

The Corporation of the County of Northumberland  
Social Services Committee  
Agenda

January 8, 2025, 9:30 am

Council Chambers

555 Courthouse Road, Cobourg, ON K9A 5J6

Hybrid Meeting (In-Person and Virtual)

Zoom Information

Join Zoom Meeting

<https://us06web.zoom.us/j/82780781941?pwd=z0GL6aMHQ823jPIF5sFxNFFjOdyGka.1>

Meeting ID: 827 8078 1941

Passcode: 434527

Phone: 855 703 8985 Canada Toll-free

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Pages

1. Notices

1.a Accessible Format

If you require this information in an alternate format, please contact the Accessibility Coordinator at [accessibility@northumberland.ca](mailto:accessibility@northumberland.ca) or 1-800-354-7050 ext. 2327.

1.b Meeting Format

This Committee meeting will be held using a hybrid meeting model. The public is invited to attend in-person in Council Chambers. Alternatively, the public may view the Committee meeting via live stream, join online, or join by phone using Zoom Conference technology. If you have any questions, please email [matherm@northumberland.ca](mailto:matherm@northumberland.ca).

- Attend in-person in Council Chambers, located at 555 Courthouse Road, Cobourg
- Watch a livestream by visiting [Northumberland.ca/Council](http://Northumberland.ca/Council)
- Join online using Zoom
- Join by phone using Zoom

2. **Call to Order**
  - 2.a **Territorial Land Acknowledgement**
3. **Approval of the Agenda**

Recommended Motion  
**"That** the agenda for the January 8, 2025 Social Services Committee be approved."
4. **Disclosures of Interest**
5. **Delegations**
6. **Business Arising from Last Meeting**
7. **Communications**
  - 7.a **Correspondence, Municipality of Port Hope 'Development of a County-Led Encampment Management Plan'** 5 - 7
8. **Staff Reports**
  - 8.a **Report 2025-004 'Canada-Wide Early Learning and Child Care Expansion Plan December 2024 Update'** 8 - 14

Glenn Dees, Director Health and Human Services

Recommended Motion  
**"That** the Social Services Committee receive Report 2025-004 'Canada-Wide Early Learning and Child Care Expansion Plan December 2024 Update' for information; and

**Further That** the Committee recommend that County Council receive this report for information."
  - 8.b **Report 2025-005 'Community Identification and Wellness Clinic'** 15 - 17

Jennifer Glover, Ontario Works Manager

Recommended Motion  
**"That** the Social Services Committee receive Report 2025-005 'Community Identification and Wellness Clinic' for information; and

**Further That** the Committee recommend that County Council receive this report for information."

**8.c Report 2025-006 '310 Division Street, Cobourg Update'**

18 - 30

Glenn Dees, Director Health and Human Services  
Rebecca Carman, Associate Director Housing and Homelessness

*[Report was updated prior to the meeting]*

Recommended Motion

**"That** the Social Services Committee receive Report 2025-006 '310 Division Street, Cobourg Update' for information; and

**Further That** the Committee recommend that County Council receive this report for information."

**8.d Report 2025-007 '310 Division Street, Cobourg Community Liaison Committee (CLC) Update' - Presentation**

31 - 88

Rebecca Carman, Associate Director Housing and Homelessness  
Chris Gorman, Senior Associate, OrgCode Consulting

Recommended Motion

**"That** the Social Services Committee receive Report 2025-007 '310 Division Street, Cobourg Community Liaison Committee (CLC) Update' for information; and

**Further That** the Committee recommend that County Council receive this report for information."

**9. Other Matters Considered by Committee**

**9.a Northumberland County Housing Corporation - Meeting Minutes**

89 - 96

Recommended Motion

**"That** the Social Services Committee receive the October 30, 2024 meeting minutes of the Northumberland County Housing Corporation for information; and

**Further That** the Committee recommend that County Council receive the minutes for information."

**10. Media Questions**

**11. Closed Session**

Recommended Motion

"**That** this Committee proceed with the next portion of the meeting being closed to the public at \_\_\_\_\_ a.m.; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Sections 239.(2.b) and (2.k) in order to address **two** matters pertaining to personal matters about an identifiable individual, including municipal or local board employees and confidential negotiations (Community & Social Services - Capital Grant Program), and that Jennifer Moore, Glenn Dees, Rebecca Carman, Emily Corkery, Maddison Mather, and Cheryl Sanders remain present."

**12. Motion to Rise and Result from Closed Session**

Recommended Motion

"**That** this Committee rise from Closed Session at \_\_\_\_\_ a.m.; and

**Further That** the confidential resolutions moved in Closed Session regarding **two** matters pertaining to personal matters about an identifiable individual, including municipal or local board employees and confidential negotiations (Community & Social Services - Capital Grant Program), is hereby referred to the open session of the Social Services Committee, which refers it to County Council for adoption."

**13. Next Meeting - Wednesday, February 5, 2025 at 9:30 a.m.**

**14. Adjournment**

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**From:** Tania Wilson <[twilson@porthope.ca](mailto:twilson@porthope.ca)>  
**Sent:** Thursday, November 28, 2024 9:47 AM  
**To:** Mather, Maddison <[matherm@northumberland.ca](mailto:matherm@northumberland.ca)>; [clerks@hamiltontownship.ca](mailto:clerks@hamiltontownship.ca);  
[clerk@cobourg.ca](mailto:clerk@cobourg.ca); [clerk@cramahetownship.ca](mailto:clerk@cramahetownship.ca); Doug Irwin <[doug.irwin@trenthills.ca](mailto:doug.irwin@trenthills.ca)>;  
[cdoiron@brighton.ca](mailto:cdoiron@brighton.ca); [aarthur@ahtwp.ca](mailto:aarthur@ahtwp.ca)  
**Cc:** Olena Hankivsky <[OHankivsky@porthope.ca](mailto:OHankivsky@porthope.ca)>  
**Subject:** Resolution 236-2024 re Dev'p of a Cty-Led Encampment Mgmt Plan

**CAUTION:** External E-Mail

Good Morning, I hope this email finds you well.

Please be advised that Council for the Municipality of Port Hope at their regular Council meeting held on Tuesday, November 26<sup>th</sup> passed the following Resolution regarding Development of a County-Led Encampment Management Plan.

Resolution 236-2024  
Moved by Deputy Mayor Holloway Wadhwani  
Seconded by Councillor Attridge

WHEREAS the Municipality of Port Hope recognizes that affordable housing and homelessness is a growing crisis and that a collaborative response is required;

NOW THEREFORE BE IT RESOLVED THAT Mayor Hankivsky, in her role as County Councillor, be directed to introduce a motion at Northumberland County Council, on behalf of the Municipality of Port Hope Council, calling for the development of a county-led encampment management plan that:

- a. provides for the human rights, health, and safety, of all residents and property owners;
- b. clarifies and defines the role of the upper tier as the regional service manager; and
- c. clarifies the complimentary roles and responsibilities of the lower tiers.

AND BE IT FURTHER RESOLVED THAT a copy of this resolution be circulated to Northumberland County and all lower tier municipalities.

I have attached a signed copy of Resolution 236-2024 for your information.

Regards,

Tania Wilson,  
*Administrative Assistant*  
**Municipality of Port Hope**

**Corporate Services Department/Town Hall:** 56 Queen Street, Port Hope, ON L1A  
3Z9

t. 905.885.4544 x. 2201

e. [twilson@porthope.ca](mailto:twilson@porthope.ca) | [porthope.ca](http://porthope.ca)



MUNICIPALITY OF PORT HOPE  
RESOLUTION

Date: 26 November 2024

236 - 2024

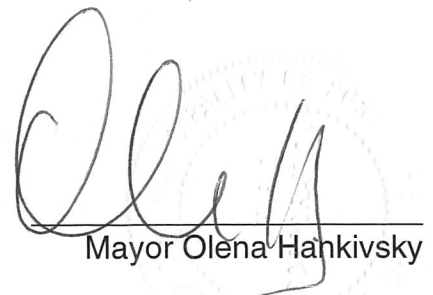
MOVED BY: Deputy Mayor Holloway Wadhvani

SECONDED BY: Councillor Attridge

WHEREAS the Municipality of Port Hope recognizes that affordable housing and homelessness is a growing crisis and that a collaborative response is required; NOW THEREFORE BE IT RESOLVED THAT Mayor Hankivsky, in her role as County Councillor, be directed to introduce a motion at Northumberland County Council, on behalf of the Municipality of Port Hope Council, calling for the development of a county-led encampment management plan that:

- a. provides for the human rights, health, and safety, of all residents and property owners;
- b. clarifies and defines the role of the upper tier as the regional service manager; and
- c. clarifies the complimentary roles and responsibilities of the lower tiers.

AND BE IT FURTHER RESOLVED THAT a copy of this resolution be circulated to Northumberland County and all lower tier municipalities.



Mayor Olena Hankivsky

If you require this information in an alternate format, please contact the Accessibility Coordinator at [accessibility@northumberland.ca](mailto:accessibility@northumberland.ca) or 1-800-354-7050 ext. 2327



## Report 2025-004

**Report Title:** Canada-Wide Early Learning and Child Care Expansion Plan  
December 2024 Update

**Committee Name:** Social Services

**Committee Meeting Date:** January 8, 2025

**Prepared by:** Lesley Patterson  
Manager, Early Years  
Community and Social Services

Christopher Lunn  
Financial Officer, Early Years,  
Finance

**Reviewed by:** Glenn Dees  
Director, Human and Health Services  
Community and Social Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** January 22, 2025

**Strategic Plan Priorities:**  Innovate for Service Excellence  
 Ignite Economic Opportunity  
 Foster a Thriving Community  
 Propel Sustainable Growth  
 Champion a Vibrant Future

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### Information Report

**That** the Social Services Committee receive Report 2025-004 ‘Canada-Wide Early Learning and Child Care Expansion Plan Update’ for information; and

**Further That** the Committee recommend that County Council receive this report for information.”

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## Purpose

The purpose of this report is to provide an update on the progress of Northumberland County's Access and Inclusion Direct Growth Strategy Expansion Plan's projects.

## Background

Ontario's vision for the Canada-Wide Early Learning and Child Care (CWELCC) system is for more families in Ontario to have access to high quality, affordable, flexible, and inclusive early learning and child care no matter where they live. Under the CWELCC agreement with the Government of Canada, Ontario is supporting the creation of 86,000 newly funded licensed child care spaces by December 2026.

Under the Access and Inclusion Framework, the Ministry of Education (MEDU) developed a model to allocate funding for new spaces for children aged 0-5 with a focus on improving equity of access by working toward a common provincial access ratio of 37%.

As per MEDU direction, Northumberland's Directed Growth Plan identified priority neighbourhoods for targeted licensed child care expansion. The plan was based on available data and incorporates such factors as existing child care capacity, demographics, socio-economic indicators, official language minorities, and capacity for growth. The rankings for each factor were combined to determine where to prioritize new child care spaces. As per the Directed Growth Plan, the neighbourhood rankings for Northumberland County, from highest to lowest priority, are:

- Cobourg
- Trent Hills
- Port Hope
- Brighton
- Alnwick/Haldimand
- Cramahe
- Hamilton

Northumberland County's current allocation is 404 new CWELCC supported spaces (59 school based and 345 community based).

While Northumberland County recognizes that all of our communities have unique needs and demands relating to child care, this expansion program is meant to prioritize spaces to neighbourhoods that have been traditionally underserved and/or have high populations of Ministry identified groups. However, all opportunities will be reviewed to consider all options that best serve our communities while being economically feasible. The creation of centre-based spaces is subject to the availability of existing buildings within the priority areas that meet the requirements of a licensed child care program. Details relating to the building requirements for licensed child care centres can be found in the *Child Care and Early Years Act (CCEYA)* and are subject to the approval of licensing, municipal by-laws, public health requirements as well as building and fire codes. While the focus is on the priority neighbourhoods, it is understood that some areas will have more opportunity to grow within Northumberland's allocated 404 CWELCC funded spaces. Northumberland's Directed Growth Plan further indicates that operators with active service agreements with the County will receive first consideration for expansion.

This report updates the information provided to Council in *Report 2024-134 Canada-wide Early Learning and Child Care Expansion Plan Update*.

## Ministry Impacts to the Implementation of the Directed Growth Expansion

Frequent changes to Ministry guidelines and updates to allocated funding make it difficult to plan and adhere to project needs. Initial decisions for all expansion projects are based on point-in-time guidelines and available funding. While allocated funds for expansion projects are initially considered to be fair and equitable per space, it is often the case that some projects require additional funding to be secured from other sources to address unforeseen challenges. As such, the funding allocated for expansion projects can be updated multiple times based on changing project needs and MEDU funding.

## Completed, In Progress and Under Consideration Expansion Overview

### Completed Projects

Table 1.

Completed CWELCC Expansion Spaces **					
Year	Spaces	License Setting	Municipality	Project Name	Operator
2023	10	School-based	Brighton	Brighton Public School	Brighton Children's Centre
2024	70	Community	Port Hope	Riverside (Ruth Clarke)	Ganarska Child Care Centre
	47	Community	Trent Hills	Warkworth	YMCA
	15	Community *	Cobourg	NCIS	YMCA
2025	35	Community	Port Hope	Officelinx	Kinderlinx
Total	177				

\* In NCIS but not school board led  
 \*\* Does not include licensed home child care expansion which is under Ministry review.

### Officelinx – Kinderlinx Child Care Centre

Kinderlinx Child Care Centre was licensed on April 20, 2023. At that time, the operator did not move forward to be part of the CWELCC program. With the Ministry implementing a new CWELCC funding model for children 0 to 5 for licensed child care and recognizing the proposed changes would have a negative financial impact for families and educators of Kinderlinx, the operator decided to move forward with an application to join the CWELCC program. Northumberland County's EY Team and Officelinx/Kinderlinx worked together during 2024 to successfully enroll Kinderlinx into Northumberland's CWELCC program effective January 1<sup>st</sup>, 2025. As part of the CWELCC program, families and educators will benefit from financial support, such as wage compensation support, capped fees and families having the ability to apply for fee subsidy. As this site was operational prior to enrolment in CWELCC, Start Up funding was not needed. The 35 spaces are now CWELCC funded, therefore they count towards Northumberland's growth target of 404 new CWELCC funded spaces.

### Projects In progress and Under Construction

Table 2.

Approved CWELCC Expansion Spaces In Progress					
Year	Spaces	License Setting	Municipality	Project Name	Operator
2025	49	Community	Port Hope	Canton Hub	YMCA
2026	49	School-based	Cobourg	Conseil scolaire catholique MonAvenir	To be determined

## **Canton – YMCA Operator**

The final quote for Canton was received on December 9, 2024. The YMCA (operator), the Municipality of Port Hope, and Northumberland County Early Years Team deemed the project as feasible after confirming financial contributions from all parties. This project is currently moving forward. The funds for this project had to be committed by the County by December 31, 2024, to secure 2024 Ministry Start-Up Grant funding.

## **Conseil scolaire catholique MonAvenir**

The Conseil scolaire catholique MonAvenir was approved to build a new school in Cobourg with a plan to open in 2026 that will include 49 CWELCC child care spaces for children infant to preschool.

## **Consultations**

The Early Years Team and the Early Years Financial Analyst continue to work closely with Northumberland's current early learning and child care partners on implementing the Directed Growth Plan. This is done through ongoing community consultations, targeted focus groups, and one-on-one discussions. The Early Years Team has ongoing discussions with the Director of Health and Human Services and the CAO. The Team is also seeking guidance with members of the Planning and Economic Development Team, Public Works Team, and Legal Counsel regarding renovation, construction, and lease negotiations. The Early Years Team and Early Years Partners continue to engage member municipalities, public agencies, and private companies regarding space and funding supports.

## **Legislative Authority / Risk Considerations**

Early Years Services are governed by the *Early Years and Child Care Act*.

## **Discussion / Options**

The goal of Northumberland's CWELCC Directed Growth Plan is to open 404 spaces by the end of 2026. Priority neighbourhoods will have first consideration, although all areas that have an available space that may be suitable for child care will be investigated.

Expressions of interest for enrollment in CWELCC Expansion are being accepted and reviewed on an ongoing basis. The Early Years Team is committed to fulfilling the geodemographics of the Directed Growth Plan by spreading the allocated spaces across all priority areas in Northumberland County. A limiting factor for approving CWELCC Expansion applications is uncertainty in how MEDU considers LHCC contributions to Northumberland County's CWELCC Expansion target. The Early Years Team is currently seeking Ministry clarification on this issue and remains cautious in approving CWELCC Expansion beyond the current projects.

There are limited staff resources for supporting the oversight of the expansion projects. County staff involved with planning and executing these projects are assuming unsustainable increases in workload. This is further impacted by the continual changes to administration funding that are often one-time or time restrictive. With restrictive administrative funding it is difficult to hire and train skilled staff. SSMs have requested that MEDU consider providing regular ongoing funding to support the implementation and ongoing management of the CWELCC program to sustain growth in the sector.

## Financial Impact

Table 3.

Project	Expected Spaces	October 2024				December 2024			
		Total Budget	Third-Party Funding	Northumberland Budget	Northumberland Cost per Unit	Total Budget **	Third-Party Funding ***	Northumberland Budget	Northumberland Cost per Unit
Riverside (Ruth Clarke)	70	\$710,000	\$30,000	\$680,000	\$9,714	\$792,000	\$72,000	\$720,000	\$10,286
Canton Hub	49	\$772,343 *	\$100,000	\$672,343	\$13,721	\$1,089,444	\$279,646	\$809,798	\$16,526
Warkworth	47	\$722,188	\$249,188	\$473,000	\$10,064	\$860,934	\$144,724	\$716,209	\$15,238
NCIS	15	\$223,907	\$0	\$223,907	\$14,927	\$223,907	\$0	\$223,907	\$14,927
Total	181	\$2,428,438	\$379,188	\$2,049,250		\$2,924,285	\$454,370	\$2,469,915	

\* Quote does not include exterior work, septic system, or contingency

\*\* Budgets updated to current estimates as of December 2024

\*\*\* Third party funding to be confirmed upon project completion

Table 3 highlights the total budgets, budgets for Northumberland County Ministry funding, and the estimated costs per unit attributed to the latter.

Riverside (Ruth Clarke), Warkworth and NCIS sites have had ministry inspections completed with no non-compliance items identified and the operators are anticipating licensing from the Ministry prior to the end of 2024. Canton Hub is proceeding to the renovation stage and is planned to be completed in 2025.

As identified in previous reports to Council, the allocated Start Up funding has consistently been insufficient to support the renovation of spaces to the standard required to operate a licensed child care. As a result, funding allocations need to be consistently reevaluated relative to the Ministry space targets that the County is attempting to achieve. The MEDU is aware and has communicated that Start Up funding was never meant to cover the full cost of renovating all allocated spaces.

The flexibility that the County had prior to 2025 within certain funding pockets to support expansion projects has been restricted with the new funding model. Therefore, future expansion projects may need to access funds from carryover funding and/or reserve funding. Wherever possible, the plan will be for the County to maintain consistency of funding between projects to support all expansion projects across the County.

### **Member Municipality Impacts**

Continue to seek opportunities to collaborate with member municipalities (space, funding support, etc.) to expand CWELCC allocated licensed child care spaces.

### **Conclusion / Outcomes**

This report is provided for information purposes.

### **Attachments**

N/A

If you require this information in an alternate format, please contact the Accessibility Coordinator at accessibility@northumberland.ca or 1-800-354-7050 ext. 2327



## Report 2025-005

**Report Title:** Community Identification and Wellness Clinic

**Committee Name:** Social Services

**Committee Meeting Date:** January 8, 2025

**Prepared by:** Jennifer Glover  
Ontario Works Manager  
Community and Social Services

Jeff Freeburn  
Ontario Works Caseworker  
Community and Social Services

**Reviewed by:** Glenn Dees  
Director, Health and Human Services  
Community and Social Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** January 22, 2025

**Strategic Plan Priorities:**  Innovate for Service Excellence  
 Ignite Economic Opportunity  
 Foster a Thriving Community  
 Propel Sustainable Growth  
 Champion a Vibrant Future

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### Information Report

**That** the Social Services Committee receive Report 2025-005 'Community Identification and Wellness Clinic' for information; and

**Further That** the Committee recommend that County Council receive this report for information."

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## **Purpose**

The following report will provide an update on the Community Identification and Wellness Clinic that was hosted on November 26, 2024 by the Community & Social Services department at the Columbus Community Centre in Cobourg.

## **Background**

Many individuals within the community, particularly those experiencing homelessness, face barriers in obtaining basic identification, including birth certificates, health cards and photo identification cards. Without proper identification, individuals are restricted from accessing services that can support their stability, including access to health services, housing and banking needs.

Recognizing the importance of providing wrap-around support to individuals accessing local services, a staff working group was brought together to plan and host the first such clinic in Northumberland County. Through networking with services within Hastings County who have hosted two such clinics in 2024, contacts were made with the mobile services offered by ServiceOntario and ServiceCanada. Both government agencies provided their full support to participating in a clinic within Northumberland County.

The mobile team from ServiceOntario provides opportunities for renewals of health cards, replacement health cards and updates to contact information. Completion of the Ontario Photo ID card could not be completed at the clinic; however, staff were provided with access to streamline their application at the ServiceOntario location at the Fleming Building on the day of the event. ServiceCanada were available to provide support with individuals obtaining their Social Insurance Number and federal applications for programming, including the Canada Dental Care Program. Representatives from Canada Revenue Agency were not able to attend our event, however, were interested in attending a future event.

Planning for the first clinic commenced in September with the intention of hosting an event by the end of November 2024. Transition House and The Help Centre were brought into the planning to support the completion of Birth Certificate Applications, particularly for the unhoused population to utilize the fee waiver program available for vulnerable populations. Individuals who did not meet the criteria for the fee waiver program and required a replacement birth certificate would be supported through the Ontario Works program or the Community Outreach program. The event was expanded to include the Northumberland Community Paramedicine program to offer wellness checks and information; EarlyON provided on-site childcare; and the Northumberland Community Legal Centre were available to support legal concerns from individuals attending the clinic. Staff also acquired the services of Community Care Northumberland to provide transportation within Cobourg.

As this was the first event planned, staff limited the advertising of the session to a flyer that was shared with community agencies and a media release a few days in advance.

The inaugural Community Identification and Wellness Clinic was held on November 26, 2024 at the Columbus Community Centre in Cobourg from 10 a.m. to 3 p.m. Through the day, 26 individuals were served, consisting of 66 individual transactions with the agencies present. On the day of the event, six staff members from Community & Social Services and one ODSP Caseworker were present, in addition to the agency staff. The costs (excluding staff time) for the event totaled \$1,103.70, broken down as follows:



- Transportation through Community Care Northumberland: \$240.00
- Snacks for Individuals attending the event: \$89.05
- Columbus Community Centre Hall Rental: \$570.65
- Costs for Replacement ID (Birth Certificates): \$204.00

Upon receipt of the birth certificate, further coordination with service partners will occur to support individuals with obtaining their health card and/or their Ontario Identification card. There may be additional costs associated with the identification that will be covered under the regular supports offered to individuals accessing services.

### **Consultations**

Many external agencies and other government services were consulted in launching this project. In addition to the services listed above, the Centre for Workforce Development and their Executive Director, Sandi Ramsy, provided insight and advice on hosting a successful clinic.

### **Legislative Authority / Risk Considerations**

N/A

### **Discussion / Options**

The need for this “one-stop shop” approach for identification replacement continues. Hosting our first event allowed the opportunity to learn and be able to incorporate those lessons for future events. Planning has started on a future Identification and Wellness Clinic, including hosting an event in 2025 in the eastern end of Northumberland County. It is our intention to host two clinics in 2025.

### **Financial Impact**

The costs associated with hosting this event, and for future events, are included within the current budget. There is no impact to the budget because of this event.

### **Member Municipality Impacts**

While there is no direct Member Municipality impact, residents within the individual communities who can successfully obtain replacement identification are able to fully access services, including health, housing, employment and banking. This event supports the overall wellness of the community.

### **Conclusion / Outcomes**

This report has been submitted for informational purposes regarding the Community Identification and Wellness Clinic.

### **Attachments**

N/A

If you require this information in an alternate format, please contact the Accessibility Coordinator at accessibility@northumberland.ca or 1-800-354-7050 ext. 2327



## Report 2024-006

**Report Title:** 310 Division Street, Cobourg Update

**Committee Name:** Social Services

**Committee Meeting Date:** January 8, 2025

**Prepared by:** Bill Smith  
Manager, Homelessness Services  
Community and Social Services

**Reviewed by:** Rebecca Carman  
Associate Director, Housing and Homelessness  
Community and Social Services

Glenn Dees  
Director, Health and Human Services  
Community and Social Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** January 8, 2025

**Strategic Plan Priorities:**  Innovate for Service Excellence  
 Ignite Economic Opportunity  
 Foster a Thriving Community  
 Propel Sustainable Growth  
 Champion a Vibrant Future

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### Information Report

“That the Social Services Committee receive Report 2024-006 ‘310 Division Street, Cobourg Update’ for information; and

**Further That** the Committee recommend that County Council receive this report for information.”

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## **Purpose**

The purpose of this report is to provide the Social Services Committee and County Council with an update on 310 Division Street, Cobourg.

## **Background**

Since November 8, 2024, Northumberland County and its partners have been progressing on key milestones for the opening of 310 Division Street. These include:

- Northumberland County' received its Emergency Care Establishment License at the end of the day on Friday, November 8, 2024 for operation of the 310 Division Street shelter. The warming space on the ground floor opened at 6:00 p.m. on Wednesday, November 13, 2024.
- In compliance with the Town of Cobourg's Emergency Care Establishment By-law, the County of Northumberland has secured security services from Integrity Investigation Solutions on a temporary basis, as allowed under the Procurement By-law to support the provision of 24/7 mobile security in a 500-metre radius from 310 Division Street. This contract will be formally procured in the new year.
- On December 16, 2024, Northumberland County received occupancy from the Town of Cobourg for the remaining second through fourth floors. A public open house was held at 310 Division Street on Monday, December 16, 2024 between 4:00 p.m. and 6:00 p.m. to welcome members of the public and media to visit and walk through the new space. Emergency sheltering spaces began transitioning to 310 Division Street by December 19, 2024.
- The Community Liaison Committee held its first meeting on December 17, 2024. After interviews were completed and ranked, the successful candidates were chosen and on December 6, 2024 all applicants were notified of the decisions. For more information please see County Council Report 2025-007 '310 Division Street, Cobourg - Community Liaison Committee (CLC) Update'.
- Meetings have taken place to foster partnerships with Cobourg Police Services, Integrity Investigation Solutions, and County Paramedic Services. County staff have also begun dialogue with Town of Cobourg staff for data sharing and collaboration.

## **Consultations**

Internal consultations have taken place with Community and Social Services, Public Works (Major Capital Projects and Facilities), Communication, Legal Counsel and the Chief Administrative Officer.

External consultations have taken place with Orgcode Consulting Inc., Transition House, Integrity Investigation Solutions, Cobourg Fire, and the Town of Cobourg.

## **Legislative Authority / Risk Considerations**

Legislation is adhered to in the construction of the facility, including provincial and local statutes.

Risk has been considered throughout the opening and ongoing operations of shelter services at 310 Division Street. This includes establishing regular meetings with Cobourg Police Services, County staff, Transition House staff, and Integrity Investigation Solutions.

In addition, data is being collected and analyzed to identify early usage and trends at 310 Division Street and the surrounding community. Northumberland County is actively working with the Town of Cobourg staff to identify opportunities for data sharing and analysis.

## **Discussion / Options**

The following section offers comments and considerations regarding the key areas identified in the Background section.

### **1. 310 Division Street – opening of ground floor**

On Friday, November 8, 2024 at 4:30 p.m., the County and Transition House received ECE licenses. By Wednesday, November 13, 2024, County staff and partners had mobilized and worked together to open the 24/7 warming space on the ground floor of 310 Division Street. Transition House worked to mobilize staffing levels for the expanded services, purchase final supplies (such as perishable food).

On November 13<sup>th</sup>, County staff completed a mail drop in the immediate vicinity of 310 Division, delivering a letter to residents that contained information needed on timeframes, expectations and resources available should issues arise.

Since the warming space opened, the County has collated data with the support of Transition House to understand usage of the space and other key data. Please refer to Attachment 1: 310 Division Data Snapshot. Please note that more updated data can be made available for the January 22, 2025 Council meeting if required.

### **2. ECE Compliance – 500-metre radius (security and waste)**

Upon receiving direction from County Council on November 6, 2024, County staff resubmitted documentation to the Town of Cobourg to indicate compliance with the ECE by-law. The key day-to-day impact of the ECE by-law is the requirement for provision of security and waste pick up in a 500-metre radius for activities identified as directly related to activities at 310 Division Street.

In meeting this compliance requirement, County entered into a short-term contract with Integrity Investigation Solutions, as complies with the Northumberland County Purchasing By-law. The interim contract is for a period of six months with an option for extension if it is required to complete a full Request for Proposal from security providers. It is anticipated that this Request for Proposal will be initiated in early 2025.

A 24/7 dedicated call centre (1-877-770-2564) has been established specifically for community concerns relating to the County's ECE compliance for 310 Division Street. Information on how to access this service is available on the County's website, using this link:

<https://joinin.northumberland.ca/310-division-street-enhancing-shelter-services-to-address-community-need>.

Through this service, security is monitoring the 500-metre radius and responding to calls from the inquiry line, these calls can include issues such as littering, wellness checks and loitering that has a direct connection to 310 Division Street.

Since 310 Division opened, the County has collated data with the support of the security provider to understand data from community calls and other concerns raised. Please note that County staff have met with Town of Cobourg staff to discuss the possibility of data sharing of similar collected data points. It is understood that the data sharing will not be available from the Town of Cobourg until after this report is drafted as it will need to be considered and shared firstly with the Town of Cobourg's Council and applicable committees or boards as may be required. Please refer to Attachment 1: 310 Division Data Snapshot. This is preliminary data given it isn't representative of full shelter operations and the minimal time since opening. Data can be refined moving forward and incorporate data from the Town of Cobourg as applicable. This data will provide information and metrics required to assess outcomes and future needs. Please note that more updated data can be made available for the January 22, 2025 Council meeting if required and as available.

Key areas that staff are continuing to move forward in ongoing compliance requirements include:

- Hiring of an ECE Compliance Contract Coordinator in Q1 of 2025
- Continuing to refine data collection and reporting
- Continuing regular and recurring meetings with Transition House staff, County staff, Cobourg Police Services and Integrity Investigation Solutions to support a collaborative response in the 500-metre radius of 310 Division Street
- Develop communication strategies to support community understanding of partner roles and responsibilities.

### **3. Status on remaining sheltering services**

As of December 16, 2024, Northumberland County has received all necessary permits and licenses to operate the second through fourth floors (emergency shelter and transitional housing units). After completing a media and public open house, Transition House is working with current clients at 10 Chapel to transition into the space beginning on December 19<sup>th</sup>. This will be a phased approach with the motel overflow clients and new shelter admissions following in early January.

The County received \$2,400,000 in Homelessness Prevention Program funding for construction and renovation upgrades for 310 Division. The construction and renovation plan were in 3 phases. Phase 1 was the ground floor warming/cooling spaces, with the second phase being floors 2-4. Through these first two phases was the completion of code required and necessary enhancements and updates to the building. This included new ventilation for all 50+ bathrooms, fire suppression work on all floor, update lighting, adaptable showers, replacement of 35 vanities (due to improper exhausts), fencing, security cameras and lighting, waste enclosure, accessible washroom, laundry access, among many other things. Approximately 55% (or \$1,340,000) committed funding has been spent to date. In early 2025, the County will begin phase three of construction which includes replacement of the heating, ventilation and air conditioning and other potential updates that may be identified.

## **Financial Impact**

The Ministry of Municipal Affairs and Housing committed an additional \$2.47M through a contribution agreement to increase the County's Homelessness Prevention Program (HPP) funding allocation specifically for financing capital works for the 310 Division Street Modernization Project. The capital costs remain within the total budget allocation for this project. Additional costs for operations related to compliance for the ECE Bylaw were subsequently approved by Council prior to opening the facility.

## **Member Municipality Impacts**

N/A

## **Conclusion / Outcomes**

It is recommended that County Council receive this report for information.

## **Attachments**

Report 2025-006 ATTACH 1 '310 Division Data Snapshot'

# 310 Hub Report

Data Range: November 13, 2024 - December 14, 2024

This report summarizes information about clients (e.g., demographics) and service usage (e.g., number of client visits per day) of the 310 Hub. The data included is self-reported by the client upon arrival at the 310 Hub. A total of 104 unique clients have visited the 310 Hub as of December 14, 2024. The majority of these clients (82%) reported that they were from somewhere in Northumberland County, with most specifying the Town of Cobourg (82% of Northumberland County clients) or the Municipality of Port Hope (3% of Northumberland County clients) as their affiliated location.

The Hub sees an average of 28 clients per day (minimum = 10, maximum = 38, median = 28). Note that client visits range in length and at no one time was there more than 20 individuals at the Hub at the same time (see 310 Hub Hourly Counts Dashboard). Many clients return to the Hub after their initial visit. Specifically, 67% have visited in at least 2 different reporting weeks, and 15% have made at least one visit in all 5 reporting weeks to date. Most Hub clients (63%) reported experiencing chronic homelessness (6 months or more in the last year), and most reported a form of social assistance as their income source (41% Ontario Works, 38% Ontario Disability Support Program). Demographic measures show that Hub clients are predominantly men (60%), and most report their family structure as single (88%). Further, individuals identifying as Indigenous are overrepresented among Hub clients compared to Northumberland County as a whole (Statistics Canada, 2021).

Reference: Statistics Canada (2021). Census Profile, Northumberland County, Ontario, 2021 Census of Population Profile table

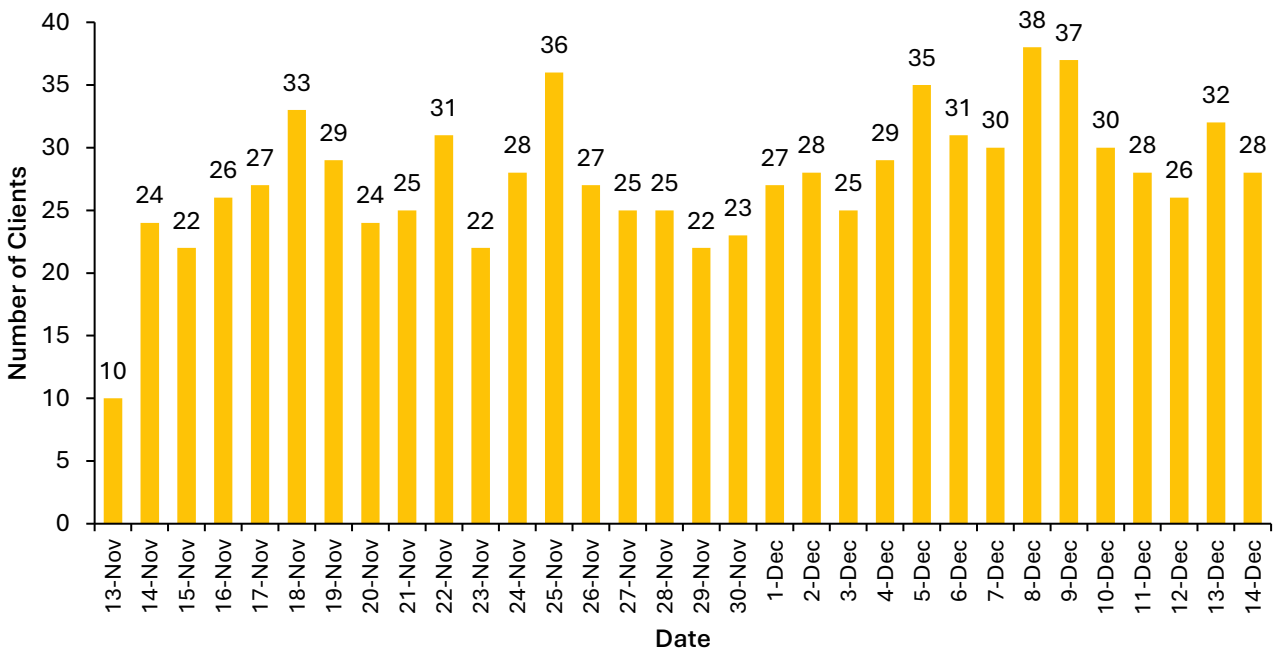


104 unique individuals have visited the 310 Hub to date



67% of unique clients have visited in **at least 2 different reporting weeks**  
 15% of unique clients have made at least one visit in **all 5 reporting weeks**

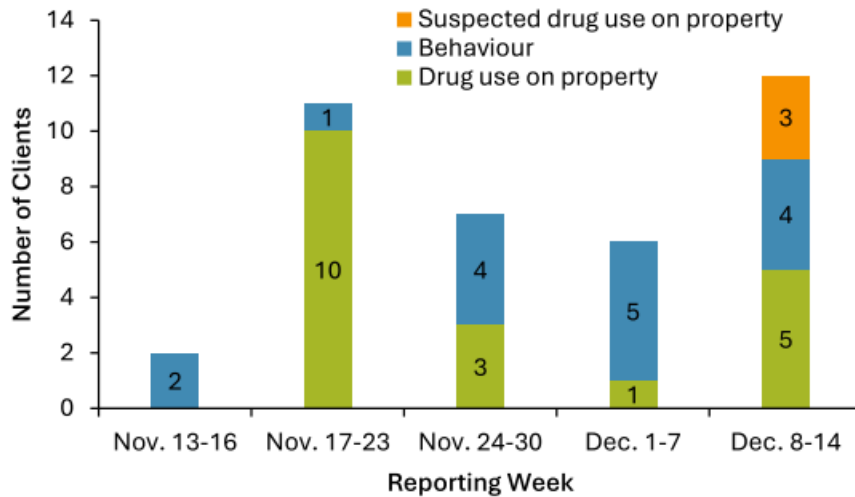
Number of Clients Per Day



# 310 Hub Report

Data Range: November 13, 2024 - December 14, 2024

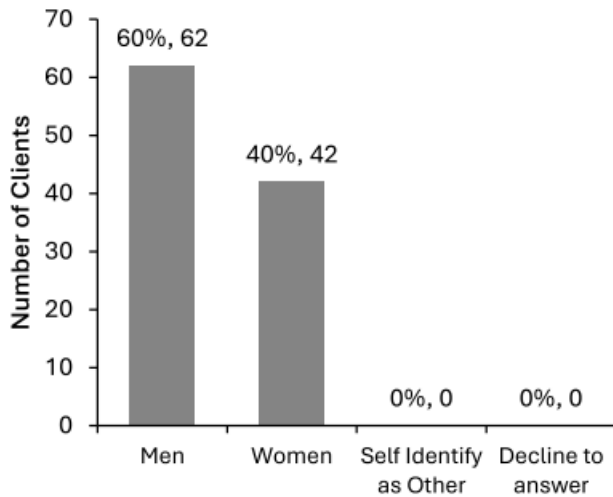
### Service Restrictions by Reporting Week



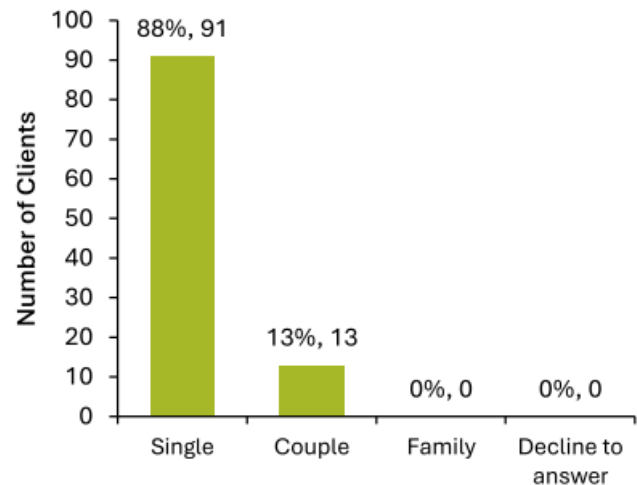
Overall, **38** service restrictions have been given

**58%** were related to drug use on property (including suspected), **42%** were related to client behaviour

### Gender Identity Group



### Family Structure



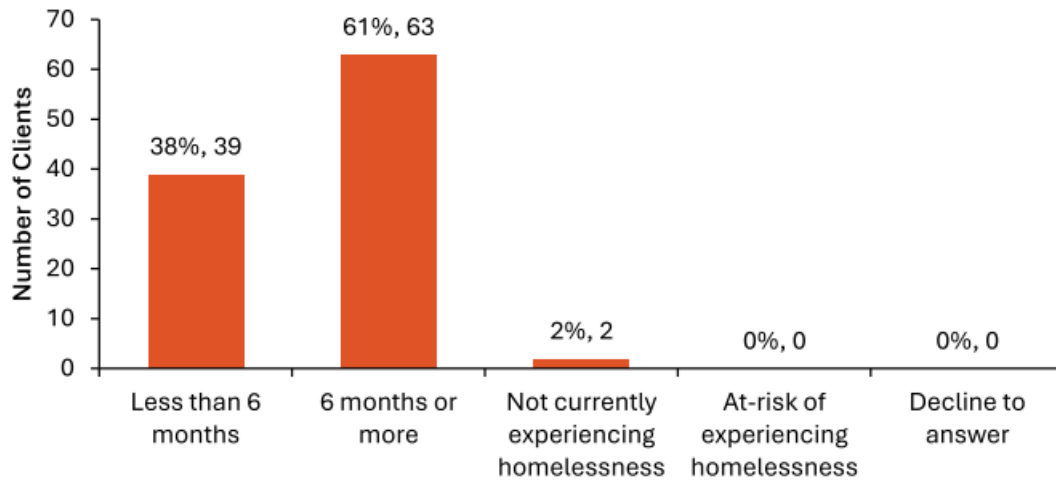
HPP Demographic Category	% Endorsing
Indigenous	13%
Veteran	1%
Person of Colour	3%
Person with a Disability	31%
LGBTQ+	0%
New Immigrant/Refugee	0%
Recent stay in a Provincial Institution	10%



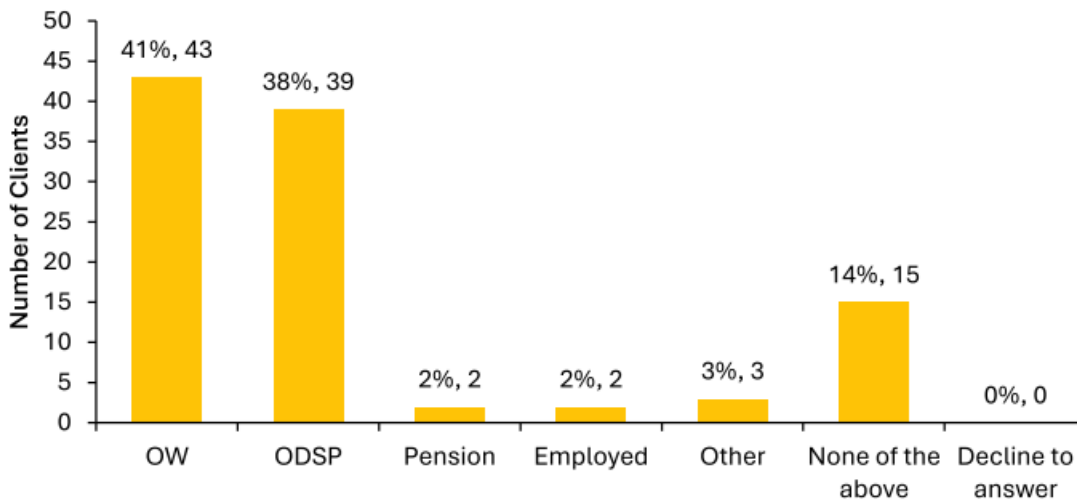
# 310 Hub Report

Data Range: November 13, 2024 - December 14, 2024

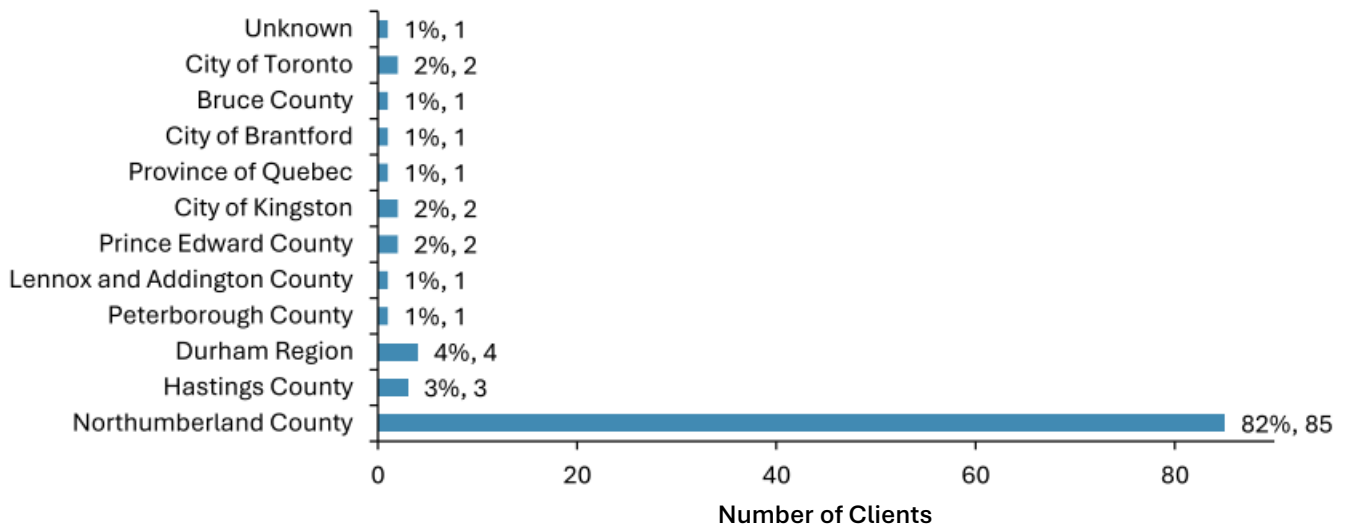
## Length of Homelessness



## Income Source



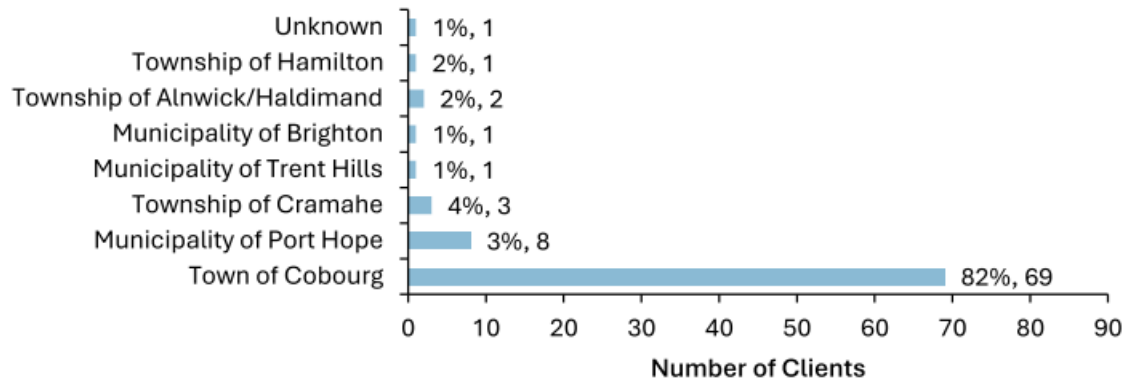
## Upper Tier Location Affiliation



# 310 Hub Report

Data Range: November 13, 2024 - December 14, 2024

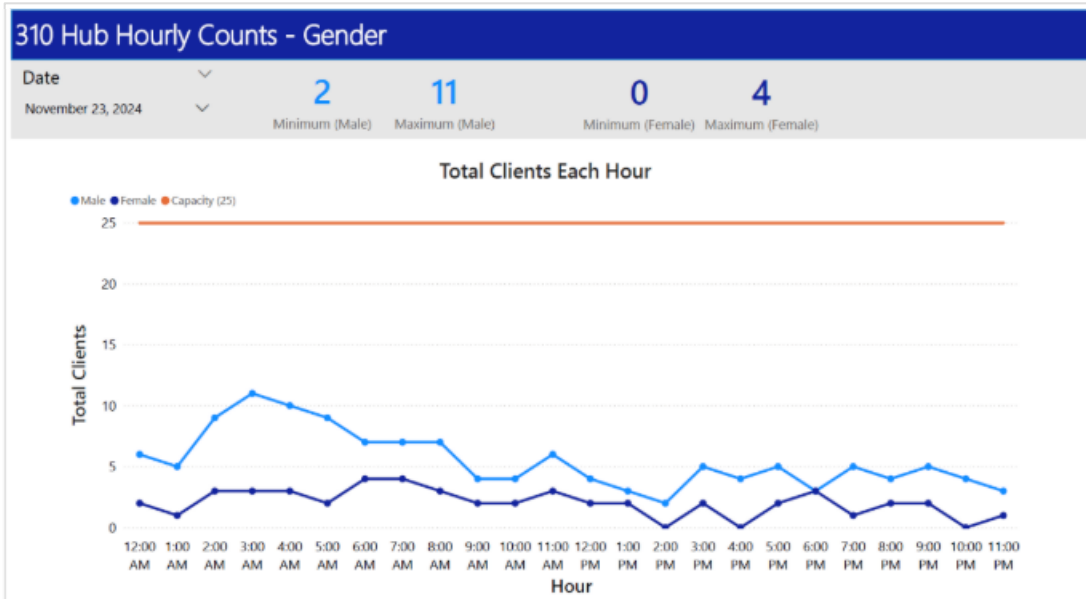
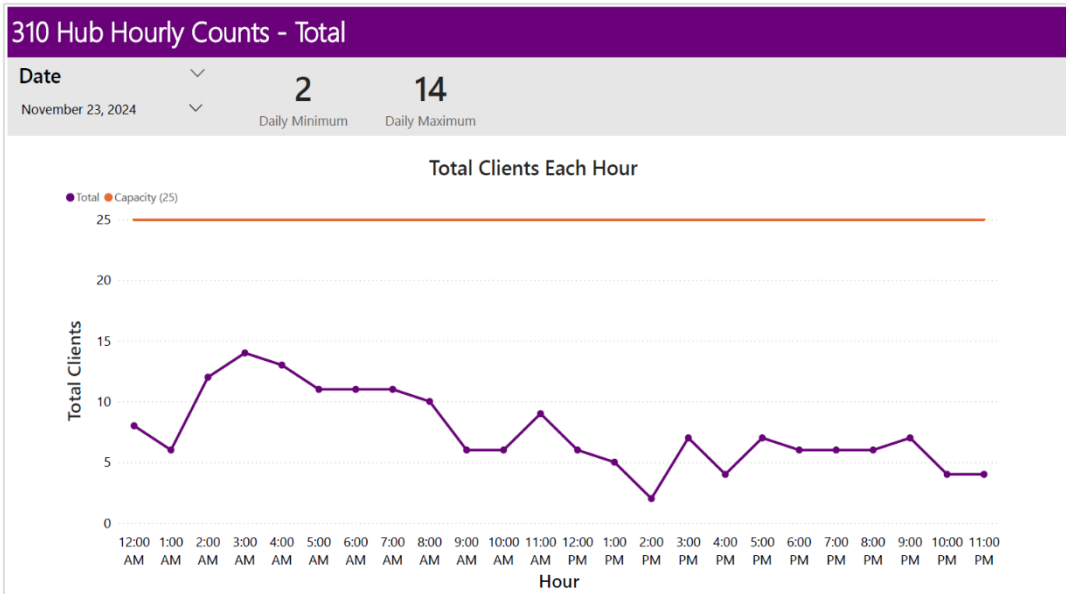
## Lower Tier Location Affiliation



# 310 Hub Hourly Dashboard

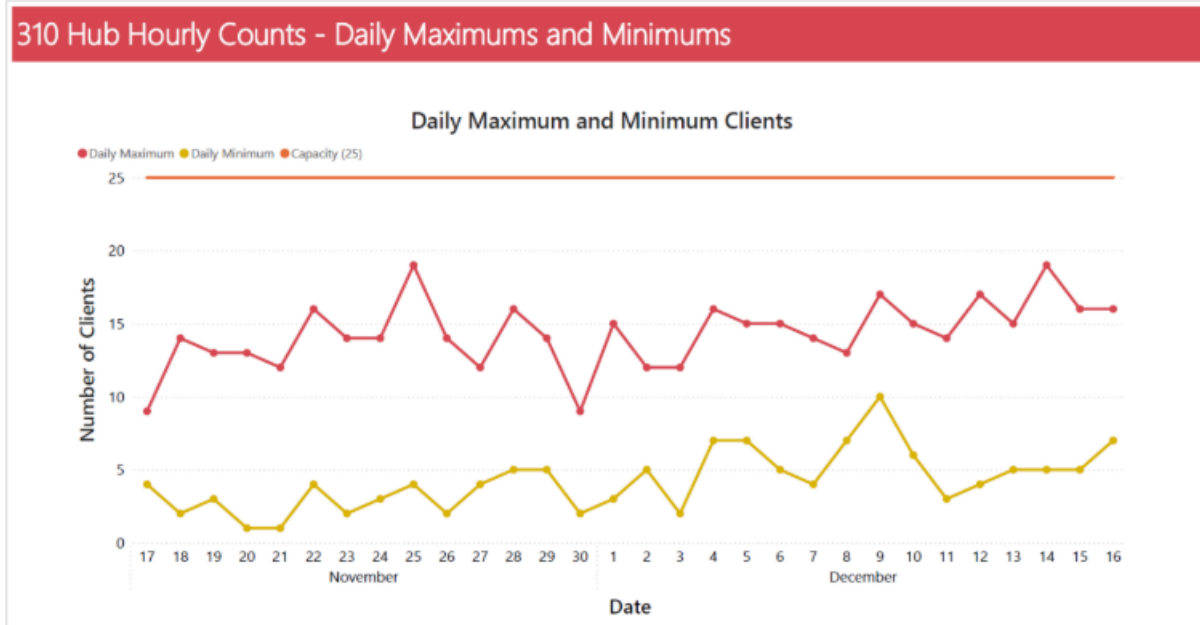
Data Range: November 17, 2024 - December 16, 2024

This dashboard summarizes hourly counts of Hub clients conducted by Transition House staff. This data provides a more detailed look at the number of clients attending the hub at any given time during a specific date of operation. In tracking daily usage of the 310 Hub, hourly data are available for each day. The first two figures below demonstrate an example of the data that can be pulled and is being tracked. The total number of clients at a given time on the figure can then be compared to the capacity of the Hub (25 clients; see figure reference line). The Gender page of the dashboard is structured similarly to the Total page, but with the data split by Hub client gender. The final page of the report, Daily Max and Min, shows the daily maximum and minimum number of clients reported at any given time during each day of operation. The highest daily maximum value was 19 clients (November 25), and the lowest daily minimum was 1 client (November 20 and 21). As can be seen on the Total and Gender pages of the dashboard, some days have missing data. This is likely the result of operational demands. Out of 720 hourly time bins, only 85, or 12% were missing values.



# 310 Hub Hourly Dashboard

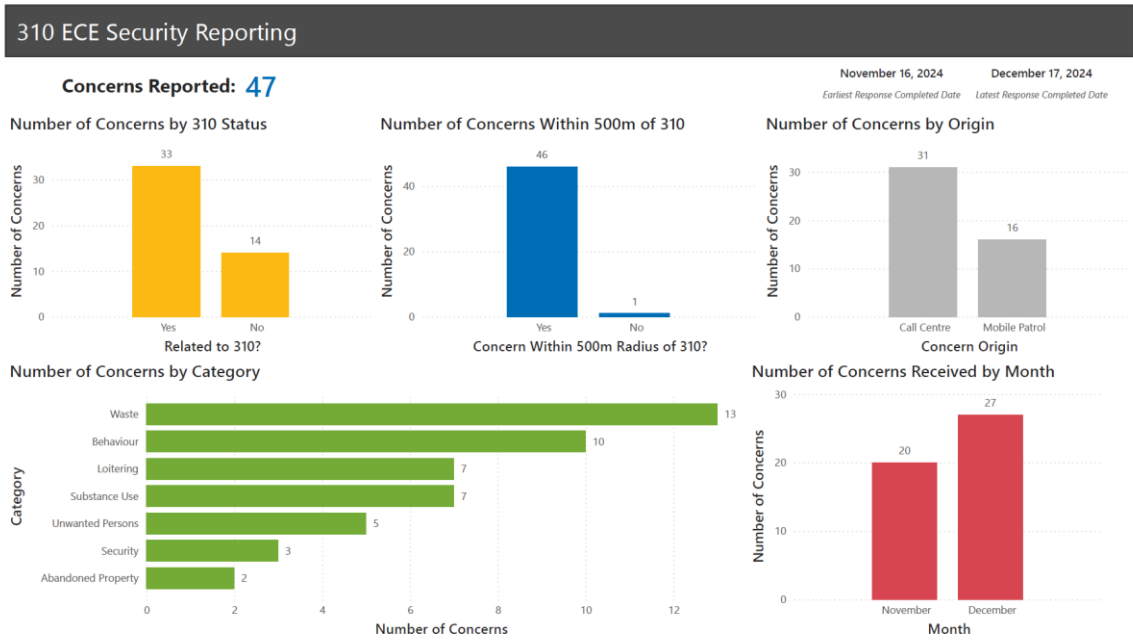
Data Range: November 17, 2024 - December 16, 2024



# ECE Security Reporting Dashboard

Data Range: November 16, 2024 - December 17, 2024

The ECE Security Reporting Dashboard summarizes information about concerns regarding compliance with the Town of Cobourg’s Emergency Care Establishment By-Law, and subsequent responses performed by security to address the concern. Reports from security to be compiled in this dashboard can originate from the call centre (e.g., after a resident has made a report), or proactively by security when on mobile patrol around the specified 500 metre radius of 310 Division Street. As of December 17, 47 concerns had been reported. Most concerns originate from the call centre (66% of concerns), and nearly all were located within the 500 metre radius of 310 Division Street (98%). Upon receipt or discovery by security (call centre or mobile patrol concerns, respectively) security determines whether the concern is related to 310 Division Street or not; 70% of concerns were determined to be related to 310, and 30% were not. Upon submission for analysis, the concern is categorized. Most concerns are related to waste (28%), behaviour (21%), and loitering and substance use (both 15%). There has been an increase in the number of concerns reported from November to December (note that each month contains approximately the same number of reporting days in the current analysis, so this is not due to number of days included). Given that the pattern of client visits per day is relatively stable (see 310 Hub Report), this increase may be due to increasing awareness of the ECE Compliance Reporting Procedure in the community.

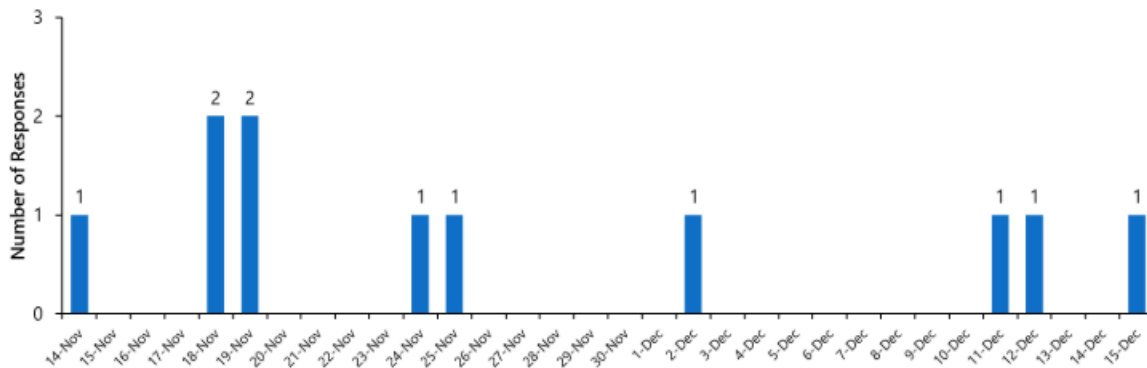


# 310 Paramedic Response Analysis

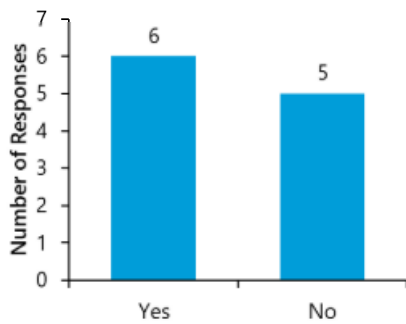
Data Range: November 14, 2024 - December 15, 2024

This report outlines an analysis of emergency responses made by Northumberland County Paramedics to 310 Division Street since the opening of the 310 Hub. A total of 11 Paramedic responses in relation to 310 Division were carried out from November 14 to December 15, 2024 (a span of 32 days). Just over half of all responses resulted in a client being provided transport (55%). Additionally, 55% of responses required an Allied Response (Police, Police and Fire). The concern reported for each response was categorized for analysis. Most responses were in relation to mental health/behavioural concerns (36%), 18% were for pain, and another 18% were for general symptoms. Only 1 response, or 9% of all Paramedic responses, were related to an overdose.

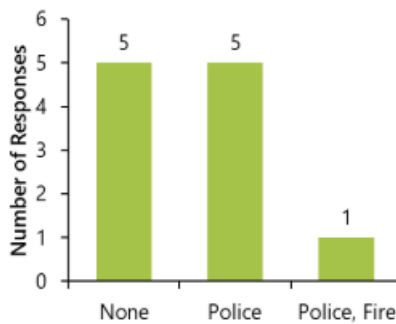
Paramedic Responses to 310 Divison Street



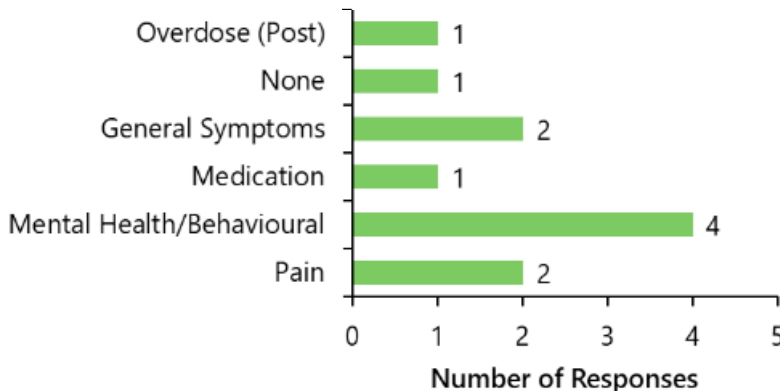
Transport Provided



Allied Response



Call Type Category



If you require this information in an alternate format, please contact the Accessibility Coordinator at accessibility@northumberland.ca or 1-800-354-7050 ext. 2327



## Report 2025-007

**Report Title:** 310 Division Street, Cobourg Community Liaison Committee (CLC) Update

**Committee Name:** Social Services

**Committee Meeting Date:** January 8, 2025

**Prepared by:** Rebecca Carman  
Associate Director, Housing and Homelessness  
Community and Social Services

**Reviewed by:** Glenn Dees  
Director, Health and Human Services  
Community and Social Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** January 22, 2025

**Strategic Plan Priorities:**  Innovate for Service Excellence  
 Ignite Economic Opportunity  
 Foster a Thriving Community  
 Propel Sustainable Growth  
 Champion a Vibrant Future

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### Information Report

“That the Social Services Committee receive Report 2025-007 ‘310 Division Street, Cobourg Community Liaison Committee (CLC) Update’ for information; and

**Further That** the Committee recommend that County Council receive this report for information.”

---

### Purpose

The purpose of this report is to provide County Council with an update on the Community Liaison Committee.

## **Background**

The attached interim progress report for the Community Liaison Committee (CLC) for 310 Division Street, Cobourg outlines the process taken to select members of the CLC. The report outlines the timeframe, interview questions and selection criteria in the formation of the CLC.

The CLC held its first meeting on December 17, 2024. This meeting was facilitated by Chris Gorman, OrgCode Consulting Inc. The CLC members discussed their hoped accomplishments for the CLC in 2025 and framework of how the committee is hoping to work together.

A draft Terms of Reference was reviewed and some changes sought to them that would be presented at the next meeting. The Committee agreed, through a consensus process, that the second meeting would be a workshop style meeting of a longer duration with the aim of foundation and framework for the Committee moving forward.

## **Consultations**

External consultations took place with the Community Liaison Committee and Chris Gorman, OrgCode Consulting Inc..

## **Legislative Authority / Risk Considerations**

There is no legislative requirement to establish a CLC, however through the creation of this CLC, Northumberland County is seeking to implement widely recognized approaches that emphasize the importance of community engagement in successfully integrating emergency shelters. Community Liaison Committees are used across various sectors, including housing, healthcare, environmental management, law enforcement, and private industry, to foster two-way communication, address community concerns, and strengthen relationships with local stakeholders. By providing a forum for dialogue and collaboration, these committees help organizations build trust, enhance transparency, and ensure their operations are seen as valued assets within the communities they serve.

## **Discussion / Options**

The composition of the Community Liaison Committee (CLC) intentionally brings together individuals with diverse perspectives, varied professional and lived experiences, and deep ties to the Cobourg community. From immediate neighbours of 310 Division Street to representatives from key sectors such as health, mental health, law enforcement, faith-based organizations, local business, and the Town of Cobourg, the committee reflects the community's breadth and strength. Transition House leadership ensures alignment between the CLC's advisory role and shelter operations, while county representatives provide critical regional context.

This carefully balanced group fosters a collaborative, inclusive environment for addressing community concerns and supporting the successful integration of the shelter. By drawing on the unique expertise and insights of its members, the CLC is well-positioned to build trust, promote transparency, and serve as a model for constructive dialogue between residents, stakeholders, and leadership.

24 interviews were held with community members interested in moving forward with the interview process for the 310 Division Street CLC, with twelve members of the public selected to the committee, this is in addition to the 9 members from delegated agencies, along with County representatives. The members of the 310 Division Street CLC are:



- Community Members
  - Hillary Allen
  - Beth Bellaire
  - Chloe Craig
  - Kim Gay
  - Liz Greaves
  - Rob James
  - Erisa Katona
  - Bob LeDrew
  - Kendra Simmons
  - Sheri Syer
  - Catherine White
  - Brenda Whitehead
  
- Delegates
  - Jennifer Bogart, Downtown Business Improvement Association
  - Chris Challenger, Town of Cobourg
  - Daniel Gaito, Trinity United Church
  - Meaghan Macdonald, Board Chair, Transition House
  - Janice MacDonald, Cobourg Police Services
  - Ike Nwibe, Executive Director, Transition House
  - Carolyn Rutherford, Community Health Centres of Northumberland
  - Emma Taylor, Northumberland Hills Hospital Community Mental Health
  - Kim Wilkinson, Community Paramedics
  
- County Representatives
  - Rebecca Carman, Associate Director, Housing and Homelessness
  - Bill Smith, Manager, Homelessness Services

### **Financial Impact**

There is no financial impact associated with this report

### **Member Municipality Impacts**

N/A

### **Conclusion / Outcomes**

It is recommended that County Council receive this report for information and read the Interim Progress Report prepared by Orgcode Consulting Inc.

### **Attachments**

- 1) Report 2025-007 ATTACH 1 'Northumberland County Initial Progress Report for CLC'
- 2) Reort 2025-007 ATTACH 2 'Presentation – CLC Progress Report'

DECEMBER 08, 2024

**ORGCODE CONSULTING INC.**

**NORTHUMBERLAND  
COUNTY: INITIAL  
PROGRESS REPORT  
FOR THE  
COMMUNITY  
LIAISON  
COMMITTEE (CLC)**



## **LAND ACKNOWLEDGEMENT**

The Town of Cobourg respectfully acknowledge that they are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties. First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

They respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come.

This report was prepared in New Brunswick, which is the traditional territory of the Mi'kmaq, Wolastoqiyik, and Peskotomuhkati peoples. We acknowledge their enduring presence and stewardship of these lands.

## **AUTHORSHIP**

This report was prepared by OrgCode Consulting Inc. OrgCode Consulting Inc. is responsible for errors in analysis and omissions. Commentary and recommendations are the responsibility of OrgCode Consulting Inc.

## **OVERVIEW**

This report outlines the process undertaken to establish the **Community Liaison Committee (CLC)** for the integration of the new emergency shelter at **310 Division Street** in Cobourg, Ontario. Operated by **Transition House**, the shelter addresses immediate housing crises while fostering long-term stability for individuals. The CLC is designed to ensure transparent communication, collaborative problem-solving, and a focus on building trust between the shelter and the surrounding community.

The establishment of this CLC reflects widely recognized approaches that emphasize the importance of community engagement in successfully integrating emergency shelters. Community Liaison Committees are used across various sectors, including housing, healthcare, environmental management, law enforcement, and private industry, to foster two-way communication, address community concerns, and strengthen relationships with local stakeholders. By providing a forum for dialogue and collaboration, these committees help organizations build trust, enhance transparency, and ensure their operations are seen as valued assets within the communities they serve.

Transition House's work reflects the critical role that housing-focused shelters play in addressing homelessness. By offering safe, temporary spaces, these shelters provide immediate relief for individuals experiencing housing crises while reducing the need for outdoor encampments. Simultaneously, they emphasize long-term solutions, supporting individuals on their path to stable and permanent housing.

## **ACKNOWLEDGING COMMUNITY CONCERNS**

Recognizing the community's concerns about safety and the shelter's impact on the neighbourhood, the CLC was developed to serve as a bridge between Transition House and the Cobourg community. Key concerns identified by community members

include safety issues, potential disruptions to the neighbourhood, and the need for transparency in shelter operations. By prioritizing transparency, responsiveness, and collaboration, this initiative aims to address these challenges constructively and inclusively.

## **WHAT CLCS FOCUS ON**

- **Dialogue and Solutions:** CLCs prioritize two-way communication and constructive problem-solving between the shelter and the community.
- **Community Integration:** CLCs help shelters become good neighbours by addressing concerns and identifying shared solutions.
- **Transparency:** They promote a better understanding of shelter operations while ensuring community voices are heard.

## **WHAT CLCS DO NOT DO**

- **Supervisory Role:** CLCs are advisory bodies, not decision-making entities with authority over the shelter.
- **Day-to-Day Operations:** CLCs do not manage shelter activities but provide input to inform leadership decisions.
- **Direct Guest Interaction:** CLCs do not engage directly with or work with shelter guests.

By clearly defining these boundaries, the CLC establishes a foundation for constructive engagement while maintaining its focus on bridging the community and shelter leadership.

## VALUE OF COMMUNITY LIAISON COMMITTEES

### COMMUNITY INTEGRATION

CLCs are integral to successful community integration. They provide a structured platform for:

- **Continuous Engagement:** Ensuring ongoing dialogue between the shelter and community members.
- **Addressing Concerns:** Proactively resolving issues and fostering understanding.
- **Promoting Collaboration:** Establishing the shelter as a good neighbour and trusted community resource.

### ENHANCING SHELTER OPERATIONS

CLCs offer a unique opportunity to provide valuable community insights that can enhance shelter operations indirectly. This is particularly important when:

- **Expanding Services:** Additional programming or phases are proposed at the shelter.
- **Improving Outcomes:** Transparent communication ensures that shelter operations remain responsive to local concerns.

While the CLC does not directly manage shelter operations, its advisory role enables informed decisions that benefit both the shelter and its neighbours.

### EDUCATION AND AWARENESS

CLCs bridge the gap in understanding by:

- **Demystifying Shelter Operations:** Helping the community learn about shelter processes, the realities of homelessness, and the successes of the shelter that often go unseen—such as the number of individuals successfully transitioning into stable housing.
- **Mutual Understanding:** Encouraging shelter leadership, staff, and guests to better understand community concerns and dynamics, fostering a shared sense of responsibility and collaboration.

## **KEY STEPS IN THE CLC DEVELOPMENT PROCESS**

### **INFORMATION SESSION FOR COUNTY COUNCIL**

- **Date:** August 13th
- **Purpose:** The session provided a foundational understanding of the benefits of CLCs and their role in integrating the 310 Division Street shelter into the community. It outlined how this specific CLC could operate, highlighting its potential to build trust, address community concerns, and foster collaboration. The session emphasized the importance of community engagement in ensuring the shelter's successful integration while maintaining a focus on solutions-oriented dialogue.

### **EXPRESSIONS OF INTEREST**

- **Timeline:** Submissions were received before the in-person training on September 25th.
- **Details:** Prospective members were asked to provide basic demographic information, explain their interest, outline their understanding of homelessness,

and confirm their availability to participate in the selection process and subsequent meetings.

## **IN-PERSON TRAINING SESSION**

- **Date:** September 25th
  
- **Focus Areas:**
  1. National and Provincial Homelessness Context
  
  2. Local Data and Updates on 310 Division Street
  
  3. Evidence-Informed Homelessness Reduction Approaches
  
  4. CLC Roles, Desired Outcomes, and Terms of Reference
  
- **Outcome:** The training provided prospective members with an opportunity to learn about homelessness at national and local levels and understand evidence-informed practices for reducing homelessness. Participants were also introduced to the CLC's structure, goals, and expectations, enabling them to make an informed decision about whether pursuing membership was the right fit for them.

## **VIRTUAL INTERVIEWS**

Following the training, participants who confirmed their continued interest in joining the CLC were invited to a 30-minute virtual interview. Due to the high level of interest, **24 interviews** were conducted during the week of October 21st.

### **Interview Questions:**



1. Can you tell us a little bit about yourself?
2. Can you share any personal biases you are aware of that might influence your involvement on the CLC, and how would you ensure they don't affect your decision-making?
3. Tell us about a time when you worked with a challenging team member. How did you handle the situation, and what did you learn from the experience?
4. What do you believe are the unique challenges this community faces regarding homelessness, and how do you think these dynamics will impact the shelter's work?
5. What specific skills or experiences do you bring that would benefit the CLC in supporting the shelter and the broader community?
6. What outcomes would you like to see the CLC achieve within the next year, and how do you think the committee can contribute to these goals?
7. *(For those who did not attend the training session)* Can you briefly describe what you understand the role of the CLC to be, and NOT to be?

## **COMPETENCY SCORING AND MEMBER SELECTION**

### **Competency Scoring Matrix**

Candidates were assessed across eight competencies:

- Communication Skills
- Conflict Resolution

- Cultural Competency
- Leadership and Teamwork
- Knowledge of Homelessness and Housing Issues
- Problem-Solving Skills
- Local Knowledge
- Ethics and Confidentiality

Each competency was scored on a scale of 1-5, with evaluators documenting specific examples and observations during the interview. Scores from the three evaluators were totalled, with a maximum possible score of 120 per candidate.

## **FINAL SELECTION**

The following composition was prioritized to ensure diverse representation and expertise:

### **COMMUNITY MEMBERS**

- Chloe Craig
- Erisa Katona
- Rob James
- Kendra Simmons
- Bob LeDrew
- Catherine White

**NORTHUMBERLAND COUNTY  
INITIAL PROGRESS REPORT FOR THE COMMUNITY LIAISON COMMITTEE (CLC)**

- Hillary Allen
- Kim Gay
- Sheri Syer
- Beth Bellaire
- Liz Greaves
- Brenda Whitehead

**DELEGATES**

- Carolyn Rutherford, CHCN
- Jennifer Bogart, DBIA
- Daniel Gaito, Trinity United Church
- Kim Wilkinson, Community Paramedics
- Chris Challenger, Town of Cobourg
- Janice MacDonald, Cobourg Police Services
- Emma Taylor, Northumberland Hills Hospital Community Mental Health
- Ike Nwibe, Executive Director, Transition House
- Meaghan Macdonald, Board Chair, Transition House

**COUNTY REPRESENTATIVES**

- Bill Smith
- Rebecca Carman

**FACILITATOR**

- Chris Gorman, OrgCode Consulting Inc.

The composition of the Community Liaison Committee (CLC) intentionally brings together individuals with diverse perspectives, varied professional and lived experiences, and deep ties to the Cobourg community. From immediate neighbours of 310 Division Street to representatives from key sectors such as health, mental health, law enforcement, faith-based organizations, local business, and the **Town of Cobourg**, the committee reflects the community's breadth and strength. Transition House leadership ensures alignment between the CLC's advisory role and shelter operations, while county representatives provide critical regional context.

This carefully balanced group fosters a collaborative, inclusive environment for addressing community concerns and supporting the successful integration of the shelter. By drawing on the unique expertise and insights of its members, the CLC is well-positioned to build trust, promote transparency, and serve as a model for constructive dialogue between residents, stakeholders, and leadership.

## **TERMS OF REFERENCE (DRAFT)**

### **TRANSITION HOUSE MISSION**

Transition House's mission is to provide services that alleviate individuals' immediate housing crises as a first step toward being quickly and permanently re-housed with the right supports. To achieve this, Transition House is committed to the following principles:

- **Quality Service:** Meeting community needs by demonstrating openness to input from stakeholders.
- **Strong Partnerships:** Building trust, clarity of purpose, and mutual benefit with partners.

- **Increased Community Impact and Visibility:** Responding to community partners' requests for information and clarification about services.
- **Accountability:** Ensuring the integration of the new emergency shelter at 310 Division Street into the neighbourhood with minimal impact to Cobourg community members.

The Community Liaison Committee (CLC) will support these goals by serving as an advisory body, not a decision-making body with supervisory authority over the shelter. Members are encouraged to discuss concerns, ideas, and perspectives, seeking to develop common ground. The guidance and feedback provided by the CLC will inform Transition House's decisions regarding the shelter's integration with the community.

## **PURPOSE OF THE CLC**

### **The CLC exists to:**

1. **Foster Positive Relationships:** Build and maintain positive relationships between Transition House, the shelter's neighbours, and the broader community.
2. **Facilitate Two-Way Communication:** Serve as a platform for the community to share concerns and feedback while receiving updates on shelter operations and initiatives.
3. **Collaboratively Address Challenges:** Identify and address challenges associated with the shelter's integration through collaborative problem-solving.
4. **Promote Transparency and Trust:** Enhance transparency and build trust through ongoing dialogue and engagement.

- 5. Time-Limited Operation:** The CLC is planned to operate for one year, after which its effectiveness and continued need will be evaluated.

## **GROUP EXPECTATIONS AND OPERATING PRINCIPLES**

CLC members are expected to uphold the following principles to ensure effective collaboration and meaningful outcomes:

- **Foster Respect:** Treat all members, stakeholders, and community perspectives with dignity.
- **Seek Consensus:** Aim for agreement through open dialogue and shared understanding.
- **Promote Collaboration:** Work collectively to identify solutions and resolve concerns.
- **Focus on Problem-Solving:** Address issues with a constructive, solution-oriented approach.
- **Encourage Inclusivity:** Ensure diverse voices and perspectives are heard and valued.
- **Build Active Listening:** Engage in thoughtful, empathetic communication.
- **Commit to Accountability:** Take responsibility for actions and decisions.
- **Develop Expertise:** Increase knowledge of homelessness and reduction efforts.

## **MEETING SCHEDULE AND ADMINISTRATION**

- **Frequency:** Meetings will occur monthly, with flexibility to adapt based on the needs of the shelter and community.
- **Initial Meetings:** OrgCode will facilitate the first three meetings to establish group dynamics and provide orientation.
- **Community Feedback:** Meetings will incorporate feedback gathered through the established CLC email system, ensuring that all community members have equal opportunities to be heard.

## **ADMINISTRATION**

- Meetings will follow a structured agenda, distributed in advance.
- Minutes will be recorded and shared with members for review.
- Provisions will be made for onboarding new members, as needed, to ensure continuity and representation.

## **MEMBER ROLES AND RESPONSIBILITIES**

CLC members will:

1. **Abide by the Terms of Reference:** Participate in discussions constructively and collaboratively.
2. **Attend Meetings Consistently:** Provide insights, expertise, and feedback to assist Transition House in its operations and programming.
3. **Respect Confidentiality:** Uphold the confidentiality of materials flagged as confidential.
4. **Promote Transparency:** Share non-confidential updates with their networks to promote transparency and awareness.

- 5. Collaborate on Solutions:** Develop solutions that support the shelter's positive integration into the Cobourg community.
- 6. Act as Community Liaisons:** Share accurate, non-confidential information about the shelter to counter misinformation and build trust.

## **SUCCESSION PLANNING**

To ensure the Community Liaison Committee (CLC) maintains its effectiveness and continuity:

### **1. Identifying New Members:**

- Open calls for new members will be conducted as needed through public channels, including local media, social media, and community newsletters.
- Prospective members will submit an Expression of Interest (EOI) form, detailing their qualifications, availability, and motivation for joining the CLC.

### **2. Selection Process:**

- Applicants will be evaluated using a predefined scoring rubric based on communication skills, cultural competency, knowledge of homelessness, and ties to the community.
- An interview panel, including current CLC members and Transition House leadership, will assess shortlisted candidates to ensure alignment with the CLC's objectives and values.

### **3. Onboarding New Members:**

- New members will receive an onboarding package with an overview of the CLC's purpose, recent meeting minutes, key ongoing issues, and the finalized Terms of Reference.
- A mentorship system may be established, pairing new members with experienced members to ensure seamless integration into the group.

### **4. Transition of Departing Members:**



- Outgoing members will provide a brief summary of ongoing priorities, community concerns, and recommendations to facilitate continuity.
- Departures will be announced at meetings to ensure transparency and allow time for recruitment, if needed.

#### **5. Ensuring Balanced Representation:**

- The CLC will periodically review its composition to address gaps in representation, prioritizing lived experience and local stakeholder perspectives.

## **MEMBER ROLE DEVELOPMENT AND ASSIGNMENT**

To ensure the Community Liaison Committee (CLC) operates effectively and capitalizes on members' skills and expertise, ongoing roles will be identified and assigned after the initial meetings:

#### **1. Role Identification:**

- During the first few meetings, the CLC will collaboratively determine key roles needed to support its objectives and address emerging priorities.

#### **Examples of potential roles include:**

- **Chairperson:** Facilitates meetings and ensures agenda adherence.
- **Secretary:** Records minutes and manages meeting documentation.
- **Community Outreach Representative:** Liaises with the broader community to gather and relay feedback.
- **Evaluation Lead:** Tracks progress on CLC goals and prepares reports on success indicators.

#### **2. Role Assignment:**

- Members will have the opportunity to express interest in specific roles based on their skills, experience, and availability.
- Roles will be assigned by consensus, ensuring alignment with individual strengths and the CLC's needs.

### **3. Periodic Review of Roles:**

- Assigned roles will be reviewed periodically to ensure they continue to meet the needs of the committee and to allow for rotation or reassignment if necessary.

### **4. Role-Specific Support and Training:**

- Where needed, members will receive support or training to fulfill their assigned roles effectively.

### **5. Maintaining Flexibility:**

- The CLC will remain adaptable, allowing for the creation of new roles or reassignment as priorities evolve.

## **DECISION-MAKING PROCESS**

The CLC operates on a consensus-based approach to decision-making, ensuring all voices are heard and respected.

### **1. Consensus-Based Approach:**

- Decisions will be made collaboratively, with the aim of reaching agreement through open dialogue and shared understanding.

### **2. Contingency for Non-Consensus:**

- Transition House-Directed Decisions: For issues directly impacting shelter operations or policies, unresolved matters will be referred to Transition House leadership for final consideration, with the CLC's input documented as advisory recommendations.

- CLC or Community-Focused Decisions: For matters related to the CLC's activities or community initiatives, the committee may:
  - Delegate the issue to a subcommittee for further exploration and recommendations.
  - Use a majority vote as a last resort, ensuring all perspectives are recorded.
  - Modified Consensus (% threshold determined by members)
- 3. **Commitment to Advisory Role:**
  - The CLC is an advisory body focused on fostering dialogue and providing constructive feedback. Final decisions on shelter operations and policies remain the responsibility of Transition House leadership.
- 4. **Open and Honest Dialogue:**
  - Members will respect the needs and opinions of others while clearly communicating their own perspectives to ensure productive discussions

## **ROLES OF SHELTER LEADERSHIP AND FACILITATORS**

- **Shelter Leadership:** Transition House leadership will share updates on shelter operations, programming, and community impact while also committing to actively listening to the concerns, suggestions, and perspectives of CLC members and the broader community. This includes fostering open, empathetic dialogue to address issues and strengthen relationships with the community.
- **Facilitators:**
  - Ensure meetings remain focused, productive, and aligned with the group's purpose and principles.
  - Promote Inclusivity: Facilitate discussions to ensure all voices are heard and valued.

- Provide Tools and Strategies: Offer guidance to navigate complex or contentious issues constructively.

## **SUCCESS INDICATORS**

The effectiveness of the CLC will be evaluated based on:

- 1. Enhanced Community Trust:** Demonstrated by reduced concerns and improved perceptions of the shelter.
- 2. Actionable Recommendations:** Constructive collaboration resulting in actionable recommendations, such as enhanced neighbourhood engagement strategies, adjustments to shelter policies to minimize community impact, or the introduction of new programs to support shelter clients and neighbours.
- 3. Increased Awareness and Understanding:** Measured through feedback from community members, shelter staff, and guests, highlighting the shelter's contributions and successes.

## **AMENDMENTS TO THE TERMS OF REFERENCE**

Once finalized during the initial CLC meeting in December, the Terms of Reference will be reviewed periodically to ensure they remain relevant and effective. Amendments can be proposed by any CLC member and will require consensus for approval.

## **KEY OUTCOMES OF THE INAUGURAL MEETING**

The inaugural meeting of the Community Liaison Committee (CLC) was held on December 17, 2024, marking the official launch of this collaborative initiative. The meeting provided an opportunity for members to connect, establish shared goals, and begin identifying focus areas for the committee's work. Key highlights and outcomes from the meeting are as follows:

## **1. Setting the Stage**

The meeting began with a review of the CLC's purpose and scope, emphasizing its advisory role in fostering trust, transparency, and collaborative problem-solving between Transition House and the community. Members expressed their commitment to working constructively towards the successful integration of the 310 Division Street shelter into Cobourg.

## **2. Icebreaker Activity: Hopes and Priorities**

Participants shared their hopes for what the CLC can achieve over the coming year and identified key priorities for how the group should operate.

- **Hopes** included:
  - Building trust and strengthening relationships between the shelter, residents, and stakeholders.
  - Supporting the shelter's integration into the community in a way that enhances mutual understanding and reduces misconceptions.
  - Demonstrating tangible, measurable outcomes for both residents and the community.
  - Proactively addressing concerns through actionable solutions.
  - **Focusing on Action and Impact:** Ensuring the CLC operates as an action-oriented group that actively tackles challenges and drives real change, rather than being a forum for discussion without results.

- Priorities for Group Operations included:
  - Maintaining transparency and open communication.
  - Engaging in respectful, solutions-focused collaboration.
  - Proactively engaging with the broader community to share updates and counter misinformation.

### **3. Focus Areas for the CLC**

Through a closing activity, members identified specific topics for the CLC to address moving forward:

- **Community Safety:** Ensuring the safety of both shelter residents and the surrounding neighbourhood, particularly during shelter discharges.
- **Communication Frameworks:** Communication emerged as a central theme for the committee's work. Members prioritized the development of processes to:
  - **Hear from the Community and Transition House:** Ensure ongoing two-way dialogue where both the community and Transition House staff can share feedback, concerns, and updates.
  - **Communicate Internally:** Create mechanisms for CLC members to collaborate and share information efficiently within the group.
  - **Share Back with the Community:** Develop strategies to share relevant updates, progress, and decisions with the broader community in a clear and accessible way.

- **Education and Awareness:** Increasing understanding of homelessness and the shelter's role in providing critical services.
- **Measuring Success:** Defining and tracking key indicators to demonstrate progress and impact.

#### **4. Foundation for Action: Outcomes from the First Meeting**

The meeting concluded with a commitment to finalize the Terms of Reference, establish a communication cheat sheet, and schedule future sessions to address priority topics. Members emphasized their dedication to making the CLC a results-driven body that addresses real challenges and delivers meaningful improvements for both the community and the shelter. In line with this commitment, members agreed to dedicate the next meeting to a 4-hour workshop, allowing for in-depth focus on key priorities and actionable planning.

## **NEXT STEPS**

### **FINALIZE TERMS OF REFERENCE**

- Incorporate feedback from the inaugural meeting into the draft Terms of Reference, including clarifications on roles, confidentiality, and communication frameworks.
- Share the finalized Terms of Reference with CLC members for review and formal adoption at the next session.

### **PLAN AND FACILITATE THE NEXT WORKSHOP**

- Organize a **4-hour workshop** as the second meeting to allow in-depth focus on the CLC's priority areas, including community safety, communication strategies, and success indicators.
- Develop a detailed agenda to guide the workshop, ensuring actionable outcomes and clear responsibilities.

## **ENHANCE COMMUNICATION FRAMEWORK**

- Create a **communication cheat sheet** to clarify key roles, responsibilities, and contacts for both internal collaboration and external outreach.
- Design a strategy for how the CLC will:
  - Hear feedback and updates from both the community and Transition House.
  - Share information and progress among CLC members.
  - Distribute relevant updates to the broader community to maintain transparency and build trust.

## **COLLABORATE ON KEY FOCUS AREAS**

- The CLC will continue to develop actionable plans to address the initial focus areas identified during the inaugural meeting:
  - **Community Safety:** Work collaboratively to propose strategies that enhance safety for both shelter residents and the surrounding neighbourhood, particularly during discharges.



- **Education and Awareness:** Explore ways to increase understanding of homelessness and shelter operations to counter misconceptions and reduce stigma.
- **Measuring Success:** Begin defining key success indicators and creating a framework for tracking and reporting progress.

## **DEVELOP A PUBLIC-FACING SUMMARY**

- Prepare a clear and concise summary of the inaugural meeting to share with the broader community.
- Include highlights of key outcomes, next steps, and the CLC's commitment to action and transparency.

## **SCHEDULE FUTURE MEETINGS**

- Establish a schedule for future meetings and workshops, ensuring adequate time for progress reviews, new priorities, and collaborative discussions.
- Ensure flexibility to adapt the meeting format based on the CLC's evolving needs and priorities.

## **CONCLUSION**

The creation of the Community Liaison Committee (CLC) marks a meaningful step in fostering mutual understanding and collaboration between Transition House and the Cobourg community. Through transparent communication, inclusive engagement, and a proactive commitment to addressing concerns, the CLC is well-positioned to support the successful integration of the 310 Division Street emergency shelter into the neighbourhood.

This initiative not only underscores the importance of community-driven approaches in addressing housing crises but also highlights the incredible talent, compassion, and dedication within the Cobourg community. The overwhelming number of skilled, empathetic, and committed individuals who applied to be part of the CLC reflects the community's collective investment in finding better solutions for those experiencing homelessness. Many applicants shared deeply personal stories about how homelessness has directly impacted their families and lives, further demonstrating the profound connection between the community and this important work. Their diverse perspectives, talents, and lived experiences will undoubtedly shape the CLC's efforts and outcomes.

The inaugural meeting reinforced the group's commitment to progress and action. Members emphasized their desire for the CLC to be a results-driven body focused on tangible outcomes. Their decision to expand the next meeting into a 4-hour workshop exemplifies their dedication to diving deeply into key focus areas, such as community safety, communication strategies, and measurable success indicators. This proactive and collaborative approach will enable the CLC to address challenges head-on while fostering trust and achieving meaningful change.

CLCs like this one provide vital platforms for building trust, fostering dialogue, and working collaboratively toward shared solutions. They offer a structured framework for addressing concerns while promoting understanding and showcasing the value of shelters as both integral community assets and essential parts of the housing journey for many people experiencing homelessness. Through the CLC's work, Transition House and the Cobourg community can continue to strengthen their partnership, creating a neighbourhood that is more informed, connected, and supportive of its most vulnerable members.

**NORTHUMBERLAND COUNTY  
INITIAL PROGRESS REPORT FOR THE COMMUNITY LIAISON COMMITTEE (CLC)**

The establishment of this CLC is a testament to what can be achieved when communities come together with empathy, respect, and a shared commitment to positive change. Together, these efforts will not only enhance local services but also inspire a broader culture of collaboration and understanding in addressing homelessness.

**NORTHUMBERLAND  
COUNTY:  
INITIAL PROGRESS  
REPORT FOR THE  
COMMUNITY LIAISON  
COMMITTEE (CLC)**

December 2024



# PRESENTATION OVERVIEW

- Defining the Purpose And Role Of The CLC
- How the CLC was Formed
- Key Progress And Early Outcomes
- Next Steps and Long-Term Vision



# PURPOSE AND ROLE OF THE CLC

# PURPOSE OF THE CLC

- Foster collaboration between Transition House and the Cobourg community
- Provide a platform for open dialogue and constructive problem-solving
- Support the integration of the 310 Division Street shelter into the neighbourhood
- Build trust and promote mutual understanding



# WHAT THE CLC WILL FOCUS ON

- Addressing community concerns through two-way communication
- Developing practical solutions for safety, transparency, and integration
- Enhancing education and awareness about homelessness and shelter operations
- Sharing updates and progress with the broader community





# WHY THE CLC IS IMPORTANT FOR COBOURG

- **Strengthen relationships within the Cobourg community** through transparent and meaningful engagement
- **Foster trust and collaboration** between residents, the surrounding neighbourhood, Transition House staff and guests, and community partners
- **Showcase Cobourg's leadership** in adopting a community-driven approach to addressing homelessness
- **Reinforce the critical role of shelters** as essential resources in helping individuals transition to stable housing.



# HOW THE CLC WAS FORMED

# RECRUITMENT AND SELECTION PROCESS



# CLC MEMBERSHIP



# WHO IS REPRESENTED ON THE CLC

## **A Diverse of Group of Members Representing:**

- Immediate neighbours and community members representing diverse local perspectives
- Experts from health, mental health, law enforcement, faith organizations, and local business
- A representative from the Town of Cobourg, ensuring municipal alignment and local insights
- Transition House leadership and County representatives aligning shelter operations with community goals



# A COLLABORATIVE EFFORT

- **Overwhelming Response:** Many skilled and compassionate individuals applied.
- Selection process prioritized diverse voices to reflect the community's strengths and the realities of its challenges.
- Highlights the community's collective investment in creating meaningful change.
- Special thanks to **all applicants** for their commitment to addressing homelessness.



# **BUILDING MOMENTUM**

**Key Outcomes of the First CLC Meeting**

# FIRST MEETING OVERVIEW

**December 17<sup>th</sup>, 2024 :6pm-8pm**

- **Introductions and Purpose:** Welcomed members, shared the CLC's purpose, and aligned on objectives
- **Terms of Reference:** Reviewed and refined group expectations and operational guidelines
- **Shelter Updates:** Transition House shared updates on emergency shelter operations
- **Communication and Concerns:** Discussed how the CLC will communicate internally and externally, and identified initial community concerns
- **Future Focus:** Outlined potential topics for future meetings and scheduled upcoming sessions





# KEY THEMES FROM 1<sup>ST</sup> MEETING

- **Trust and Collaboration:** Strengthening trust and building deeper collaboration among the shelter, its staff and guests, and the Cobourg community.
- **Transparency:** Prioritizing open, clear, and timely communication, ensuring all stakeholders remain informed and engaged.
- **Action-Oriented Focus:** Emphasize meaningful and measurable progress, focusing on practical outcomes that address community concerns.
- **Inclusivity:** Value all voices, with a focus on integrating lived experience and diverse perspectives into the group's work.



# INITIAL FOCUS AREAS IDENTIFIED

- **Community Safety:** Developing strategies to enhance safety for shelter guests, staff, and the surrounding neighbourhood
- **Communication Frameworks:** Creating systems for internal collaboration, two-way feedback, and public updates
- **Education and Awareness:** Promoting understanding of homelessness and reducing misconceptions
- **Measuring Success:** Establishing clear indicators to track progress and outcomes.



# BUILDING ON KEY OUTCOMES

- Members agreed to dedicate the next session to a **4-hour workshop** to focus deeply on priority areas
- **Commitment to Action:** Members emphasized the importance of being an action-oriented group, focused on driving solutions rather than just discussions
- Commitment to developing actionable plans and measurable results
- Continued emphasis on collaboration and transparency as guiding principles.



# PROGRESS TO DATE

Establishing the CLC Framework

# KEY MILESTONES ACHIEVED

- **CLC Membership Confirmed, and 1<sup>st</sup> Meeting Held:** A diverse group of members committed to represent the community, ensuring balanced perspectives
- **Terms of Reference Drafted:** Establishes the group's purpose, operating principles, and advisory responsibilities
- **Confidentiality Agreement Finalized:** Ensures trust and discretion within the CLC to protect sensitive information
- **Identified Initial Focus Areas:** Community safety, communication, education, and success metrics



# TERMS OF REFERENCE OVERVIEW

- **Purpose:** Facilitate dialogue, build trust, and address community concerns constructively
- **Operating Principles:** Foster respect, inclusivity, and solution-oriented collaboration
- **Roles and Responsibilities:** Clarifies the advisory role and expectations for all members
- **Accountability:** Ensures transparent decision-making aligned with the community's needs.



# TERMS OF REFERENCE HIGHLIGHTS

- **Meeting Schedule:** Monthly meetings with flexibility based on emerging needs
- **Consensus-Based Decision-Making:** A collaborative approach ensuring all voices are heard
- **Focus on Success Indicators:** Measuring trust, awareness, and actionable outcomes over time
- **Time-Limited Operation:** Planned for a minimum of one year, with periodic reviews to assess the CLC's impact and determine the need for continuation or adaptation
- **Commitment to Action:** Ensures the CLC remains results-driven, focused on solutions rather than discussion alone



# NEXT STEPS

**Focused on Action**



# WORKSHOP PLANNING

## Workshop Goals:

- **Focused Discussions into key areas:**
  - Community safety
  - Communication frameworks
  - Education/awareness building
- Develop actionable plans and identify **measurable outcomes**
- Foster collaboration through targeted discussions and goal-setting



# COMMUNICATION FRAMEWORK

- Establish **clear processes** for how the CLC will:
  - **Engage** with the broader community.
  - **Share** updates and progress among members.
  - **Receive** and address community feedback effectively.
- Create materials to ensure **transparency and consistent messaging**



# ORGANIZING FOR SUCCESS

- **Identify Member Roles and Collaboration Opportunities:**
  - Assign key roles like Chair, Communications Lead, and Secretary
  - Explore the creation of ad-hoc groups or subcommittees to focus on specific priorities
  - Consider inviting content experts to present on key topics, providing the CLC with additional insights and education
- **Develop a Public-Facing Summary:**
  - Share key outcomes from the inaugural meeting with the broader community
  - Highlight the CLC's focus areas, next steps, and commitment to action and transparency
- **Enhance Internal Processes:**
  - Establish clear guidelines for internal communication and decision-making
  - Set expectations for consistent engagement and follow-through by all members



**LOOKING AHEAD**

# KEY TAKEAWAYS

- The CLC has established a strong foundation through a **diverse membership** and clear Terms of Reference
- Members are **committed to action**, focusing on real solutions and measurable outcomes
- Early progress reflects the dedication and collaboration of both the CLC and the broader Cobourg community
- Next steps prioritize **safety, communication, and transparency**, ensuring alignment with community goals.



# KEY TAKEAWAYS

- The work of the CLC represents a community-driven approach to addressing homelessness
- Cobourg's commitment to making homelessness rare, brief, and non-recurring is evident in the passion and expertise of CLC members as well as those who applied but weren't selected
- The journey ahead will require continued collaboration, transparency, and shared accountability to build trust and create meaningful change



# ACKNOWLEDGMENTS

- **Transition House and County Staff:**

- Dedication to collaboration and solutions for the community's most vulnerable.

- **Community Members:**

- Appreciation to all who applied, showcasing deep care and commitment to collective action.

- **County Council:**

- Thanks for your leadership and continued support in addressing homelessness.



# QUESTIONS

Chris Gorman [cgorman@orgcode.com](mailto:cgorman@orgcode.com)





## **Meeting of Board of Directors**

### **Minutes**

**October 30, 2024**

**1:30 p.m. - 3:00 p.m.**

Northumberland County

Council Chambers

#### **Board Members Present (in person):**

Molly Anthony

Cathy Borowec (arrived at 1:40 pm)

Victor Fiume, Chair

Steve Gilchrist

Daphne Livingstone

Councillor John Logel

Councillor Mandy Martin

Maryam Mohajer-Ashjai

Jacqueline Pennington

Lou Rinaldi

Anneke Russell

#### **Board Members' Regrets:**

Lindsey Reed

#### **Staff Present:**

- Rebecca Carman, General Manager
- Carol Coleman, Associate Director Engineering
- Glenn Dees, Director Health & Human Services
- Mitchell Hill, Financial Housing Specialist
- Nancy MacDonald, Administrative Assistant
- Denise Marshall, Director Public Works
- Adam McCue, Associate Director of Operations Public Works
- Kim O'Leary, Financial Planning Manager
- Rob O'Neil, Facilities Manager
- Negar Pakzadian, Project Manager, Major Capital Projects
- Willie Reyns, Project Manager
- Bill Smith, Housing Services Operations Supervisor

#### **1. Call to Order**

- Chair Victor Fiume called the meeting to order at 1:31 p.m.

## 2. Territorial Land Acknowledgement

Victor Fiume

## 3. Approval of the Agenda

Moved by: Jennifer Moore

Seconded by: Anneke Russell

“**That** the agenda for the October 30, 2024 regular meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

Disposition: **Carried**

## 4. Declaration of Interest

- No declarations

## 5. Approval of Minutes

Minutes of September 25, 2024 Regular Board Meeting

Moved by: Steve Gilchrist

Seconded by: Councillor John Logel

“That the minutes of the September 25, 2024 Regular Meeting of the Northumberland County Housing Corporation be approved.”

Disposition: **Carried**

## 6. Elgin Park Redevelopment Update (attached)

Willie Reys, Project Manager, Major Capital Projects

Moved by: Lou Rinaldi

Seconded by: Councillor Mandy Martin

“That the NCHC Board of Directors receive the Elgin Park Redevelopment Update report for information.”

Disposition: **Carried**

**7. 123 King Street, Colborne Redevelopment Update**

Negar Pakzadian, Project Manager, Major Capital Projects

- The ZBA application has been submitted to the township, which allows us to target site intensification up to 40 units. This application secures the site’s servicing capacity for redevelopment until we submit the official plan amendment to support the intensification of up to 60 units.
- The draft RFP for consulting services has been prepared and is under review.
- MCP is currently drafting the RFP for Construction Manager at Risk Services.

Moved by: Anneke Russell

Seconded by: Cathy Borowec

“That the NCHC Board of Directors receive the 123 King Street, Colborne Redevelopment Update report for information.”

Disposition: **Carried**

**8. Construction Standards**

Carol Coleman, Associate Director of Engineering

- Sub-Committee last met November 29, 2023
- Comments received from Victor, Cathy and Chris on draft construction standards
- Comments incorporated into the draft document and then shared with Facilities staff
- Revised draft with Facilities comments and a few questions for NCHC to answer

Moved by: Steve Gilchrist

Seconded by: Councillor John Logel

“That the NCHC Board of Directors receive the verbal update on forthcoming construction standards, and direct staff to schedule a meeting with the Construction Standards sub-committee, and appoint the following additional board member to this sub-committee:

- a. Molly Anthony “

Disposition: **Carried**

**9. Quarter 3 Financial Update**

Kim O’Leary, Financial Services Planning Manager

Moved by: Lou Rinaldi  
Seconded by: Anneke Russell

“That the NCHC Board of Directors receive the Quarter 3 financial update for information.”

Disposition: **Carried**

**10. 2024 Budget Carryovers**

Rebecca Carman, General Manager

Moved by: Jennifer Moore  
Seconded by: Daphne Livingstone

“That the NCHC Board of Directors approve the 2024 budget carryovers in the amount of \$581,900 and submit these to County Council for consideration.”

Disposition: **Carried**

**11. Update on Progress on Strategic Goal 2: “Expand and Grow the NCHC Portfolio”**

Rebecca Carman, General Manager

Moved by: Steve Gilchrist  
Seconded by: Anneke Russell

“That the NCHC Board of Directors direct staff to bring forward a report in the New Year outlining a scope of work for a Board sub-committee to address key actions toward establishing achievable growth targets for the NCHC.”

Disposition: **Carried**

**12. Operations Update (Requested from September Board meeting)**

Rebecca Carman, General Manager

Moved by: Anneke Russell

Seconded by: Lou Rinaldi

“That the NCHC Board of Directors receive the Operations Update for information.”

Disposition: **Carried**

**13. Update to NCHC Tenant Lease Agreement**

Rebecca Carman, General Manager

Moved by: Councillor John Logel

Seconded by: Steve Gilchrist

“That the NCHC Board of Directors delegate approval to the General Manager to make reasonable revisions to the NCHC Tenant Lease Agreement aligned with the direction of the Board, legislation, NCHC policies and County Community Housing Directives.”

Disposition: **Carried**

**14. Update on Homelessness Addictions and Recovery Treatment (HART) Hub Application**

Rebecca Carman, General Manager

Moved by: Mandy Martin

Seconded by: Anneke Russell

“That the NCHC Board of Directors receive the update regarding the Homelessness Addictions and Recovery Treatment (HART) Hub application as presented, for information.”

Disposition: **Carried**

**15. 152 Cockburn St, Campbellford – Setting Occupancy Costs**

Rebecca Carman, General Manager

Moved by: Steve Gilchrist

Seconded by: Mandy Martin

“That the NCHC Board of Directors approve establishing occupancy costs of \$800 per unit, inclusive of utilities for all rooms at 152 Cockburn Street, Campbellford; and

Further that the NCHC Board of Directors approve a reduction of occupancy costs for occupants in cases where 30% of monthly income/social assistance rates, including available subsidies are below \$800, with the condition that the budgeted revenue at least matches the budgeted expenditures, at the discretion of the General Manager.”

Disposition: **Carried**

**16. New Business**

Victor Fiume, Chair

N/A

**17. Move to Closed Session**

Moved by: Anneke Russell

Seconded by: Cathy Borowec

"That the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 2:37 pm; and

- (1) Further That the meeting is closed to the public as is permitted under the Municipal Act Section 239 (2.c) in order to address matters relating to a proposed or pending acquisition or disposition of land by the municipality or local board and that Glenn Dees, Rebecca Carman, Emily Corkery, Willie Reyns, Denise Marshall, Carol Coleman, Rob O’Neil, Adam McCue and Cheryl Sanders and remain present; and

(2) Further That the meeting is closed to the public as permitted under the Municipal Act Section 239 (2.b) and (2.e) in order to address matters relating to personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (Landlord and Tenant Board) and that Rebecca Carman and Nancy MacDonald remain present.”

Disposition: **Carried**

### **18. Motion to Rise and Results from Closed Session**

Moved by: Steve Gilchrist  
Seconded by: Maryam Mohajer-Ashjai

a.) "That the NCHC Board of Directors rise from Closed Session at 4:07 pm; and

Further That the confidential resolution moved in Closed Session regarding matters relating to a proposed or pending acquisition or disposition of land by the municipality or local board is hereby referred to this open session of the NCHC Board of Directors for adoption.”

Disposition: **Carried**

Moved by: Cathy Borowec  
Seconded by: Lou Rinaldi

b.) “That the confidential resolution moved in Closed session regarding personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board (Landlord and Tenant Board) is hereby referred to this open session of the NCHC Board of Directors for adoption.”

Disposition: **Carried**

Moved by: Daphne Livingstone  
Seconded by: Lou Rinaldi

c.) “That the Board of Directors strike a sub-committee to support the work regarding gender-based violence; and

Further that the Chair send a letter to the Minister of Municipal Affairs and Housing, citing the recent concerning Landlord Tenant Board decisions, and copy the Executive Chair and Associate Chair of the Landlord Tenant Board.”

Disposition: **Carried**

### **19. Next Meeting**

- **Wednesday November 27, 2024 at 1:30**  
Location: **Virtual - Zoom**

### **20. Adjournment**

The meeting adjourned at 4:12 pm.