the best practices of the Organization's policies and procedures, Shelter standards, and, more broadly, within the social sector.

Other service responsibilities can include:

- Adherence to and enforcement of all legislation, policies and procedures affecting the workplace
- Maintaining open, effective and timely communication with all stakeholders
- Managing all external referrals for private room accommodations
- Supervising the intake, assessment and case management process
- Assisting with landlord recruitment, mediation and advocacy
- Managing residency terminations, property restrictions and other Resident limitations
- Overseeing private room tracking, Resident and Staff complaints, and serious occurrence incidents
- Supervising the Housing Case Worker and other shelter departments to ensure policy and standards are being followed

Housing Caseworker

Ideally, at least one Staff member is designated to oversee the residency of the private room tenancies and is delegated to this task alone. This includes prioritizing new Residents awaiting a private room and Residents currently living in a private room.

Other service responsibilities can include:

- Assessing the behaviours of Residents, completing occupancy agreements, managing the waitlist for private room applicants, completing intakes, addressing health and safety concerns, arranging and executing Resident meetings, engaging Residents in housing conversations, establishing housing support plans, and completing restrictions and terminations
- Collaborating with other community agencies to facilitate the delivery of additional support for Residents where/when needed or requested
- Ensuring the safety and security of Residents are addressed in a timely manner
- Assisting in completing wellness checks as time permits
- Managing tracking forms for other Staff and Residents

Maintenance Worker

Performs a number of minor repairs and duties in a variety of trade areas such as electrical, carpentry, plumbing and painting. This includes reporting safety concerns and major repair issues (e.g. furniture and light fixtures).

Other service responsibilities can include:

- Completing service requests and preventive maintenance in a timely manner
- Performing pre-move out inspections
- Repairing and maintaining all electrical, plumbing, HVAC systems and service equipment
- Performing carpentry work and painting interiors and exteriors as needed
- Ensuring outstanding property upkeep and pristine curb appeal at all times, including picking up and disposing of trash or litter
- Responding to and reporting accidents or emergency situations

Housekeeper

The primary role for the Housekeeper is to keep the premises safe and clean and comply with health and safety standards established by the Organization.

Other service responsibilities can include:

- Ensuring that resident's belongings are safely stored, retrieved and catalogued in accordance with procedures
- Ensuring all equipment is cleaned and maintained on a regular basis
- Ensuring that bed bug checks are completed
- Completing bagging and tagging procedures where required
- Promptly reporting any damage to the property or equipment

Security Guard

To ensure the safety and security of all residents, visitors and staff within the Organization.

Other service responsibilities can include:

- Completing regular and routine checks for possible security and fire obstructions throughout the building (interior and exterior)
- Visiting each floor and completing wellness and security checks when required
- Patrolling the premises on foot and looking for unusual incidents, unsecured doors, windows or any other unusual occurrence which may lead to the loss or damage to a person, property or equipment
- Ensuring that only authorized persons are admitted to assigned areas of the building
- Ensuring all surveillance equipment is in good working order
- Being familiar with emergency response policies and responding to emergency calls and situations accordingly

Intake Process

When an individual enters the emergency shelter and asks about renting a private room, a basic eligibility assessment should be performed by Front Desk Staff. This entails a Shelter Staff, upon intake, assessing for any current service restrictions or a previous termination of tenancy at the Organization and the level of support the individual requires (it may be deemed beyond the capacity of the Organization to support an individual with high support needs). Should they be deemed to be potentially eligible, a referral should be made to the Housing Case Worker. The Housing Case Worker will then follow up with the potential Resident and explain the intake process and further assess the eligibility of residency with the individual (see a complete list of eligibility requirements on page 9). The individual is then placed on a waitlist (see Figure 1) that is managed by the Housing Case Worker, assuming that eligibility requirements have been met. The individual should be informed of their position on the waitlist if requested, ideally this information should also be made available to Front Desk Staff.

Figure 1: Waitlist Form (Sample)

Name	Request Date	Income	Reason/Other Information
e.g., John Smith	##	ODSP	<ul style="list-style-type: none">· Hospital request· Accessible unit required· Awaiting long-term, supported living accommodations
e.g., Jane Doe	##	OW	<ul style="list-style-type: none">· Self-referral· Support with housing placement goals

Points of Consideration

Do you want your waitlist to include prioritization or is it simply chronological once individuals have met eligibility criteria? A chronological waitlist is simpler to manage and reduces the processes involved; however, it can also execute a slower response to referrals from other Organizations, which can affect collaborative relationships.

Special Intake Considerations

It is important for each individual, that has requested a private room with the Organization, not be provided with an absolute guarantee that they will obtain residency in a private room once added to the waitlist. Firstly, if it is found that an individual on the waitlist is being supported by another housing agency within the community, it would be beneficial for the individual to continue their housing placement goals with that agency, and Staff should consult further with said housing agency. Secondly, it is a best practice for the Organization and their Staff to assess

an individual's behaviour and support needs within a given time period before moving someone into a private room (this time period can be decided upon by the Organization itself). In this scenario, Staff ought to be aware and cognisant of the environment of the Organization. If the Program Manager and their Staffing team decide that an individual on the waitlist poses a threat or serious concern to other Residents presently residing in the private rooms during their stay in shelter, then it could be decided that the individual's eligibility be denied.

Private Room Eligibility Requirements

There are a number of factors that should be considered before a Resident is assigned to a private room, which include (see [Appendix A](#) for a sample Policy Form):



Living Communally

Residents should demonstrate the promotion of safety, community inclusion and respect for others.



Health Concerns & Personal Care

Can the Resident take care of themselves? Exceptions can be made if an outreach team and/or other support worker(s) are involved in meeting their daily needs (e.g., housing stability worker, personal support worker, community health nurse).



Rules & Regulations

It is important for Residents to understand and follow the outlined rules and guidelines that they have signed within the Occupancy Agreement (see [Appendix B](#)).



Ability to meet Financial Gains

A Resident must show proof that they are adequately able to pay board and lodging on a monthly basis.

Note

In the Organizational site used to develop this practice guide, the rooms were 'transitional' versus permanent, meaning that stays could be no longer than 364 days. In that context, an additional requirement was for Residents to demonstrate active housing searches. This, of course, would not be a requirement in sites where private rooms are permanent. Permanency would be our recommendation of a best practice.

Points of Consideration

If private rooms in buildings are primarily focused on whether emergency shelters are going to fill the gap in affordable housing in communities, they need to be permanent apartments rather than transitional. However, permanent housing involves the Landlord and Tenant Act (or regional equivalents) and this can create significant complications for the provider. This consideration is one of the most important to be made and affects many other aspects of program design

Necessary Paperwork

The next step after assessing for Resident eligibility is ensuring that the individual is ready to move into a room as quickly as possible once it is available. To support this, paperwork associated with renting a home should be done in advance, a process often referred to as “**paper readiness.**” This ensures that rooms remain vacant for as short of time as possible after a former Resident moves out. “Paper ready” in this context means the completion of:



Intent to Rent a Form An Intent to rent form should be completed and sent to the financial institution of which the individual seeks assistance with (e.g., Ontario Works, Canadian Pension Plan, Old Age Security, or Ontario Disability Support Program (see [Appendix C](#)). If the individual is employed this form should still be completed as it is a best practice for Organizations.



Letter of Residency A letter should be provided to individuals confirming the responsibility of paying a specified amount for board and lodge on a monthly basis (see [Appendix D](#)).



Occupancy Agreement All individuals moving into a private room need to meet with Staff to review the Resident’s obligations and sign an Occupancy Agreement. This should be done prior to moving into the private room. Full details on the components of an Occupancy Agreement and recommended text are provided in [Appendix B](#).

Program Rules

Program Rules act as an agreement between the Resident and Organization and outlines the foundation of their contractual relationship. It is an agreement to encourage Residents to be as responsible and self-sufficient as possible. The agreement recognizes that the Resident is accountable to adhere to the rules outlined in the agreement and to promote the safety of others both living and working within a communal environment.

It is important to outline that **the rules** which guide the operation of the Organization **may be changed** from time to time based on the perceived benefit to all Residents.

Residents staying in a private room should not be guided by the same program and service rules as other Residents not staying in a private room (e.g., those who have not signed an Occupancy Agreement).

Personalized care and support should be executed for Residents staying in a private room. The level of execution for Resident requests will depend on the delivery model chosen (e.g., allowing housing guests versus not, allowing the use of appliances in a room or access to a communal kitchen on a 24-hour basis).

The Organization should be designed to **encourage people to be as responsible and self-sufficient as possible**, and as such there are certain expectations for Residents to follow. Being an independent Resident encompasses many areas and includes compliance with Program Rules.

A full version of the Program Rules from our study site is provided in [Appendix E](#). Please see the Policy and Procedures Guideline for Private Rooms in [Appendix F](#).

Tracking

Tracking is an **important best practice** when Residents are entering and leaving a private room as it allows the various departments within the Organization to coordinate in an effective manner. Tracking the health and safety conditions of the rooms are key components to ensuring the safety of the building and of the other occupants residing in the building. Tracking the level of support needs for each Resident is another important component for Organizations as it allows **person-centred care** coupled with integrating the right supports to allow for a better living environment and more successful transition into permanent housing.

Private Room Tracking Form

This tracking form should include the names and date of occupancy for every Resident living in a private room. This tracking form should be shared and updated amongst Floor Staff or Staff member designated to oversee the tracking of the Private Rooms (e.g., Housing Caseworker). This form should not be shared with other departments for confidentiality purposes (e.g., Hotel and Maintenance Staff, community agencies, Kitchen Staff, Environmental Staff etc.). It should include each Resident's income source, outstanding arrears, and engagement with Staff and program resources. This form assists Staff with individualizing the support needs of Residents with regards to housing and case management support(s) (see [Appendix G](#)).

Engagement with Staff

Tracking engagement with Staff is important and can be done on an existing database or on other tracking form. This can increase the likelihood that Residents are able to identify a permanent housing location in the community prior to the end of their stay in the private room.

Points of Consideration

Some models integrate time-limits or are time-limited. In this case, Residents might be obligated to meet with Staff and review their action plan/goals and concerns during their stay in the Private Room. Frequency of these meetings should be predetermined.

Resident Meetings

Quality relationships can be built through ongoing communication with Residents in a face-to-face setting. The Organization should schedule regular Resident meetings for all Private Room Residents and Staff to address concerns and strengthen engagement and community within the building. Meeting frequency should be predetermined; once a month is a recommended starting point. It is important to create a safe space for the Residents to express their concerns and feel heard.

Private Room Status Form

This form is utilized by all Staff, including Shelter Staff, Maintenance and Housekeeping Staff, for keeping track of each stage a private room transitions through, from being vacant to being ready for occupancy. This tracking form should be displayed on every floor within the designated Staff office. This document is a working form that captures the following status information: room number, date room was vacated, date room was bagged and tagged, ready for cleaning, maintenance release, date room cleaned, linens and toiletries, and date room is occupied. This form should be updated daily and emailed to Management and designated departments on a weekly basis. This form assists Staff with individualizing the support needs of Residents with regards to housing and other case management supports (see [Appendix H](#)).

Policies & Practice

Behaviour Management Policy (for Residents)

On occasion it may become necessary to restrict a Resident's access to the services being provided by the Organization. A Behaviour Management Policy is developed to help ensure the well-being and safety of the Residents, Staff and community. It is also assumed that Residents, under normal circumstances, must be held accountable for their own behaviour and conduct. It is hoped that the restriction of services for specified periods of time will help deter inappropriate behavior in the future. Any decision to restrict a Resident is a serious matter and must be made with all due consideration for the Resident's well-being. Please see [Appendix I](#) for a sample guideline of the Behaviour Management Policy.

Points of Consideration

Depending on the model of the Organization and whether the Organization practices a harm reduction approach, enforcing rules and restrictions may vary.

Restrictions

There are various reasons that a Resident may be restricted from the Organization's premises, for example a violation to the program rules or Occupancy Agreement. Two types of restrictions include: **A Temporary Restriction** – A Resident who is restricted for specific reasons will be allowed access to the Organization for other services. **No Trespass Order** – A Resident who has received a No Trespass Order will not be allowed access to any services provided by the Organization. No Trespass Orders may be a result of a behavioural incident such as violence, threats or assault on Staff or other Residents.

It is a best practice to separate the types and level of restrictions into categories. For example, a Resident who sets fire to the building may be asked to leave immediately and be placed on a period of restriction versus someone who is found with paraphernalia in their possession may be provided with a verbal or written warning, followed by a temporary restriction if the behaviour continues.

Points of Consideration

As a best practice, the Organization should allow previous Residents who have been limited the ability to review their restriction. Time limits for review should be discussed and determined by the Organization. Each request should be reviewed only by Management.

Along with Residents, **Staff also are governed by a set of rules** in order to maintain the safety of the environment and the welfare of others. Listed below are an example of best practice guidelines for Staff to follow:

- Maintain a clean and safe environment
- Ensure the health, safety and cleanliness of the Organization meets fire code
- Health and safety checks will be performed with notice
- Personal Safety Inspections will be completed each week
- Complete accurate intake and discharge procedures with Residents as needed
- Provide emergency assistance, as required and appropriate
- Maintain radio contact with other Residential services
- Ensure that residency guidelines are enforced impartially
- Maintain records as required

You can follow the same policy outline found in [Appendix F](#) or recreate your own set of guidelines that are specifically for Staff employed at the Organization.

Points of Consideration

Each policy should be carefully reviewed and revisited as time allows. Completing inspections each week may or may not work well with every housing model or framework. This is strictly a sample list of policies and practices.



RIGHTS OF RESIDENTS The Organization should recognize the basic needs and rights of Residents, including emotional, physical, and social dimensions. As able, these should be addressed through on-site provision of food, shelter, and housing assistance. The Rights of Residents should be printed in clear form and posted in clear sight for Residents to read. These rights should also be described to each Resident who may be illiterate or unable to read the language that the rights are written in. Please see an example form in [Appendix J](#).

Health & Safety

A Private Room Health & Safety Follow-up Form

This form should be used to track necessary room inspections and follow-up procedures (see [Appendix K](#)). It is important to make each Resident aware when health and safety checks are completed (e.g., twice weekly and once on weekends). It is important to inform the Resident that they do not need to be present for these checks (e.g., paper notice and in-person communication is best). It should be explained that the checks are not screenings. The purpose is to check on the wellbeing of the Resident and the overall condition of the room. Any health and safety issues found should be documented and discussed with the Resident. The fire detector must also be checked and recorded. A work order should be submitted to the maintenance department in the event a Staff member notices or the Resident reports any issues with the room (e.g., lights not working, plumbing issues, card reader not functioning properly).

VIOLATION LETTER

During inspection checks, Residents may need to be informed that their living environment is unsafe, specifically if their room conditions may affect the personal health and safety of other Residents and the health and safety of the Organization. A Resident should be provided with a description of the issue, the date the concern was noticed, and how long the Resident has to resolve the issue. Please see [Appendix L](#) for a sample letter.

Points of Consideration

It may be necessary to attach added support, such as support workers trained in hoarding behaviours, to work one-on-one with a Resident. In this case, it would be best for the support worker to determine the resolution date. There should be flexibility for all Residents, to some extent, on when they are required to resolve the safety and/or health concern(s) within their private room.

TERMINATION OR LEAVE

Depending on the type of model your Organization utilizes (e.g., long-term supportive living, housing with addictions support, temporary housing), you will have to decide whether there will be a standard policy on how long a Resident can remain in a private room. The length of stay should be reflected in your Occupancy Agreement accordingly. The study site utilized a temporary residency agreement (see [Appendix M](#)). Residents are handed formal letters at 3, 6, and 9 months informing them of their length of time remaining on their agreement. With this model, it is important for Staff to assist Residents with their housing needs, continuously engage in ongoing conversations and make referrals where necessary. Each letter or any documentation provided to a Resident will need to be stored and kept for tracking purposes.

Points of Consideration

When a Resident has moved out of a private room it is a good practice for the Organization to provide a Housing Reference Letter (see [Appendix N](#)). This letter provides support for Residents with an accredited reference for future housing applications.

APPENDIX A

[Organization Name] Shelter Practice: Private Room Eligibility	
Practice Number:	
Date Created:	Page:
Revision Date:	

Purpose

The purpose of this practice is to ensure that guests meet the eligibility requirements before being moved to a private room (transitional room).

Practice

All staff prior to placing an individual into a private room (transitional room) should ensure that all eligibility requirements are met and that the guest understands the need for these eligibility requirements to continue to be met during their stay in a private room.

Procedures

Eligibility Criteria

1.0 Behavior – current and past behaviors taken into consideration, they are expected to act in a manner that promotes safety, inclusion and wellbeing. They must understand that personal behavior should not impede other guests' comfort.

2.0 Demonstration of housing search – the individual has demonstrated ability and interest to secure permanent housing and understands the short term, transitional nature of the Private room.

3.0 Health concerns/ Personal Care – the individual is able to care for themselves (bathe, dress, toilet themselves, attend meals, ensure medication is taken, do laundry) or do they have services in place to assist them with doing so (PSW Supports, Housing Stability Worker).

4.0 Health and Safety concerns – the individual is able to care for their room (i.e. cleaning, laundry) or appropriate supports are in place to assist. They must understand that they must be respectful of the [Organization name] property by refraining from littering, vandalism or damaging any [Organization name] property.

5.0 Rules and Regulations/Occupancy Agreement – understands the rules and regulations for the private rooms and has met with staff and signed an occupancy agreement. They must understand that they must respect the privacy of other residents and that they have a role in maintaining a respectful living environment including respecting others personal space and belongings.

6.0 Ability to pay board and lodging amount on a monthly basis.

APPENDIX B

OCCUPANCY AGREEMENT

BETWEEN:

[Organization NAME]

(the "Operator")

- and -

(the "Resident")

1. Premises

a) The Operator will rent to the Resident and the Resident will rent from the Operator the Residential premises known as Room _(the "Room"), within _ (the "Residence"), being part of the complex known as [street address], [city] [Organization name]. The Residence is a part of [Organization name], which, as of this date, is comprised of [#] private rooms and the common areas of [Organization name] designated for use by the occupants of the Residence, from time to time, by the Operator (whether or not in common with all other Residents of [Organization name]).

b) The Resident understands that the accommodation provided at the Residence is intended to be occupied and shared on a congregate basis amongst all of the occupants of the Residence and the other Residents of [Organization name]. Therefore, although the Resident has the private use of the Room (which may include a private bathroom), the Resident must share all of the other parts of the Residence intended for common use by the occupants of the Residence and the other Residents of [Organization name], including the communal dining room and the designated lounge/common rooms. The Operator agrees the Resident is entitled to use all

areas of the Residence the Operator has designated as common areas, and subject to the Program Rules, which the Operator may establish in accordance with this Agreement.

c) The Resident understands and agrees that the Residence is a form of accommodation that is exempt from the rules that apply to an ordinary tenancy arrangement under the *Residential Tenancies Act*, for reasons that include the fact that the Residence is operated in order to provide accommodation in conjunction with a program of care services, on a "not for profit" basis, for individuals who want the sort of rehabilitative and therapeutic services offered by the Operator. The Resident agrees that the accommodation provided by the Operator at the Residence is to be occupied by the Resident for the purpose of receiving rehabilitative and therapeutic services in accordance with this Agreement. Although the Operator is entitled to terminate this Agreement once the objectives of the services determined by the Operator have been met or the Operator determines that these objectives will not be met, under no circumstances will the period of occupancy extend for more than one (1) year. Furthermore, the Resident understands that a variety of alternative forms of housing are provided within [Organization name] to individuals in need of accommodation, including short-term accommodation provided as emergency shelter.

Points of Consideration

It is important to outline whether the Resident is exempt from the rules that apply to an ordinary tenancy agreement under the Residential Tenancies Act. This is important for reasons that include the fact that the residence is operated in order to provide accommodation in conjunction with a program of care services, on a "not for profit" basis, and for individuals who may require ongoing support and therapeutic services by the Organization.

2. Term

The initial term of this Agreement begins on the first day of ____ and ends on the last day of _____. Subject to the other provisions of this Agreement, the occupancy of the Room by the Resident shall continue after the date the initial term of this Agreement comes to an end, on a "month to month" basis, on the same terms and conditions as are contained in this Agreement (except to the extent that these terms are modified by the Operator), until the Operator determines that the

objectives of the services have been met or will not be met, provided that under no circumstances will the occupancy continue for more than one (1) year.

3. Occupancy Charge Payable

- a) The Resident shall pay to the Operator an Occupancy Charge in the amount of ____ each month on the first day of each and every month, without any deduction whatsoever. The Occupancy Charge must be paid at the Front Desk.

- b) The Resident acknowledges that the Occupancy Charge charged is subsidized and that this subsidy may be revoked by the Operator if, at any time the Operator determines that the Resident should not have the benefit of the subsidy. Without restricting the rights of the Operator, examples of reasons which would cause the Operator to revoke the subsidy include situations in which the Operator believes that the Resident is not in compliance with this Agreement, (including the Program Rules) or the Resident is not accepting Services from the Operator.

- c) The rate of Occupancy Charge payable by the Resident may be increased by the Operator, from time to time, at the discretion of the Operator, provided that the Operator has delivered prior written notice of the increase to the Resident.

- d) If this Agreement begins or ends at any time other than the last day of a calendar month, the Resident will pay a portion of the full month's Occupancy Charge calculated by the Operator, based on the fraction of that month during which the Room is subject to this Agreement.

4. Services and Meals

- a) The Resident agrees that the reason for her/his occupancy of the Room is that the Resident wishes to have available the meals and the services provided by the Operator, including:
 - (i) counselling and support (including addictions and rehabilitation support and counselling) by the Social Service Workers at [Organization name] and [Organization name] Family Health Team, to the extent that they are available;

 - (ii) housekeeping assistance on a weekly basis, consisting of the changing of bed linen;

 - (iii) spiritual counselling and pastoral care, including services in the chapel at regularly scheduled times;

- (iv) coordination of community-based services so that they are accessible to the Occupant and other Residents of [Organization name];
- (v) clothing is available from the Clothing Room at regularly scheduled times;
- (vi) assistance with applications by the Social Service Workers at [Organization name] to the extent that they are available;
- (vii) health services provided by [Organization name] Family Health Team (including first aid/treatment, medication management/assistance, physical and mental health care, referrals to physicians, psychiatrists, dental and vision services)

Points of Consideration

Residents staying in a private room may want to have access to their own kitchen appliances and supplies. For example, if private rooms are designed to move individuals toward independence and housing stability, an Organization may want to consider accommodating a design that correlates with this model.

(which services, as they may be expanded or reduced from time to time, are collectively referred to as the "Services").

b) The Resident agrees and acknowledges that:

- (i) although the Services referred to in this Agreement are available as of the date of this Agreement, the Operator is entitled to change the nature and extent of the Services which are available from time to time, by adding new Services and/or by eliminating or modifying existing Services after advising all Residents of the Residence of such proposed change;
- (ii) if the Operator decides to withdraw or change Services, the Operator is not liable to the Resident or anyone else for any losses which may be suffered; and

(iii) except for charges which are expressly to be paid for by the Resident which are referred to in this Agreement, the Services will be provided as of the date of this Agreement at no charge, however the Resident also agrees that the Operator may decide to make additional charges or to increase the charge for Services from time to time, at the discretion of the Operator.

The Operator agrees to provide the Services as required by the Resident to the extent to which funding is provided, while the Resident lives at [Organization name], subject to the Agreement. However, the Services are available to all Residents within [Organization name] and access to these services depends upon the availability of its Staff. The time of Staff will be allocated by the Operator amongst the Residents of [Organization name], in its discretion. The Operator will attempt to make the Services available to all Residents when and to the extent each Resident needs Services, permitting its financial resources and other constraints allow for this.

c) The Operator agrees to maintain a communal dining room for regularly scheduled meals at a cost and time to be determined by the Operator from time to time. The Resident understands and agrees that the Resident may not keep any appliance in the Room, including a hot plate, toaster oven, bread toaster, waffle maker, propane or gas stove, microwave, fridge, coffee pots, coffee makers or oven, as the Room is not equipped for and is not suitable for cooking, for reasons that include concerns over safety and the risk of fire. The Resident also agrees that perishable foods may not be kept or stored within the Room.

The Resident understands and agrees that notwithstanding any other provision of this Agreement, the Services provided shall be available only to the extent:

- (i) that such Services are appropriate and are required by the daily circumstances of the Resident, as determined from time to time by the Operator, in its sole discretion;
- (ii) that adequate funding, in the opinion of the Operator, is available for that purpose; and
- (iii) that Staff are available to provide Services to the Resident, having regard to the needs of all of the Residents of [Organization name].

The Resident acknowledges and agrees that the Operator may not be able to meet certain time lines or provide the specific resources from time to time, or otherwise provide a specific

standard of Services. In that event, the Resident agrees that the Operator shall not be under any liability to the Resident or anyone else as a result of such suspension, interruption, delay and/or failure to provide such Services and resources. However, it is intended that the Operator make reasonable efforts to provide such Services or alternative services to the extent the Operator is reasonably able to in light of the resources available for the operation of the Residence and the needs of all other occupants of [Organization name].

5. Termination

a) The Operator is entitled to terminate this Agreement and the occupancy of the Resident at any time the Operator thinks it is appropriate to. If the Operator terminates the Agreement:

(i) because the Resident has threatened or injured any other occupant or a member of the Staff of [Organization name] or otherwise committed or threatened to commit a serious breach of the obligations of the Resident, or Program Rules in the opinion of the Operator (which may, for example, include a situation where the Resident does not promptly sign a consent to "search" (within the meaning of section 10(b) of this Agreement) the Resident, the belongings of the Resident and the Room or where the Resident fails to immediately co-operate with such a search). The Operator will give the Resident written notice on the termination date stated in the notice, so that the Resident must leave immediately; or

(ii) because the Operator has decided that it wants to terminate the Agreement, but the Resident has not breached her/his obligations as an occupant (such as where the Operator has determined that the objectives of occupancy have been achieved or that these objectives will not be met) then the Operator will give the Resident written notice thirty (30) days prior to the termination date specified in the notice.

Points of Consideration

This is where rooms that fall under transitional housing differ from those covered by the Landlord Tenant Act or similar. It is notable that this places full control of tenancy in the hands of the Organization. While this simplifies management for the Organization, consider ways to better secure Resident rights to access to housing and prevent arbitrary eviction.

On the termination date specified in any notice of termination, the Resident must leave in a peaceful and orderly manner and must take all of her/his belongings from the Residence. For greater clarity, the Resident understands that no prior notice of termination is required for this Agreement to terminate one (1) year after the date this

Agreement begins, because this Agreement will terminate automatically on that date and the Resident must move out of the Residence.

b) The Resident may terminate this Agreement and move out of the Room at any time after giving the Operator seven (7) days written notice where possible before the termination date stated in the notice.

c) If the Resident dies while the Resident is an occupant of the Room, this Agreement will terminate immediately. The Resident understands that, in that event, the Operator will deal with the executor or administrator of the Resident's estate, or if there is no executor or administrator of the estate known to the Operator, any family member or friend of the Resident. The Resident agrees to advise the Operator, in writing, of who the Resident has appointed as executor, if the Resident has done so. If the Resident has not appointed an executor and given the Operator written notice of who the executor for the Resident is, and if the Operator does not receive written evidence of the appointment of an administrator of the estate within five (5) days of the date of the death of the Resident, then the Operator can deal with any person the Operator believes is a member of the family or friend of the Resident, as if that person has full legal authority to represent the estate.

6. Access

- a) The Resident agrees that the Operator may enter the Room and shall be allowed free and uninterrupted access to the Room from time to time and at any time for any purpose, without the need to deliver prior notice of entry to the Occupant.

- b) The Operator may, in its discretion, perform whatever repairs, renovations or other alterations the Operator thinks reasonable or beneficial to the Room and/or the rest of the [Organization name]. These rights of the Operator may be exercised by the Operator or any of its employees, agents, contractors and others expressly authorized by the Operator from time to time.

- c) The Operator agrees to provide weekly linen service to the Resident. The Resident agrees that the Operator has the right to enter into the Room on a regular basis, without giving any prior notice, in order to perform any housekeeping obligations, the Operator has agreed to perform as necessary.

Points of Consideration

The Organization should consider cautioning how often they access rooms with Residents who are suspected of engaging in substance use or other risky behaviours. This could damage the relationship of the Resident and the Organization and disrupt the privacy of the Resident. Therefore, "Access" to rooms by Staff should use best practice measures that fit with their housing model.

7. Locks

- a) The locks on the door of the Room or within the Room must not be changed and no new locks can be installed without the prior written permission of the Operator. If the Operator wants to change the locks or the security arrangements at the Residence (as well as the locks on the door to the Room), the Resident agrees that the Operator can do it without asking permission, as long as the Operator offers the Resident a new access card mechanism.

b) At the time of moving into the Room, the Resident will receive an access card to the Room from the Operator. Security and possession of the access card is the responsibility of the Resident, but the access card remains the property of the Operator. The Resident must not give her/ his access card to any unauthorized person nor can the Resident duplicate the access card.

8. Use

The Resident agrees to use and occupy the Room only as a private residence for occupation by the Resident. The Resident will not allow any other person to occupy the Room under any circumstances.

Points of Consideration

Disallowing guests limits some of the challenges that can come with providing private rooms. However, Residents in our research noted this is one of the barriers to feeling at home. Give some consideration to guest policies if possible.

9. No Assignment or Subletting

The Resident agrees not to assign, sublet, share or otherwise part with possession of the Room or any part of the Room under any circumstances.

10. Compliance with Rules

a) The Resident agrees to comply with this Agreement and the rules contained in Schedule "A", together with any further rules that may be established by the Operator, at any time in the future (the "Program Rules") as such Program Rules may be amended from time to time. Such Program Rules shall be enforceable by the Operator from and after the time that the Resident is informed of such Program Rules. The Operator may inform the Resident and all occupants of any change in the Program Rules by posting the changes on the floor bulletin boards or by providing written notice via hand delivery to each room.

b) The Resident agrees that she/he has come to [Organization name] looking for a safer environment, and the Resident understands that the presence of items like illicit drugs, weapons

and/or alcohol is a very serious risk and concern at [Organization name]. The Resident understands that although all of the Program Rules are important, the Operator is especially anxious to promote a safe environment within the [Organization name], free from the presence of items like illicit drugs, weapons and/or alcohol. In order to promote these aims, the Resident understands that the Operator must impose certain security requirements, including the requirement that Residents demonstrate, from time to time, at the request of the Operator, that the Resident is not in possession of a prohibited item (a "search") in circumstances the Operator considers appropriate. Therefore, the Resident consents to searches of the Resident, the belongings of the Resident and/or the Room at any time and from time to time in accordance with the Program Rules. The Resident agrees to provide her/his written consent for such searches promptly at the request of the Operator. The Resident specifically agrees that if the Resident refuses to consent to such a search, fails to co-operate with a search or otherwise interferes with such a search, that the Operator is entitled to terminate the occupancy of the Resident and require the Resident to leave the [Organization name] immediately, so that the Resident will no longer be permitted to enter the [Organization name].

Points of Consideration

The above noted compliance rules may differ based on the model of services provided by the Organization.

11. No Disturbing Others

The Resident agrees to respect the rights of the other people who live in [Organization name] and the rights of Staff. The Resident agrees that they shall **not** do anything which may annoy, disturb or interfere in any way with the comfort, quiet enjoyment, lawful rights, privileges and interests of other Residents in the [Organization name].

12. Operator's Obligations

a) The Operator agrees to provide heat to the Room, up to a responsible temperature in accordance with municipal by-laws, where applicable, although the Operator will not be liable for

a failure to comply with the obligation because of a breakdown of the heating system, the making of repairs to the heating system or any circumstances beyond the Operator's control.

b) The Operator agrees to use reasonable efforts to maintain the Residence in a good state of repair and fit for habitation during the occupancy and to use reasonable efforts to comply with health and safety standards, including any housing standards required by law.

13. Resident Obligations

a) As the purpose of the occupancy is for the Resident to receive the Services, with the intention that that Resident will ultimately live independently, the Resident agrees to actively participate in the receipt of Services in a meaningful and co-operative way. In particular, the Resident must meet with an assigned case worker at least once each month in order to review the participation of the Resident in the Services, to determine appropriate future program participation and to establish reasonable goals for the future.

b) The Resident agrees that the Resident is responsible for, amongst other things, ensure that her/his Room and its furnishings are well kept and clean, at the sole cost of the Resident, subject to any housekeeping services the Operator agrees to provide.

c) The Operator and the Resident agrees that the Resident shall comply with and observe all of her/his legal obligations as a "Resident", regardless of whether or not these obligations are specified in this Agreement.

Points of Consideration

The above noted compliance rules may differ based on the model of services provided by the Organization.

14. Abandonment

a) The Operator and the Resident agrees that the Resident will be conclusively deemed to have abandoned the Room if substantially all of the Resident's possessions have been removed from the Room and the Resident is in arrears of the Occupancy Charge for the Room.

b) If any furniture, clothes or other personal belongings are left in the Room after the Resident has moved out or appears to have moved out (so that the Operator believes that the Resident has abandoned the Room) or the Resident has died, the Operator may remove such goods immediately. The Operator may, without notice, dispose of such goods in its sole discretion (including selling such goods or retaining them for its own use) with no liability for any losses or damages which may be sustained by the Resident. However, the Operator may choose to store up to a garbage bag full of such belongings for a period of not more than seven days, after which it may freely dispose of the stored goods as well. The Resident agrees that she/he will pay to the Operator all of its costs and expenses in storing and/or disposing of her/his clothes, furniture or other personal belongings, without limiting all of the other rights of the Operator against the Resident for any breach by the Resident of this Agreement or any law.

15. No Liability of Operator

a) The Operator and the Resident agrees that the Operator is an Organization which operates on a "charitable" basis and serves people with a variety of needs so that the

Resident agrees that the Operator is not responsible or liable for the conduct or behaviour of other Residents and other individuals, provided that the Operator acts in a reasonable way, as a prudent operator of housing for individuals who have a history of homelessness (to the extent of the resources of the Operator for that purpose), having regard to the needs of all of the individuals who are served at the [Organization name].

b) The Operator and the Resident agrees that the Operator shall not be liable to the Resident for any failure by other Residents to observe the Program Rules, or the terms of their Agreements, or for any failure by the Operator to enforce such obligations against other persons served at the [Organization name] (including Residents in the Residence), or their visitors, provided that the Operator acts in a reasonable way, as a prudent operator of housing for individuals (to the extent of the resources of the Operator allocated for that purpose), having regard to the needs of all of the individuals who are served at [Organization name], including the Resident.

c) The Operator and the Resident agrees that, without limiting the generality of the foregoing, the Operator shall not be held liable or responsible for any losses, claims, costs and/or damages arising from:

(i) any personal injuries or death(s) that may be suffered or sustained by the Resident, her/his guests, or any other person who may be in the Room or in the [Organization name], provided that such personal injury or death was not caused by the negligence and/or intentional misconduct of the Operator;

(ii) any loss, or damage to any property belonging to the Resident or any other person, while such property is in the Room or in [Organization name], or for any unauthorized use of such property by other Residents or any other person;

(iii) any damage to any property and/or personal discomfort or inconvenience, caused by or attributable to any circumstances or any reason, (including, without limitation, steam, water, rain or snow which may leak into, issue or flow from any part of the Room or the [Organization name] and/or from the water, steam, sprinkler, or drainage pipes for plumbing works of [Organization name] or from any other places or quarters and/or the condition or arrangement of any electrical or other wiring and/or state of disrepair in [Organization name]) provided that, in any such circumstances, the Operator acts with reasonable diligence (after being notified in writing of such circumstances) to repair the cause of such damage to any such property and/or the cause of such personal discomfort and/or such personal inconvenience; or

(iv) any damage caused by anything done or omitted to be done by any Residents or other persons who are within [Organization name].

Furthermore, to the extent that services include the coordination by the Operator of community-based services delivered by other agencies, the Operator shall have no responsibility for the quality and/or delivery of such services by other agencies.

d) This Agreement refers to the Services and the responsibilities of the Operator to the Resident and some of the obligations of the Resident to the Operator with respect to the Services. The Services are care services the Operator generally makes available to the occupants of [Organization name]. The Resident understands and agrees that the Operator has not promised or guaranteed the Resident a particular result, so that the Operator is not responsible for the success or the adequacy of the Services. The Resident also understands that the Services are made available to all Residents of [Organization name] and that the Operator is entitled, in its sole discretion, to allocate the time of its support Staff amongst all

occupants of [Organization name], including the Residents of the Residence, as the Operator considers appropriate, having regard to the limited financial resources available to the Operator.

16. Resident Insurance

The Resident agrees that if the Resident wants insurance, she/he must arrange for her/his own insurance as the Operator is not responsible for insuring the personal belongings of the Resident or for any other risks that a prudent person would arrange insurance coverage for.

17. No Waiver

The Operator and the Resident agrees that any waiver or failure to act by the Operator upon any breach of this Agreement or rule shall not be considered to be a waiver of such agreement generally or of any subsequent breach of any agreement. Any such agreement by the Operator will only be binding on the Operator if it is in writing and signed by a Staff person employed by the Operator who is authorized to sign such an agreement.

18. Notices

The Operator and the Resident agree that any notice which may be delivered to the Operator in respect of this Agreement is properly delivered if such notice is in writing and is addressed to [Organization name] which is the name for the purpose of giving notice to the Operator, and delivered to the Operator during ordinary office hours to:

Attention: **Hostel Manager**

Any notice which may be delivered to the Resident is properly delivered if such notice is in writing and is delivered to the Resident at the Room or through the internal mail system and/or hand delivered.

19. Acknowledgment

The Resident and the Operator agree that in accordance with relevant law, the Room and the occupancy arrangement with the Resident are exempt from all of the provisions of the *Residential Tenancies Act*, that apply to a Residential tenancy agreement.

Signed this ___ day of _____, 2010.

[Organization Name]

(the "Operator")

By:

Title: Support Worker

(Management)

(Resident)

I, the Resident, have had a chance to read this Agreement and I have been encouraged to read this Agreement very carefully. I understand my rights and responsibilities as a Resident of the Room. I understand that I may live at the Room, subject to the terms of this Agreement, provided that I obey the terms and conditions of the Agreement, which I agree to obey fully as Resident. I acknowledge having received a copy of this Agreement signed by the Operator and by me (including Schedule "A") on this ___ day of _____, 2010

(Witness)

(Resident)

Points of Consideration

It should be understood by the Organization that the Resident has carefully read or has had the agreement appropriately translated or read out loud and understands all rights and responsibilities outlined in the agreement and that they have agreed to adhere to the conditions discussed in the agreement.



APPENDIX C

INTENT TO RENT

Rental Information

Name: _____

(Please Print) First Middle Last

Date of Birth: _____ S.I.N.#: _____

Today's Date: _____

Address Applied For: _____

City, Province: _____

(Postal Code)

Rental Information:

Rooming House	Apartment
Room & Board	House
Bachelor	# of Bedrooms
Heat Extra	Rental Amount \$
P.U.C Extra	Paid Monthly Weekly
Is last month's rent required	YES NO

If yes how much?

Will you be sharing costs?	YES NO
----------------------------	--------

If yes, Roommate's Name?

Landlord Information:

Name: _____

Phone #: _____

Hours of Availability: _____ (When can we call)

APPENDIX D

Letter of Residency

[LOGO HERE]

Organization Name

Address

Website

Contact Number

Fax Number

Date: DD/MM/YYYY

Re: Resident's Name

Please accept this letter as confirmation that _____ (DOB: DD/MM/YYYY) has been registered with the [Organization name] at [insert address here] since DD/MM/YYYY.

_____ has requested a private room for DD/MM/YYYY and will be responsible for paying (\$500.00) board & lodge on a monthly basis.

Should you have any questions, please contact Support Staff _____.

Sincerely,

APPENDIX E

PROGRAM RULES

The Resident understands that this Agreement is the foundation of the legal relationship with the Operator but this Agreement does not deal with all aspects of our relationship. In order to operate [Organization name] for your benefit and the benefit of all of the Residents of the Residence, rules may be changed from time to time. The Resident agrees to obey these Program Rules.

[Organization name], is an organized Christian Centre for adult men and women, together with youth, dedicated to serving God and humanity. It recognizes the basic needs of humanity as having emotional, physical, social and spiritual dimensions; and seeks to address all aspects of these needs by providing food, shelter, supportive counselling, pastoral care and medical assistance where possible. The following is our Mission Statement:

“[Organization name] responds to the emotional, spiritual and physical needs of those within our sphere of influence, leading to self-healing and regeneration through supportive, multi-faceted programs.”

[Organization name] is set up to encourage people to be as responsible and self-sufficient as possible, and as such there are certain expectations made of us all. Being a responsible adult encompasses many areas and includes compliance with the following Program Rules:

1. Behaviour

The Resident agrees:

- (i) to behave in a responsible manner (e.g., refrain from engaging in disruptive behaviours);
- (ii) to not have weapons of any kind at [Organization name], unless approved by shelter Staff;
- (iii) to respect the privacy of others;

- (iv) to keep the volume of stereos and television at a reasonable level;
- (v) not to loiter outside of [Organization name];

Points of Consideration

This is where having a private residence within an emergency shelter building can vary from having an apartment in a Residential building. Give some consideration as to how Residents may be provided with outside spaces.

- (vi) not to steal, damage or abuse the property of other Residents, Staff and/or [Organization name];
- (vii) not to gamble;
- (viii) not to use or threaten violence; and
- (ix) to return to [Organization name] by the 11:00 pm curfew and to be back in your Room no later than 11:59 p.m. every night, unless you
- (x) have made plans to sleep elsewhere and have advised Support Staff of this in advance.

[Organization name] is not an ordinary apartment building and the rules listed above and our other Program Rules have been developed by us based upon our experience. It is of critical importance to your physical, spiritual and emotional health and your personal safety (together with the health and safety of all of our other Residents) that these Program Rules are observed by you.

2. No Intoxicants

The possession and/or use of intoxicants of any kind is not permitted in [Organization name]. Any Resident causing a disturbance and/or harassing other Residents or Staff due to the influence of intoxicants will be required to leave or will be dealt with by the Police. Any sale or trafficking in drugs or alcohol is not permitted. Anyone attempting to enter [Organization name] who is or appears to be under the influence of drugs or alcohol will not be permitted to enter, but

rather will be referred to other services or another detoxification centre until she/he is sober.

Points of Consideration

This rule is implemented in a sample context of a substance-free service. Your Organization will want to consider where you land on the harm reduction continuum and that different things may be allowable within a private room than in an emergency shelter dorm.

3. No Offensive Materials

Any form of hate material, racist material, pornography and/or other materials which are offensive, exploitative, insulting or degrading are strictly prohibited.

4. Prescription Medication

All prescription medication must be turned in at the front desk and held by us. A nurse at [Organization name] is responsible to dispense medication. Any Resident who requires prescription medication must speak with the nurse and attend at [Organization name] Family Health Clinic in order to receive her/his medication at the proper times. A nurse will distribute medication between 8:00 a.m. and 12:00 p.m. every day.

Points of Consideration

Delivery and distribution of personal medication may differ for certain Organizations based on their program model. Some housing models are considered supportive while others are considered supported.

5. Appliances

Residents may possess small appliances for their entertainment and comfort. Acceptable appliances are: Radio, Television, VCR/DVD and Stereo System. No type of cooking appliance is permitted.

Points of Consideration

The more limitations placed on Residents, the greater likelihood that the Resident will not treat the unit as their own, and give it the same respect as they would in their own home.

6. Telephone & Cable TV

Most rooms have jacks for both telephone and cable television activation. If the Resident wishes to access these services she/he must contact Rogers or Bell Canada (which are the exclusive cable/telephone providers for [Organization name]). Any other source of cable television, satellite television or telephone service is prohibited. The Resident must make all the necessary arrangements for cable television service, pay any installation charges and all subsequent account charges as they are due. If it is the first time any of these services have been utilized in the Room, additional charges may apply. The services must be in the Residents name and [Organization name] assumes no responsibility for any of the equipment charges.

7. Personal Belongings

Every Resident is wholly responsible for her/his own possessions. [Organization name] is not responsible for lost, stolen or misplaced belongings. The Resident must take all reasonable care and precautions by making sure that her/his Room is locked and secure at all times.

8. Hygiene

Residents are responsible for their personal hygiene and are expected to take proper care of their personal hygiene. Laundry machines are located in [Organization name] so that occupants may keep their clothing clean.

9. Dress Code

Residents must be suitably dressed at all times when in the hallways. All hallways are monitored by security cameras. Residents must remember that housekeeping, janitorial, intake, counselling and other Staff of both genders are necessarily present in [Organization name].

10. Food

Perishable foodstuffs must not be kept in the Resident's Room. Dry snack food is acceptable but all wrappers, cans, bottles and other containers must be disposed of in proper garbage cans.

11. Infestation

If a Resident's Room becomes infested with any type of insect or vermin, it will be necessary to fumigate the room as soon as possible. The Resident will be notified in writing prior to the fumigation and the Resident will be informed of the procedure to take place. If a Room needs to be fumigated, the Resident will have to vacate the Room. Alternative sleeping accommodation can be arranged by the Resident or the Operator.

12. Visitors

- a) Visitors are not permitted in the Resident's Room at any time.
- b) However, social workers and other recognized support workers may visit with the Resident at any time without prior permission from the Operator, subject to complying with the security rules and other rules.

Points of Consideration

Your Organization should determine what you are able and willing to manage in terms of visitors. For instance, family members are positive social supports for individuals. If your Organization has the capacity to allow visitors with approval, this could greatly enhance the wellbeing and social inclusion of a Resident.

13. No Smoking

[Organization name] has been designated as a "Smoke Free" facility. Residents are prohibited from smoking in their Room or any other area of [Organization name]. Any Resident who wishes to smoke must do so outside of [Organization name] or within the designated outdoor smoking areas.

14. Fire Safety

The Resident agrees to practice basic fire safety procedures. In particular, the emergency fire exits may not be blocked and may only be used in case of fire.

15. No Pets

The Resident agrees that no pets of any kind are permitted at [Organization name].

16. No Parking

There is no parking available for the Residents at [Organization name].

17. Security

a) Security is extremely important at [Organization name] and requires that all Residents work together and take reasonable precautions. A Resident is only permitted in her/his Room and within the designated common areas within the ground floor and her/his designated floor of [Organization name], in addition to the common areas within the floor her/his Room is upon. No Resident is permitted to prop open any door or to allow a person to enter a part of [Organization name]. If a Resident has any concerns over security or thinks someone may be in a part of [Organization name] that person does not belong in, the Resident must inform Staff immediately.

b) In order to properly enforce the Program Rules and the terms of the Occupancy Agreement, the Resident understands and agrees that it is necessary for the Operator to have the authority to require that all Residents demonstrate that they are not in possession of any prohibited items (a "search"). Therefore, the Resident agrees that the Resident will immediately co-operate in such a search of the Resident, the belongings of the Resident and/or the Room or any other area of [Organization name]. The Resident understands and agrees that "co-operation" with a search may mean, at the request of the Operator:

(i) the Resident will open and empty all bags, suitcases, containers for food, beverages or medication, boxes, or other form of baggage or containers, in the presence of the Staff of the Operator;

(ii) the Resident will open and/or empty her/his pockets, wallets, purses, or other items carried upon the person of the Resident, open and/or remove any coat, jacket, hat or scarf, in the presence of the Staff of the Operator; and

(iii) the Resident will open and empty all lockers, closets, drawers and other places within [Organization name] the Resident keeps or stores items, in the presence of the Staff of the Operator.

The Resident will immediately sign such authorization consenting to such searches at the request of the Operator. The Resident also acknowledges that if the Resident refuses to agree to a search or does not cooperate with the search or interferes with a search, the consequences of such conduct or non-compliance will include, in the discretion of the Operator, the immediate termination of the Occupancy Agreement so that that the

Resident must leave [Organization name] and will not be permitted to enter [Organization name]. The Resident agrees that if, as a result of such a search, any items are found which are not permitted within [Organization name](such as illicit drugs, alcohol or weapons) then the police will, where appropriate, be contacted, and such items may be confiscated and disposed of by the Operator, in its sole discretion, without compensation to the Resident (whether or not turned over to the police) and the occupancy of the Resident may be terminated immediately.

I have had a chance to read the Program Rules and I agree to abide by them.

Date. _____ Signed: _____

(the "Resident")

APPENDIX F

[Organization Name]	
Policy: Private Rooms	
Policy Number:	
Date Created:	Page:
Revision Date:	

Purpose:

To provide guidelines regarding expectations for Residents who reside in private rooms.

Policy:

[Organization name] private rooms are assigned by designated staff in consultation with management. Residents in private rooms are expected to follow all [Organization name] rules and maintain a clean, safe environment in their room.

Procedures:

1.0 All rules, as outlined by the [Organization name] apply to private room Residents. Curfew does not apply to private room Residents. (refer to private room rules posted on the back of each private room door and in the Occupancy Agreements)

2.0 Rooms are to be kept neat and clean.

3.0 Hallways are to be kept clear of belongings so that access in and out of the room is not hindered. Residents will be asked to remove excess property causing a fire hazard or cluttering.

4.0 Electric items allowed are restricted to a TV, computer, radio, fan, cell phone/charger, and reading lamp. Not allowed are appliances such as space heaters, cooking devices, fridges and electric blankets; or any furniture that has not already been provided by the [Organization name], including tables, chairs, etc.

5.0 Each private room Resident will receive one towel belonging to the [Organization name].

6.0 Each private room Resident will be provided with 2 sheets (1 fitted and 1 flat sheet), 1 pillow case, 1 pillow, 1 blanket. On the specified day, linens are to be placed neatly outside the door by 9am (sheets in pillowcase) and clean ones will be distributed in accordance with the linen service policy.

7.0 Empty private rooms will be cleaned by housekeeping staff as per the schedule determined by the Environmental Services Director.

8.0 Occupied private rooms are to be cleaned by the Resident (except in special circumstances). A mop, bucket, broom and dustpan are provided for Residents. Residents are required to purchase additional cleaning supplies.

9.0 Health and safety inspections will be done on all private rooms twice weekly, with notice posted 24 hours in advance.

10.0 Personal Safety Inspections will be performed each week on all private rooms every Saturday and Sunday.

11.0 Smoking area for 5th floor Residents is provided on the 4th floor. 5th floor Residents are allowed to view TV on the 4th floor and 4th floor Residents are allowed to view TV on the 5th floor.

12.0 Residents cannot visit in other Resident rooms or other floor living areas. Exceptions are private room Residents can be on the third floor, at the office area, to see Shelter Staff.

13.0 Wake-up calls are not provided for private room Residents.

14.0 Food is allowed in private rooms on a limited basis provided it is non-perishable and room is kept clean and sanitary.

15.0 Residents cannot change private rooms or be transferred to other floors without management approval.

16.0 All Residents paying to stay in a private room will be required to sign an Occupancy Agreement and must understand that their stay is limited to a maximum of a year less a day (364 days).

17.0 Consideration for private rooms will be given based on the Resident's ability to pay for the private room (income), health concerns, past behavior while residing in shelter, safety and the

Resident's ability to care for themselves and their personal space. A waiting list will be maintained by a designated floor staff as needed.

APPENDIX I

[Organization Name] Shelter Services Policies and Procedures Manual	
Policy: Behaviour Management	Policy Number:
Date: Revision Date:	Page:

Purpose

On occasion it may become necessary to restrict a Resident's access to the services provided by [Organization name]. This is a decision that is not taken lightly, but only after all other avenues of resolution have been exhausted.

Policy

This Restriction Policy is developed to help ensure the well-being and safety of both the Resident and Staff. It is also assumed that Residents, under normal circumstances, must be held accountable for their own behaviour and conduct. It is hoped that the restriction of services for specified periods of time will help deter inappropriate behaviour in future. Any decision to restrict a Resident is a serious matter and must be made with all due consideration for the Resident's well-being. In keeping with this, any Staff member found to be abusing the restriction process or otherwise treating any Resident unfairly will be held accountable.

Procedures

Definition of "Restriction"

1.0 Temporary Restriction – A Resident who is restricted for specific reasons, which will be determined by Management, will be allowed access to the [Organization name] for services such as Community Chapel, Community meals, Community and Family Services, Housing Stability Bank, other Organizations working out of [Organization name] and accommodations for extreme weather alerts.

2.0 No Trespass Order – A Resident who has received a No Trespass Order will not have access to any service at the [Organization name] including Community meal, Community & Family Services, Housing Stability Bank and any other Organization working out of [Organization name]. No Trespass Orders may be a result of a behavioural incident such as violence, threats or assault on Staff or other Residents , etc. Any Resident who has received a No Trespass Order IS NOT ALLOWED TO BE ON [Organization name] PREMISES (see exceptions below). If a person with a “No Trespass Order” gains access to the premises they are considered to be trespassing and Staff should call the London Police Services.

Restrictions and Categories

Category A Restrictions

Residents who commit a Category A infraction will be immediately asked to leave the building and not to return until they have spoken to the Support Worker or Front Desk Staff who will inform them of the length of the Restriction. Residents with a Category A Restriction will be required to meet with Staff and management prior to returning to shelter. All Category A infractions will result in a restriction to the building for a specific time.

CATEGORY A

- Fire setting within the building
- Physical acts of violence towards Staff and others
- Refusal of screenings

RESPONSE

Asked to Leave: Immediately

Duration: To be determined by Management

Standard: 1 – 2 Weeks

Progressive Discipline as a result of repeated infractions to be determined by Management

Category B Restrictions

Residents who commit a Category B Infraction may be immediately asked to leave the building (Staff to follow progressive response levels) and not to return until they have spoken to the

Support Worker or Front Desk Staff who will then present to them the decision. Security Staff to assess and enforce the restriction for loitering.

CATEGORY B

- Evidence of smoking in the building
- Caught smoking in the building
- Behaviour problems
 - Argumentative
 - Uncooperative
 - Attitude issues
- Possession of used/new drug paraphernalia (e.g., burnt spoon, pipe, home-made devices, etc.)
- Alcohol possession or use on property
- Criminal behaviour on property
- Possession/sale/use of drugs on property
- Caught stealing in the building
- Refusing to leave when asked
 - Police called as an escort
- Damage to property
- Breach of Interpersonal Relationships
- Threat of physical harm (use discretion)
- Loitering

RESPONSE

Asked to Leave: Staff discretion

Duration: To be determined by management

- 1st– warning
- 2nd– Letter of Warning that indicates the reason
- 3rd– Temporary restriction

Note: For safety reasons, female Residents may be allowed to remain in the day lounge, depending on state, rather than walking the streets alone during the night.

All front-line Staff (including Security), have the authority to ask someone to leave the building when violations or infractions occur in the above categories. The details of the incident(s) must be recorded in HIFIS. This will then be reviewed by the Shelter Manager/Supervisors who will determine the appropriate action to be taken.

Review and/or Lifting of Restrictions

Residents with a Restriction of one week or longer will be given the opportunity to request a review of their Restriction (with the exception of No Trespass Order) after 50% of the time has passed. Such requests must be made through the Shelter Manager/Supervisors. All Restriction reviews will be considered by the Program Director or designate in consultation with the Manager and/or Staff member(s) involved in the initial incident.

Returning After a Restriction

When a Resident returns after a period of restriction, they are to meet with a Support Worker who will reiterate the reason that the person was restricted. The Support Worker should clearly review the expectation(s) and utilize problem-solving techniques with the Resident to mitigate a repeat of the behaviour that caused the restriction.

In all circumstances when dealing with infractions, or any restrictions or disciplinary actions, Residents are to be treated with the utmost respect, compassion and dignity.

NOTE: Although the above guidelines apply to all Residents of the [Organization name], it is recognized that there may be mitigating circumstances which influence a Resident's behaviour at any given time. Therefore, any and all restrictions issued may be reviewed by the Directors Team in consultation with the Manager and/or Staff member(s) involved in the initial incident.

APPENDIX J

[insert logo]

[Organization name]

SHELTER Resident RIGHTS

Anyone who accesses services from
[Organization name] has the right to:

- Be treated with respect and dignity
- Receive inclusive and non-judgmental services
- Confidentiality*
- Receive referrals for community resources
- Voice your opinion(s) and/or concern(s)
- A complaint process

* the right to confidentiality exists except where there is a legal
obligation to report

Revised Date:

APPENDIX L

HEALTH AND SAFETY VIOLATION LETTER

[INSERT LOGO HERE]

[Organization NAME]

[street address],

[city], [province], [country]

[postal code]

Date:

Private Room: [room number]

To: [Residents name]

This is to advise you that during Health & Safety private room checks your room was found to have the following issues/violations:

-
-

We will be following up to ensure these issues have been corrected on _____ during personal safety checks.

If the above issues have not been corrected by the follow up date [INSERT DATE HERE] you may be required to move out of your private room.

Sincerely,

Support Staff

[Organization NAME]

[Staff's email address]

[contact number] [extension (if applicable)]

APPENDIX M

Termination of Occupancy Agreement - Sample Letters

[LOGO HERE]

Date

NAME

ADDRESS

Dear NAME:

3-month Reminder Letter:

Re: 1st Reminder – Termination of Occupancy Agreement at [Organization name] located at [address]

As you know, your occupancy agreement will end on **DATE**, as per section 2 of the Occupancy Agreement you entered into on **DATE**.

This letter serves as a reminder that your tenancy will end on the above-noted date, and that the Staff at [Organization name] is here to support your efforts in finding permanent (alternate?) housing prior to the end of your stay at [Organization name].

As you know, [Organization name] offers the following programs that may assist you:

- **List all the programs, etc. that are relevant**

We will be sending you another reminder in 3 months. At the nine-month mark, we will send you another reminder and set up a meeting to discuss your housing needs with you at that time.

You will be asked to hand in your keys (etc.) prior to your departure on DATE (or before, if housing is secured prior to that date).

If you have any questions, please refer to NAME and/or POSITION.

Sincerely,

[LOGO HERE]

6-month Reminder Letter:

Re: 2nd Reminder – Termination of Occupancy Agreement at [Organization name] located at [address]

As you know, [Organization name] offers temporary housing to Residents in need. Under the terms of the Occupancy Agreement you entered, your occupancy will end on **DATE**.

This letter serves as a reminder that your tenancy will end on the above-noted date, and that the Staff at [Organization name] is here to support your efforts in finding permanent (alternate?) housing prior to the end of your stay at [Organization name].

[Organization name] is here to support your efforts in securing permanent (alternate?) housing. For assistance, please make an appointment to discuss your needs with NAME and/or POSITION. We wish to remind you that [Organization name] has many programs and resources available to you, including :

- **List relevant programs and resources**

We will be sending you a final reminder in 3 months. At that time, a Staff member will set up a meeting to discuss future housing needs with you.

If you have any questions, please refer to NAME and/or POSITION.

Sincerely,

[LOGO HERE]

9-month Reminder Letter:

Re: 3rd Reminder – Termination of Occupancy Agreement at [Organization name] located at [address]

Your Occupancy of Room # ____ will be ending on **DATE**. This is your final written reminder. [Organization name] will require your room to be vacant as of ____ (time) on **DATE**.

If you require assistance while preparing to vacate your room, please contact **NAME** and/or **POSITION**.

NAME AND/OR POSITION will be setting up a meeting with you soon to discuss your housing needs and to answer any questions you may have about the end of your occupancy at [Organization name].

Please hand in your keys (etc. list other relevant items...) prior to your departure on or before **DATE**.

Sincerely,

APPENDIX N

Reference Letter Request Form

[LOGO HERE]

Organization Name

Address

Website

Contact Number

Fax Number

Date: _____

I, _____ am requesting a housing reference letter from [Organization name] to assist in obtaining permanent housing. I am giving [Organization name] permission to complete this letter on my behalf with the following information and this letter will be given directly to me solely for the purpose of housing.

Residents Name: _____ Private Room Number: _____

Occupancy Dates: _____ to _____

Rental Payments are current and no arrears owing: Yes or No

Residents Signature: _____