



Toronto Seniors' Forum: Terms of Reference

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I. Purpose of Toronto Seniors Forum

“The Toronto Seniors’ Forum will facilitate civic engagement of seniors in Toronto to help ensure that the Corporation of the City of Toronto* meets its commitment to ensuring that all its services are equitably provided to all seniors living in or visiting Toronto.”

**** City of Toronto will mean, for the purposes of this Term of Reference, the Corporation of the City of Toronto or, alternatively, City government***

II. Mandate

1. City Mandate: Authority to Serve:

The mandate for the setting up and the continued existence of the Toronto Seniors Forum comes from the Corporation of the City of Toronto, through its Council and Committees and operational Divisions.

2. City Mandate: Scope and Focuses:

- I. The Toronto Seniors Forum focuses primarily on services or potential services, issues or concerns of the Corporation of the City of Toronto in respect to or impacting on seniors, who live in Toronto.
- II. The City Council, Committees and its staffed Divisions and Services will seek the advice and participation of the Seniors Forum on a full range of matters pertaining or impacting on Seniors and related City* services, policies, and/or activities.

3. Mandate: Scope and Focuses:

- i. The Seniors Forum will advise, inform, educate, advocate and assist within the Corporation of the City of Toronto, on matters that it identifies as falling within the scope and mandate of the City government to address or impact.
- ii. The Seniors Forum will seek consultation, advice, information, participation of other seniors throughout the City of Toronto in carrying out its mandate. It will also support or initiate activities that enable seniors across the City to participate in identifying and making their own issues known, advocating for themselves

or advocating on behalf of other seniors in reference to issues of civic support, services and/or, recognition.

- iii. Equitable access for all Toronto seniors to civic public services will be a guiding consideration in all Forum activities.

4. Mandate: Scope of Activities within the Forum:

Utilizing a broad range of methods and processes the Seniors

Forum will:

- I. Become informed, and educated on the City's organization, services, issues and any matters of interest that serve or impact on Toronto seniors, (see: Methods - below)
- II. Develop priority activities, focuses, initiatives that contribute to engaging, and supporting the City of Toronto carrying out its commitments and responsibilities to and providing municipal services equitably for seniors across Toronto.

III. Methods

The Seniors Forum will use a range of methods to inform itself and enable it to be informed and educated on seniors' views, issues needs and services. The Forum will, to speak to, reflect, represent, present and advocate on such matters within civic government, for its consideration and action.

Some of the methods (but not an inclusive list) of activities will include:

- 1. Carrying out a range of public consultation processes with seniors, caregivers, service providers (City and others) and other interested community members and organizations across the City of Toronto.
- 2. Promoting seniors' engagement in public affairs and addressing their own interests and needs as seniors, and for their wellbeing.
- 3. Conducting studies and research, questionnaires, surveys, key informant interviews or presentations to the Forum, etc.
- 4. Utilizing the individual and collective knowledge, expertise and contacts of the Seniors Forum participants to reflect knowledge, interest and concerns of a diverse cross- section of seniors.
- 5. Monitoring, networking, communicating through meetings, within civic

government Divisions and community program activities that serve seniors or impact on senior citizens across the City of Toronto.

6. Networking, communicating and gathering knowledge of other non-civic organizations, groups and private initiatives across the City of Toronto that serve or have an interest in the wellbeing of seniors.
7. Organizing community public meetings and consultations and initiating or encouraging meetings with seniors groups, agencies and organizations that can further the wellbeing of seniors in the City and that will support furthering the goals of the City in identifying needs, ways and means of addressing the needs of seniors
8. Supporting seniors groups and individuals to learn the skills to both seek resolution to seniors needs or to assist individuals to advocate and pursue resolutions through civic participation of their own needs as senior citizens.
9. Engaging in other activities and processes that will inform the Seniors Forum work and enable and serve the Seniors Forum and civic government in doing their work and addressing the issues and concerns of seniors within their mandate to do so.

IV. Internal Communications and Reporting

1. The Forum will have a variety of communications and networking relations for reporting within the City structure. The Forum will seek formal and informal ways and means of reporting or relating to Council and Committees, e.g. participation of the appointed and volunteering Council members, annual reports, presentations to the Mayor, Council and Committees, Invitations to Council members to special Forum meetings, or events, special advisory presentations on seniors' issues, and positions of the Forum, etc...
2. The Forum and/or Steering Committee and the Executive Director or Manager of the Division (Social Development Finance and Administration) will meet at least twice a year to discuss mutual concerns, interests, consult on issues, discuss directions, and give and get advice and feedback

V. Membership Composition:

1. The Toronto Seniors' Forum will be comprised of up to twenty six (26) people, with particular attention to those seniors whose voices have been less often heard or unheard. All prospective members are expected to apply for membership and be interviewed prior to being recommended for membership. Each new member will be required to complete an application which includes a conflict of interest declaration as well as ***agreement with, and the expressed intention to, work within the Forum Terms of Reference.***
2. At least fourteen members will be from communities with common social identities: two who are Aboriginal/First Nations; two who are African (Black) heritage; two who are Asian heritage; two who are South Asian, two who are Latin American Hispanic; two who are the gay, lesbian, bisexual, transgender or two-spirited communities; and two who are persons with disabilities. Three seniors from each of the four City districts (North, East, South and West) will constitute the remaining twelve members. These twelve members will reflect the diversity of the City's population.
3. Members of the Forum will be at least 60 years of age and residents of the City of Toronto.

VI. Member Recruitment/Selection Process

1. Criteria for selecting members will be clear and made public.
2. Some or all of a variety of mechanisms may be used to recruit members for the Forum. These include advertisements in local and community media; public information sessions; and invitations to people in organizations to identify candidates.
3. Applications (including conflict of interest declaration) received from prospective candidates for membership will be screened by the Selection Committee comprised of no less than three Forum members and City staff.
4. Prospective candidates for membership on the Forum will be interviewed when necessary. Interviews may be conducted by a selection committee comprised of no less than three Forum members and City staff (See Appendix 6). ***The Selection Committee will make***

recommendations to the Steering Committee and General Membership. The Selection Committee can extend the invitation on behalf of the Toronto Seniors Forum to participate as a member of the Forum.

5. When replacing a resigning member, the new member must reflect the same common social identity or geographic community which would have otherwise been lost.

VII. Conditions of Membership

1. Forum members will be required to sign a Memorandum of Understanding indicating their willingness to adhere to key City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment) and Forum policies and procedures (Terms of Reference including: Anti-Oppression; 50 +1% majority Decision-Making Model; Member Dismissal; Role Description; and Secret Ballot Election) whenever representing the Forum (See Appendix 1-10).
2. Membership in the Forum is voluntary and a public service. Members will not be remunerated, other than for reasonable out-of-pocket expenses.
3. Members are expected to participate in ongoing training as required.
4. Members, when representing the Forum at public events/meetings etc., must reflect the views, decisions and mandate of the Forum not their own personal views or opinions.
5. Members involved in work independent from the Forum must clearly state when expressing their opinions that they are their own private views, to ensure that they cannot be perceived as that of the Forum.
6. Members ***have a variety of roles including advisory***, advocacy and ambassadorship both within the ***City Hall*** structure and broader ***community*** context.
7. If a member wishes to resign during her/his appointment, s/he will submit a letter of resignation to the Co-chairs and City staff. If possible, they will be asked to identify a potential candidate for Forum membership whose application will be reviewed according to the membership application process.

8. **Resignation:** If an individual who chooses to resign was originally recommended by an organization, the same organization and other organizations and groups in the appropriate designated community will be solicited for the name of a possible replacement. The individual recommended for Forum membership will be subjected to the Membership Recruitment/Selection Criteria. (See Item VI).
9. Members, while reflective of diverse communities of common bond are not to be seen ***or to act as official representatives of any group in their work on the Forum; whether geographic, social, cultural, ethnic, racial, linguistic or other personal, community or organizational identities.*** Their diverse perspective is very valued as a part of the Forum. ***Members' focus and responsibilities are to all seniors of the City of Toronto.***
10. **Computer:** Computer efficiency and access is an essential and necessary communication tool for the Forum. City staff will assist Forum members to find appropriate resources such as computer training, computer and internet access, for example from a local library. Members must be willing to learn essential technological skills to ensure effective and efficient communication is possible between Forum members, City Staff and the community.
11. **Attendance:** Absence of more than 1 month needs to be negotiated with co-chair and City staff for leave of absence. Usual circumstances for absence would be illness, travel, and personal emergencies. Absences are expected to be for no more than 3 consecutive months except under extraordinary circumstances.

VIII. Decision Making Model

1. The primary process for group decision making in for the Forum is majority rule 50 +1% majority. **Note:** *consensus process is to be attempted where possible.*
2. A consensus process aims at bringing the group to mutual agreement by addressing all concerns. It does not require unanimity. Consensus can take longer than other processes, but fosters creativity, cooperation and commitment to final decisions.
3. The following is a guideline of the consensus process:

- i. A member states the proposal. Ideally, a written draft has been distributed prior to the meeting, if time permits.
- ii. The group discusses and clarifies the proposal. No one presents concerns until clarification is complete.
- iii. The **co-chair** asks for legitimate concerns. The group must consider both the positive and negative impacts of adopting the proposal. For example, the proposal may be consistent with the group's purpose or values, it may advance a cause, or it may be beneficial to the group and/or the common good. Conversely, the proposal may be in conflict with the values or the purpose of the group. It may adversely affect the group or the organization; the common good. Concerns should not however, come from egos or vested interests, or derive from instated tensions around authority, rights, personality conflicts, competition or lack of trust. Trust is a prerequisite for the consensus model.
- iv. If there are concerns:
 - 1. The **co-chair** lists the concerns so they are clearly visible to everyone (i.e. flip chart). The group then tries to resolve the concerns. The presenter then has the option to:
 - a. Clarify the proposal
 - b. Modify their proposal
 - c. Retract their proposal
 - d. Ask those with concerns to step aside. By standing aside, a person indicates willingness to live with the proposal. By crossing off a concern, a person indicates satisfaction with the clarifications or changes.
 - 2. If concerns remain unresolved and concerned members do not choose to stand aside, the facilitator asks everyone to examine these concerns in relation to the group's purpose and values. The group may need to have another meeting to examine its purpose and resolve value conflicts.
 - 3. If the **co-chair** checks again to see if those with concerns have chosen to stand aside or cross off their concerns. If not, the co-chair may ask for any further suggestions to resolve the concerns, until everyone is able to live with the proposal. Often with some modifications, the proposal may be appealing to everyone.

4. If after a substantial amount of time and discussion, concerns persist, the **co-chair** in collaboration with the Community Development Officer may opt to:
 - a. ask those with concerns to stand aside
 - b. ask the presenter to withdrawal the proposal
 - c. ask the groups if they would like to reconvene at a later date to continue the discussion
 - d. send the proposal to an ad hoc committee for study
 - e. conduct a vote, requiring a 50+ 1 majority.
- v. If no concerns are expressed, the **co-chair** asks the group if it has reached consensus. (If not a vote must be taken)
- vi. If no concerns were expressed or after a consensus is reached, the **co-chair** is to clearly state the outcome.
- vii. **Committee Autonomy:** The primary decision making process for the TSF is 50 +1% majority, However, there will be times when the whole group is not involved in the decision making process. Members, work groups, ad-hoc committees are encouraged to be empowered to make decisions, as long as they are consistent with the group's purpose and values and can be justified based on such.

IX. Member Participation

1. ***The Seniors Forum responsibilities and focuses are spelled out earlier in this terms of reference***
2. **Committees:** All Forum members are required to participate as active members of the Forum during general meetings and must participate on at least one workgroup or committee (i.e. Steering Committee, Recruitment Committee, Affordable Housing Committee, Transportation Committee, Event's Committee, Healthcare Committee and New Horizon Ad Hoc Working Group. Additional committees or sub- committees, work/project groups will be established by the Forum based on need.
3. Forum members will elect 2 **Co-chairs** using a Secret Ballot Election (See Appendix 10).
4. Forum members will select work-groups or ad-hoc committees in which they will participate. Each work-group or ad-hoc committee will

self-select the co-chairs for that specific work-group or ad-hoc committee. (See Appendix 3 and 10).

5. The Forum general meetings will likely meet no less than six times a year, as negotiated by the **Co-chairs** and City staff. In addition there will be regular meetings of the work-groups and ad- hoc committees (Steering Committee, Recruitment Committee, Affordable Housing Committee, Transportation Committee, Event's Committee, Healthcare Committee and New Horizon Ad Hoc Working Group.)
6. **Committees may invite interested non Toronto Seniors' Forum members to work on the committee with the understanding that such members are not authorized to represent the Toronto Seniors' Forum.**
7. General Forum meetings will be open to the public as observers, consistent with City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment).

X. Forum Procedures

1. Forum members, **Co-chairs and Workgroup Co-Chairs** must adhere to their specific member role description (See Appendix 1, 2, and 3).
2. The Steering Committee, working along with City staff, will develop annual work plans and present to Forum members for approval. They will also write and deliver an annual report outlining the work of the Forum for members and the City of Toronto.
3. Decisions of the Forum will be by Majority. 50 +1% majority vote is taken, when every person has had her/his say, believes s/he has been heard and is willing to support the decision reached (See Item VIII).
4. Each Forum member will be given an orientation to City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment) and Forum policies and procedures (Terms of Reference including: Anti-Oppression; Consensus Decision-Making Model; Member Dismissal; Role Description; and Secret Ballot Election). A component of the orientation will include information on the City structure, processes and policies and on meeting chairing. Each new member will be linked with an experienced Forum member to assist them with their orientation to the Forum.

5. A Forum member's manual will be developed by City staff and **Forum members and approved by the Forum for** distribution to each new member when they join the Forum. It will include time dated information on the City political; including role descriptions; and the Code of and staff structure; relevant City policies; the Forum structure, anti-oppression, consensus decision making policies and other policies and procedures Conduct, etc. ***It will be reviewed and updated annually with the approval of the Forum.***

XI. Budget, Staffing and other City supports to the Forum:

1. The nature, extent and amount of staffing and level of skills, role and responsibilities related to Forum work, will be reviewed and negotiated annually between the Forum and the Executive Director of or designated manager within the Social Development Finance and Administration Division. This would normally take place at budget planning time.
2. A Forum Budget, Finance, Staffing sub-Committee of the Forum would be appointed annually to, work with city staff, and oversee the Forum budget, finances, spending, staffing needs and levels, funding applications, and related matters.
3. Primary staff support will be provided by the Social Development Finance and Administration Division of the City of Toronto. Additional staff support will be negotiated and provided by staff from relevant City Divisions and programs; including recruitment and supervision of interns or volunteer staff assistants
4. The Lead Division will also provide a variety of administrative supports for the effective operations of the Forum. For example: copying, computer related activities and services, space, food, TTC tickets, and other related services.
5. Core funding for the operations of the Forum will be provided and administered through the Social Development Finance and Administration Division. A draft operating budget, excluding staff costs, will be mutually developed by the Forum and Division on an annual basis to address the priority core needs and plans of the Forum
6. The Forum may seek or generate projects and funding. Funding can

come from approved other sources outside the Divisional core funding ,(within or outside city government) in so far as the projects and work are within the purview of the Forum and contributes to the undertaking of the mandate of the Forum, and is approved by the City.

7. The lead Division(Social Development) will support and coordinate activities with other programs, services and Divisions within the City to provide a range of services to support the Forum.(staffing , communications , publicity, space access, information, etc. as appropriate)

XII. Amendment Process

1. Amendments may be made to the Terms of Reference. The process is as follows:
 - I. Proposals for amendments should be submitted to the Co-Chairs of a workgroup or ad- hoc committee to be discussed in the Steering Committee to be put on the General Meeting's agenda.
 - II. The proposal for an amendment to the Terms of Reference will be discussed during the General Meetings.
 - III.The decision to make an amendment will be based on Majority rule after discussion using the Consensus Process. (See Appendix 10).

Appendix 1

Role Description

Forum Members

1. All work done by Forum members must be consistent with the Forum's purpose.
2. Members have a dual role of advocacy and ambassadorship both within the City structure and broader context.
3. **Term:** Members are expected to commit to the terms for which s/he is appointed. Current term of City Council is until Nov 2014. However, if a member wishes to resign during her/his appointment, s/he will submit a letter of resignation to the Co-chairs and City staff. This is to ensure that a replacement can be found in a timely manner and to ensure the continuity of the work of Forum with minimal disruption.
4. **Committees:** All members must participate fully as active members of the Forum during general meetings and must participate on at least one workgroup or committee (i.e. Previous groups have included: Steering Committee, Transportation, Recruitment Committee, Affordable Housing Committee, Events Committee, Healthcare Committee and New Horizon Ad Hoc Working Group).
5. All members are encouraged to provide input to the group while adhering to key City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment) and Forum policies and procedures (Terms of Reference including: Anti-Oppression; Consensus Decision-Making Model; Member Dismissal; Role Description; and Secret Ballot Election).
6. All Forum members must adhere to the terms of reference and sign a *Memorandum of Understanding* indicating their willingness to adhere to key City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment) and Forum policies and procedures (Terms of Reference including: Anti-Oppression; Consensus Decision-Making Model; Member Dismissal; Role Description; and Secret Ballot Election) whenever representing the Forum.
7. All Forum members must work in collaboration with the SDFA City Staff to inform on city issues, procedures and policies which will affect their

ability to enact decisions of the Forum.

8. Members are expected to participate in ongoing training as required.
9. Members, when representing the Forum at public events/meetings etc., must reflect the views, decisions and mandate of the Forum not their own personal views or opinions.
10. Members involved in work independent from the Forum must clearly state when expressing their opinions that they are their own private views, to ensure that they cannot be perceived as that of the Forum.
11. In addition to the member's role description, members may also assume other responsibilities in the Forum:
 1. Forum members will elect 2 Co-chairs using a Secret Ballot Election.
 2. Forum members will select work-groups or ad-hoc committees in which they will participate in. Each work-group or ad-hoc committee will self select the chair or co-chairs for that specific work-group or ad-hoc committee using a Secret Ballot Election.
12. Members are able to suggest amendments to the *Terms of Reference* according to the *Amendment Process*.
13. Terms of Reference indicate the purpose of the group as a whole and of individual members. Members who consistently disregard the *Terms of Reference* are subject to the *Member Dismissal Policy*.
14. Forum members have two channels to set agendas. Forum members may suggest agenda items:
 - a. Directly to the co-chairs in their respective work groups.
 - b. By bringing suggestions directly to the General Meeting.

Appendix 2

Role Description

Co-Chair(s) of Work-Groups and Ad-Hoc Committees

1. All Forum members will volunteer to participate as members of Work-Groups and/or ad-hoc Committees.
2. Each work-group or ad-hoc committee will self select the chair or co-chairs for that specific work-group or ad-hoc committee using a Secret Ballot Election (See Appendix 11).
3. Co-Chairs are required to meet with their work-group or ad-hoc committee as necessary to achieve the tasks assigned. This is anticipated to require at least monthly meetings.
4. Each co-chair must work collaboratively with the Steering Committee and/or other members and/or City staff to:
 - i) Determine appropriate meeting times and locations.
 - ii) Work on task as identified by the work group and by the Steering Committee.
 - iii) Develop agendas, complete tasks, achieve goals and to ensure that tasks are completed in a timely manner.
 - iv) Work together with other co-chair persons to facilitate meetings.
 - v) Ensure every member fully participates, has a voice and that the Forum members make decisions using 50 +1% majority Decision Making Model (See Appendix 10).
 - vi) Ensure minutes are recorded and given to City staff for typing and distribution.
 - vii) Take into consideration the limits from The City of Toronto committee structure and city policies/procedures position.
 - a. Co-chairs must collaborate with City staff who will act as a resource to help identify city structures, policies, procedures or any other information that pertains to the Forum.
5. Chairing: The co-chairs role is to be neutral during meetings. They are to ensure that everyone has equal opportunity to participate and have a voice. Co-chairs are responsible to ensure that no one member's voice or presence dominates the process and the Consensus Decision Making

is used in decision making processes.

6. When co-chairs wish to speak they are required to wait until the end of discussions. At the end of discussions they should verbally note to the Forum members that they are stepping down as co-chair to provide their own opinion after everyone else has had the opportunity to speak. When speaking, Co-chairs are expected to remember that they are only one voice in the process and that all members must participate in the consensus decision making when making decisions.
7. When required, co-chairs are expected to facilitate a compromise on contentious issues using the consensus decision making model.
8. The co-chairs will take into consideration the limits from The City of Toronto committee structure and city policies/procedures position. They must collaborate with City staff who will act as a resource to help identify city structures, policies, procedures or any other information that pertains to the Forum.
9. A representative is required to participate at Steering Committee meetings, to report the achievements and progress of their work-group or ad-hoc committee and use this information to inform Forum agenda development.
10. Co-Chairs Term: Co-Chairs term will comprise one year or if deemed desirable until task is completed for an ad hoc group. The one year term can be extended based on a consensus decision by the Forum during the last general membership meeting of the calendar year.
11. Co-Chairs will be expected to declare any conflict of interest prior to meetings. When this occurs the co-chair with the conflict of interest will step down and the other co-chairs will assume leadership for the conflict of interest item.
12. Co-Chairs will encourage and demonstrate a leadership role in their duties, while adhering to city policies and procedures.
13. Co-chairs when representing Toronto Senior's Forum at public events/meetings etc. must reflect the views, decisions and mandate of the Toronto Seniors Forum not their own personal views or opinions.
14. Co-chairs involved in work independent from the Forum must clearly state when expressing their opinions that they are their own private views to ensure that they cannot be perceived as that of the Forum.

15. Co-chairs are accountable to members of Seniors Forum and to City staff and City Council for fulfilling roles and responsibilities as outlined above.

Appendix 3

Role Description

Job Description

TSF Co Chair(s)

1. The 2 Toronto Seniors Forum Co Chair(s) will be elected by Forum members using a Secret Ballot Election (See Appendix 11).
2. The Co Chair(s) will take turns in their joint leadership role to facilitate meetings.
3. Co Chair(s) are expected to work in collaboration with city staff.
4. Co Chair(s) are expected to monitor member's attendance at meetings and take appropriate action when necessary.
5. The Co Chair(s) must work collaboratively with the Steering Committee and/or City staff to:
 - a. Gain information with respect to current work of the Toronto Seniors Forum. For example to collaboratively determine agendas for meetings, accuracy of minutes, meeting locations, outreach and communication process and current City issues.
 - b. To ensure information such as agendas for meetings, meeting locations, minutes, outreach and communication process and current City issues is sent to all Forum members 2 weeks prior to each meeting. City staff will distribute such information to all Forum members on behalf of the Forum.
 - c. Guide the work of the Forum.
6. Co Chair(s) are expected to ensure meetings flow and are kept on time as per the agenda time estimates, using flexibility to negotiate time frames when required.
7. The Co Chair(s) role is to be neutral during meetings. They are to ensure that everyone has equal opportunity to participate and have a voice. Co Chair(s) are responsible to ensure that no one member's voice or presence dominates the process and the 50 +1% majority Decision Making is used in decision making processes (See Appendix 10).
8. When Co Chair(s) wish to speak they are required to wait until the end of discussions. At the end of discussions they should verbally note to the

Forum members that they are stepping down as co-moderator to provide their own opinion after everyone else has had the opportunity to speak. When speaking, Co Chair(s) are expected to remember that they are only one voice in the process and that all members must participate in the consensus decision making when making decisions.

9. When required, Co Chair(s) are expected to facilitate a compromise on contentious issues using the consensus decision making model, as outlined in Item F.
10. The Co Chair(s) will take into consideration the limits from The City of Toronto committee structure and city policies/procedures position. They must collaborate with City staff who will act as a resource to help identify city structures, policies, procedures or any other information that pertains to the Forum.
11. One of the Co Chair(s) will be expected to participate as one Forum member on the 5 member caucus to the Roundtable on seniors.
12. Co Chair(s) term will comprise one year. The one year term can be extended based on a consensus decision by the Forum during the last general membership meeting of the calendar year
13. Co Chair(s) will be expected to declare any conflict of interest prior to meetings. When this occurs the co-moderator with the conflict of interest will step down and the other co-moderator will assume leadership for the conflict of interest item.
14. Co Chair(s) when representing Toronto Senior's Forum at public events or meetings etc. must reflect the views, decisions and mandate of the Toronto Seniors Forum not their own personal views or opinions.
15. Co Chair(s) involved in work independent from the Forum must clearly state when expressing their opinions that they are their own private views to ensure that they cannot be perceived as that of the Forum.
16. Co Chair(s) are accountable to all Forum members and to City staff and City Council for fulfilling roles and responsibilities as outlined above.

Appendix 4

Committee Roles and Responsibilities

Steering Committee

1. Membership on the Steering Committee includes the co-chairs, representatives of all work- groups, ad-hoc committees, members at large and City staff.
2. The role of the Steering Committee is to ensure that group goals and priorities are identified and included in the overall process and work of the Toronto Seniors Forum. This includes negotiating tasks for work-groups and ad-hoc committees.
3. Whenever possible, at least two weeks prior to each meeting the Steering Committee is expected to provide information gained from their respective work-groups and ad-hoc committees to inform the contents of Forum Agendas when possible. City staff will collaborate in the process and distribute agendas 2 weeks prior to meetings.
4. The Steering Committee is expected to utilize Community Development Officer and others to inform on city issues, procedures and policies which will affect their ability to enact decisions of the Forum.
5. The Steering Committee works to develop and implement annual work plan. The work plan is to be taken to the membership meeting of the Toronto Seniors Forum for discussion, final approval.
6. The Steering Committee will oversee the process to write and deliver an annual report outlining the work of the Toronto Seniors Forum to Forum members and the City of Toronto.

Appendix 5

Anti-Oppression Policy

a. Oppression:

Definitions:

- i. Oppression is the exercise of authority or power in a burdensome, cruel, or unjust manner or the feeling of being heavily mentally or physically burdened, by troubles, adverse conditions, anxiety etc. to societal views and practices.
- ii. Examples of oppression include racism, ableism, ageism, colonialism, homophobia, anti-Semitism, sexism and other forms of institutionalized oppression
- iii. Oppressive behaviour is defined as behaviour that demeans, marginalizes, threatens or rejects people on the basis of ethnicity, race, language, age, class, ability, gender, sexual orientation, income, political or religious affiliation etc. Oppressive behaviour that will not be tolerated include, but are not limited to:
 - a. Verbal abuse (i.e. Verbally attacking other members, Name calling, racial slurs, derogatory comments, etc.)
 - b. Physical abuse (i.e. pushing, shoving, etc.)
 - c. Exclusion
 - d. Any other behaviour which is deemed unsafe, illegal or violent, derogatory, and/or offensive language, intimidation, hostility, threats etc.

Purpose:

- b. The purpose of the Toronto Seniors Forum's anti-oppression policy is to ensure that:
 - i. Members reflect the diversity of the City's population.
 - ii. Members have the option to self identify their ethnicity, race, language, age, class, ability, gender, sexual orientation, income, political or religious affiliation etc.
 - iii. Members are treated equitably.
 - iv. Members' personal experiences will be valued.
 - v. Members are able to voice their opinions in a manner that is respectful to others, but without fear of retribution.

- vi. A means by which members can work with others in order to overcome the socialization which is the root cause of oppressive behavior.
- vii. Appropriate support mechanisms are implemented when necessary to individuals, groups, and/or communities who have been oppressed directly or witnessed oppressive behaviours/attitudes of a Forum member.
- viii. Oppressive behaviour is dealt with in an appropriate manner to ensure that it is eliminated.
 1. Should oppressive behaviour be exhibited, the complaint shall be brought forth by the individual and/or group concerned and/or affected members to the co-chairs and/or City staff. The Co-chairs and city staff will meet and decide what interventions must take place on a case by case basis. The role of the co-chairs and City staff is to work in collaboration to assist the oppressor to understand the nature of their act and the consequences (both on individuals, groups or the wider public) that resulted or will result based on their action.
 2. Anyone who exhibits oppressive behaviour can be subjected to an intervention as outlined by the co-chairs, co-chairs and city-staff. Ongoing lack of adherence to the Toronto Seniors Forum Anti-oppression Policy will result in the termination of membership in accordance to the Member Dismissal Policy.
- ix. The Toronto Seniors Forum recognizes that oppressed groups may have experienced barriers to full access and participation in the community. Therefore, the Toronto Seniors Forum is composed of up to twenty six people, with particular attention to those seniors whose voices have been less often heard or unheard. At least twelve members will be from communities with common social identities: two who are Aboriginal/First Nations; two who are African (Black) heritage; two who are Asian heritage; two who are Latin American Hispanic; two who are gay, lesbian, bisexual, transgender or two-spirited; two who are South Asian

heritage and two who are persons with disabilities. Three seniors from each of the four City districts (North, East, South and West) will constitute the remaining twelve members. These twelve members will reflect the diversity of the City's population.

- x. The Toronto Seniors Forum has developed an anti-oppression policy in order to create a safe and productive environment. All members must be committed to acting within an anti-oppression framework and must participate in ongoing anti-oppression workshops.

Appendix 6

Member Recruitment/Selection Criteria For Membership in the Toronto Seniors' Forum

1. The following are criteria for Prospective members:
 - a. Please refer to: Section V. Membership Composition) Section VI. (Membership Recruitment) Section VII.(Conditions of Membership)
 - b. Have previous volunteer experience or community involvement.
 - c. Be able and willing to by travel by TTC to locations across the city.
 - d. Commit to a minimum of eight hours a month to “hands on” work, in at least 1 committee in addition to attending regular Forum meetings.
 - e. Be willing to participate as a team player in the Forum.
 - f. Be willing to adhere to key City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment) and Forum policies and procedures (Terms of Reference including: Anti-Oppression; Consensus Decision-Making Model; Member Dismissal; Role Description; and Secret Ballot Election) whenever representing the Forum.
 - g. Computer efficiency and access is an essential and necessary communication tool for the Forum. City staff will assist Forum members to find appropriate resources such as computer training, computer and internet access, for example from a local library. Members must be willing to learn essential technological skills to ensure effective and efficient communication is possible between Forum members, City Staff and the community.

Appendix 7

Member Dismissal Policy

1. Members are the driving Force of the Forum and members must recognize the importance of their commitment through active participation, regular attendance and adherence to policies and procedures. The following are potential reasons for losing membership:
 - i) Frequent absences without just cause
 - ii) No longer meeting the conditions of membership
 - iii) Lack of adherence to City policies (Conflict of Interest; Hate Activity; and Human Rights and Harassment) and Forum policies and procedures (Terms of Reference including: Anti-Oppression; Consensus Decision-Making Model; Member Dismissal; Role Description; and Secret Ballot Election) whenever representing the Forum.
 - iv) Theft of property or misuse of Toronto Seniors Forum funds and/or equipment will result in member dismissal.
2. Members who have committed one or more of the potential reasons for losing membership may be dismissed by a 50 +1% majority of the Forum members must vote regarding the members dismissal using the Secret Ballot Election Process.
3. It is the role of the co-chairs to record attendance and to collaborate with City Staff to take appropriate action.
4. Absence of more than 1 month needs to be negotiated with co-chairs and City staff for leave of absence. Usual circumstances for absence would be illness, travel, and personal emergencies. Absences are expected to be for no more than 3 months except under extraordinary circumstances.
5. If a member wishes to resign during her/his appointment, s/he will submit a letter of resignation to the Forum co-chair and City staff. If possible, they will be asked to identify a potential candidate for Forum membership whose application will be reviewed according to the membership application process.
6. If an individual who chose to resign was originally recommended by

an organization, the same organization and the community at large will be solicited for the name of a possible replacement. The individual recommended for Forum membership will be subjected to the Membership Recruitment/Selection Criteria.

Appendix 8

Forum Evaluation

1. Evaluation of the work of the Toronto Seniors Forum should be completed prior to the last general membership meeting of the calendar year
2. A process for evaluation of the work of the Toronto Seniors Forum should be determined yearly by the Steering Committee in collaboration with City staff.
3. An evaluation report will be completed and presented to city departments and or councillors as determined as appropriate for each year.



Appendix 9

Memorandum of Understanding

As a condition of participation in the Toronto Seniors' Forum all members must abide by all applicable City of Toronto and Toronto Senior's Forum policies.

Please check that you have reviewed the following City of Toronto Policies:

(as stated on <http://wi.toronto.ca/intra/hr/policies.nsf/> and in the Toronto Seniors Forum Manual).

- Conflict of Interest Policy
- Hate Activity Policy
- Human Rights and Harassment Policy

Please check that you have reviewed the following Toronto Seniors Forum Policies and Procedures:(as stated in the Toronto Seniors Forum Manual).

- Toronto Senior's Forum Terms of Reference:
- Anti-Oppression Policy
- Consensus Decision Making Model
- Member Dismissal Policy
- Role Descriptions
- Secret Ballot Election Process

I hereby declare that I have read and understand all policies listed below and agree to abide by these policies during my participation in the Toronto Seniors' Forum.

Forum Member's Name: *(Please print)* _____

Signature: _____

Date _____

Appendix 10

Majority Rule Decision Making Model

1. The primary process for group decision making for the Forum is the 50 +1% majority rule model. However where time allows the process should try and achieve consensus among the membership.
2. A consensus process aims at bringing the group to mutual agreement by addressing all concerns. It does not require unanimity. Consensus can take longer than other processes, but fosters creativity, cooperation and commitment to final decisions.
3. The following is a outline of the consensus decision-making process:
 - I. A member states the proposal. Ideally, a written draft has been distributed prior to the meeting, if time permits.
 - II. The group discusses and clarifies the proposal. No one presents concerns until clarification is complete.
 - III. The co-chair asks for legitimate concerns. The group must consider both the positive and negative impacts of adopting the proposal. For example, the proposal may be consistent with the group's purpose or values, it may advance a cause, or it may be beneficial to the group and/or the common good. Conversely, the proposal may be in conflict with the values or the purpose of the group, it may adversely affect the group of the organization, the common good. Concerns should not however, come from ego or vested interests, or derive from instated tensions around authority, rights, personality conflicts, competition or lack of trust. Trust is a prerequisite for consensus.
 - i. If there are concerns:
 - IV. The co-chairs list's the concerns so they are clearly visible to everyone (i.e. flip chart). The group then tries to resolve the concerns. The presenter then has the option to:
 - a. Clarify the proposal
 - b. Modify their proposal
 - c. Retract their proposal
 - d. Ask those with concerns to step aside. By standing

aside, a person indicates willingness to live with the proposal. By crossing off a concern, a person indicates satisfaction with the clarifications or changes.

- V. If concerns remain unresolved and concerned members do not choose to stand aside, the facilitator asks everyone to examine these concerns in relation to the group's purpose. The group may need to have another meeting to examine its purpose and resolve value conflicts.
4. If the co-chairs check again to see if those with concerns have chosen to stand aside or cross off their concerns. If not, the co-chairs may ask for any further suggestions to resolve the concerns, until everyone is able to live with the proposal. Often with some modifications, the proposal may be appealing to everyone.
 5. If after a substantial amount of time and discussion, concerns persist, the co-chairs may opt to:
 - a. conduct a straw poll
 - b. ask those with concerns to stand aside
 - c. ask the presenter to withdraw the proposal
 - d. ask the groups if they would like to reconvene at a later date to continue the discussion
 - e. send the proposal to an ad hoc committee for study
 - f. conduct a vote, requiring a 75%-90% majority.
 - ii. If no concerns are expressed, the co-chair asks the group if it has reached consensus.
 - V. If no concerns were expressed or after a consensus is reached, the co-chair will clearly state the outcome.

The primary decision making process for the TSF is 50+1% majority. However, there will be times when the whole group is not involved in the decision making process. Members, work groups, ad-hoc committees are encouraged to be empowered to make decisions, as long as they are consistent with the group's purpose and values and can be justified based on such.

Appendix 11:

Secret Ballot Election Process

1. Definition:
 - a. A secret ballot election is a type of voting in which each person's vote is kept secret, but the collective votes of various individuals are revealed publicly.
2. Purpose:
 - a. To ensure that voters are able to vote freely, eliminating voter intimidation or bribery.
 - b. To keep voters' choice confidential.
3. Process
 - a. All members must be prepared to participate in a secret ballot vote at a meeting.
 - b. Co-chairs must be prepared to conduct a secret ballot vote at a meeting (For example come to the meeting prepared with slips of paper, trimmed and of reasonable size).
 - c. Co-chairs must:
 - i. Clearly explain why a vote is being called.
 - ii. Ask potential candidates to clearly state their election platform in a 5 minute speech.
 - iii. Hand out or ask a volunteer to hand out one blank ballot to each voting member present.
 - iv. Remind members who the candidates are and provide clarification if necessary.
 - v. Ask members to write down their votes on the ballots provided.
 - vi. Collect or ask a member to volunteer to collect the completed ballots.
 - vii. Ask one member to volunteer to assist with the tallying of the votes.
 - viii. Tally the votes with the volunteer's assistance and scrutiny.
 - ix. Clearly state the results to the rest of the group.