

310 Division Street and Warming Room Community Liaison Committee

Terms of Reference

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, the warming room and its neighbours, and the broader community.
2. **Facilitate Two-Way Communication:** Serve as a platform for the community and the shelter occupants to share concerns and feedback while receiving updates on

shelter operations and initiatives. It is critical that the CLC helps ensure that concerns are acknowledged and directed appropriately to the relevant individuals or organizations.

3. **Ensure Challenges Are Directed to the Right Authorities:** The CLC does not enforce rules, implement policies, or directly intervene in shelter or warming room operations. Instead, it serves as a conduit to help bridge communication gaps, ensuring that community concerns are heard, acknowledged, and brought to the appropriate decision-makers.
4. **Promote Transparency and Trust:** Enhance transparency and build trust through ongoing dialogue and engagement. By facilitating regular discussions between the shelter, the warming room, stakeholders, and the broader community, the CLC helps ensure that concerns are met with informed responses.
5. **Education & Awareness:** The CLC will support efforts to improve public understanding of homelessness, shelter and warming room operations, and the broader system of care. This may include developing community presentations, fact sheets, or participating in public forums.
6. **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 elevate concerns.
- **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.
- **Maintain Focus on Advisory Role:** Remain within the CLC's purpose as an advisory body rather than assuming operational or enforcement roles.

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.
- **Standing Data Agenda Item:** Regular data updates, including shelter operations and community concerns, will be a standard part of meetings.
- **Periodic Review of Effectiveness:** The CLC will periodically evaluate how effectively concerns are being addressed and whether adjustments are needed to improve communication and responsiveness.

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.
- The CLC will periodically review its composition to ensure balanced representation of perspectives and local stakeholders.

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:**
 - o Open calls for new members will be conducted as needed through public channels, including local media, social media, and community newsletters.
 - o Prospective members will submit an Expression of Interest (EOI) form, detailing their qualifications, availability, and motivation for joining the CLC.
2. **Selection Process:**
 - o Applicants will be evaluated using a predefined scoring rubric based on communication skills, cultural competency, knowledge of homelessness, and ties to the community.
 - o 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:**
 - o 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.
 - o A mentorship system may be established, pairing new members with experienced members to ensure seamless integration into the group.
4. **Transition of Departing Members:**
 - o Outgoing members will provide a brief summary of ongoing priorities, community concerns, and recommendations to facilitate continuity.
 - o Departures will be announced at meetings to ensure transparency and allow time for recruitment, if needed.
5. **Ensuring Balanced Representation:**
 - o 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:** The committee may utilize the Fist to Five consensus model to reach consensus on a decision, working toward high degrees of agreement. If consensus cannot be reached, the issue may be delegated to a subcommittee for further exploration.
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.
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Roles of Shelter Leadership, Warming-Room Leadership, and Facilitators

- **Shelter and Warming-Room Leadership:** Transition House leadership will share updates on shelter operations, programming, and community impact. The County will share updates on warming-room operations and community impact. Both will commit 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. Facilitators will promote inclusivity, ensure all voices are heard, and provide guidance to navigate complex or contentious issues constructively.
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Communication Protocol

A communication protocol is in place for the CLC and attached as an appendix to the Terms of Reference. All members of the CLC commit to adhering to the protocol.

Success Indicators

The effectiveness of the CLC will be evaluated based on:

1. **Actionable Recommendations:** Constructive collaboration resulting in recommendations, such as enhanced neighborhood engagement strategies, shelter policy adjustments, or the introduction of new community programs.
 2. **Increased Awareness and Understanding:** Measured through feedback from community members and stakeholders, highlighting improved understanding of homelessness and shelter operations.
 3. **Enhanced Community Trust:** Demonstrated by reduced concerns and improved perceptions of the shelter. A **pre- and post-community survey** may be considered to measure this impact.
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Amendments to the Terms of Reference

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.

Revised by the CLC on December 2, 2025