



**Board of Directors  
Agenda for In-Camera Meeting  
Tuesday, November 22, 2022**

1. **Agenda - Additions, Deletions, Approval** **Decision**
2. **Approval of Minutes – October 25, 2022** **Decision**
3. **Business Arising from Minutes**
  - a.
4. **Executive Reports**
  - a. Chair's Report
  - b. CEO's Report **Decision**
5. **New Business**
  - a.
6. **Correspondence**
  - a.
7. **Motion to Rise or Rise and Report** **Decision**



**Board of Directors Minutes for the In-Camera Meeting  
Tuesday, October 25, 2022**

**Present:**

Vice Chair/Treasurer: Kelly Skrzypek  
Secretary: Greg Hackborn  
Directors: Brian Konst, Laura Miedema, Jenna Dierick, Emily Miller, Elizabeth Abraham  
Chief Executive Officer: Jane Angus  
Manager of Service Coordination: Alison Hilborn  
Executive Assistant: Cindy Landry (recorder)

**Regrets:** Susan Fitzgerald

**Call to Order**

Kelly called the meeting to order at 7:10 p.m.

**1. Agenda**

**Motion:** To approve the agenda.  
Laura and Greg. **Carried.**

**2. Approval of Minutes – September 27, 2022**

**Motion:** To approve the minutes from September 28, 2022.  
Emily and Laura. **Carried.**

**3. Business Arising from Minutes**

None.

**4. Executive Reports**

- a. Chair's Report – none.
- b. CEO's Report

**Motion:** To approve the Emergency Executive Succession plan as presented.  
Greg and Brian. **Carried.**

**Motion:** To approve the Commercial Lease Amendment #2, as presented.  
Kelly and Emily. **Carried**

**Motion:** To approve and recognize the statutory holidays that fall on a weekend (December 25 and January 1<sup>st</sup>) on the following dates: December 27, 2022 and January 2, 2023. Provide bonus time off on December 28, 29 and 30, 2022 for staff who work a scheduled ½ day over these days.

Kelly and Laura. **Carried**

**5. New Business – none.**

6. **Correspondence** – no correspondence.

7. **Motion to Rise**

**Motion:** To rise and adjourn out of in-camera at 7:16. p.m.  
Kelly and Greg. **Carried.**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chair's Signature



**Board of Directors**  
**In-Camera Report from the Chief Executive Officer**  
November 22, 2022

**Communication and Counsel to the Board**

**Riverside Hub**

The most recent Hub Backgrounder document is attached for information. The following communication was received from Leslie Josling, Executive Director of Willowbridge Community Services regarding the Riverside Hub:

I am pleased to report that the Hub Committee has unanimously agreed to add Contact Brant as a member to the Hub Development Oversight Committee, effective immediately, and we will fully integrate your space needs into our plan! We will define the parameters of your membership and affiliate agreement at a later date once we have finalized the governance model for the Hub.

I have attached our most recent Hub Backgrounder for your information. It will give you a high level overview of where we are at.

I will forward the recurring committee invites to you. We meet for two hours every second week. We will offer you a Hub orientation as soon as we can.

***Information***

## Staffing

### **Holiday Schedule**

The Christmas/New Year Statutory Holidays this year fall on Sunday December 25 and Sunday, January 1, requiring us to identify what days we will be recognizing these statutory holidays. Boxing Day is Monday, December 26. It is recommended that we close Tuesday, December 27, 2022 and Monday, January 2, 2023 for these statutory holidays, similar to Woodview.

Historically, employees have been given some bonus time off between Christmas and the New Year. By working a scheduled ½ day to ensure phones are answered and emails are responded to, employees have been given a range of 2 ½ to 3 ½ days off beyond their Vacation allotment. This has been a well-received staff appreciation option. The Board could consider the days below marked **in red with an asterisk (\*\*\*) for bonus time off** for employees who work a scheduled ½ day during this time.

School break during this period is December 26 to January 6.

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
19	20	21	22	23	24	25 <i>Christmas Day</i>
<b>26 Boxing Day STAT</b>	<b>27 Christmas STAT</b>	<b>28 ***</b>	<b>29 ***</b>	<b>30***</b>	31	1 <i>New Year's Day</i>
<b>2 New Year's Day STAT</b>	3	4	5	6	7	8

**Recommendation:** Recognize the statutory holidays that fall on a weekend (December 25<sup>th</sup> and January 1<sup>st</sup>) on the following dates: **December 27, 2022 and January 2, 2023**. Provide bonus time off on December **28, 29 and 30, 2022** for staff who work a scheduled ½ day over these days.

### ***Decision***



# Riverside Hub

## An Infrastructure Project Serving Brantford/Brant and Surrounding Areas

The Riverside Hub Project is a partnership of ten mental health, social recreation, developmental service, and wellness organizations working together to construct an approximately 171,000 square-foot community hub in Brantford's downtown core. We passionately believe that a Hub will make Brantford a better place by providing a welcoming, purpose-designed facility that improves service access and integration, while fostering relationships, belonging, and wellbeing.

Our partners share an urgent, critical need for a new space to meet the needs of our communities. Our current buildings have extremely high overhead and lease costs. They are outdated and do not meet our program, accessibility, health and safety, or growth needs. A purpose-designed, co-located space will allow us to harness cost efficiencies, and to find smarter and more innovative ways to deliver the best possible value for every dollar spent.

After three years of background work, the Riverside Hub Development Committee is exploring the feasibility of a site in Brantford's downtown core in partnership with the City of Brantford. We are working toward completing a shovel-ready project proposal to submit for federal, provincial, and municipal infrastructure funding opportunities. We invite you to learn more about our plans to build a stronger community together.



This image represents building scale only — is not indicative of future design

# The Partners

Coming Together to Build a Stronger Community



Counselling, Mental Health  
& Developmental Services



Supportive LGBTQ2+  
Advocacy Community



Mental Health & Autism  
Supports for Children



Health, Health Promotion  
& Food Security Services



Brantford Hospital –  
Outpatient Mental Health  
Services



Mental Health and Crisis  
Supports, Safe Beds



Addictions, Mental Health,  
Housing and Employment  
Services



Housing & Employment  
Supports



Social Recreation and  
Inclusion programs for  
individuals with disabilities



Peer Support, Social  
Recreation, and Employment

## Who We Serve

Together, our Hub partners serve approximately **27,000 community members** each year. Our programs support individuals from all walks of life as they connect, seek services, and heal.

## Who We Employ

Together, our partners employ roughly **800 community members** working in health, social services, developmental services, social recreation, and more. Around 500 of these staff will be on-site daily.



## Types of Services



Social Recreation



Counselling & Mental Health Services



Children's Services



Healthcare Services



Autism & Developmental Services



Addictions Supports



Crisis Services



Programs for Intimate Partner Violence



2SLGBTQ+ Services and Advocacy



Housing Supports



Employment Supports



Food Security Programs

# Background

## Making the Case for Riverside Hub



In 2019, Willowbridge Community Services began exploring options for resolving the critical issues presented by their facility on 54 Brant Avenue. Gathering input from the community, Willowbridge was gearing up for a major renovation or a move.

However, extensive community consultations soon revealed that many service providers in the city were also struggling with similar issues. As themes began to emerge from community focus groups, surveys, and feedback forms, Brantford's core service providers came together and formed a committee to help address shared concerns.



## Community & Partner Feedback

The Brantford community identified major concerns with health and social service facilities:

### ▶ ACCESSIBILITY

Many facilities are hard to reach by transit, are not fully wheelchair accessible, have poor lighting and poor ventilation.

### ▶ PRIVACY & SAFETY

Facilities have serious issues with security for staff and clients, and layout/design do not allow for privacy during sessions.

### ▶ RESOURCES

Not-for-profits in Brantford typically compete for the same funding and remain siloed.

### ▶ INTEGRATION

Services are not coordinated or integrated, which results in clients having to repeat their stories at a high emotional cost. Lack of integration also creates further difficulties in connecting clients to the service they need.

### ▶ AFFORDABILITY

Facilities have extremely high overhead costs and lease payments (over \$1,000,000 / year) for outdated spaces with no partner input.

### ▶ CAPACITY

Demand for services is at an all-time high, but facilities are cramped and offer no room for growth.

### ▶ SUITABILITY

Programming spaces do not suit the needs of the community or programming and lack critical infrastructure.

### ▶ DIVERSITY

Facilities are not welcoming or inclusive of diverse communities and in some cases present as unsafe.

# Responding to the Community

## Our vision for a new Community Hub in Brantford

In response to the community's feedback, our partners determined that our communities would be better served if we worked together. Our committee created a vision for a Community Hub and pulled in a broad range of experts to help us co-locate our services in a new, central, purpose-designed facility. Our partnership envisions a Brantford where no one is left behind, where everyone has the opportunity find support in their moment of need in a space that says, "you truly matter to us".

### The Model

The Riverside Hub will consist of an approximately 171,000 square-foot health and social service hub in the downtown. We are currently conducting a feasibility study, in partnership with the City of Brantford, on a site at Icomm Drive that currently houses the Brantford Farmers' Market. We intend to create:

- A facility that is purpose designed and shows the community that they matter
- A coordinated, integrated access point for streamlined mental health services that creates a positive participant experience
- Exploration of shared elements for seamless participant experiences and economies of scale with shared reception, operating and facility costs, communications, IT, and other back office supports.
- The facility will be fully sustainable, with a net zero carbon footprint.



# What Does a Hub Mean for the Community?

## Benefits of the Hub Model

There will be numerous opportunities available through the economies of scale created from forming a Community Hub. These will directly benefit both the community, and the partners co-located in the space. These include:

- Increased access to coordinated services for the community
- Improved sense of community inclusion and belonging
- Reduction in overhead costs through shared resources, lower monthly lease costs, elimination of duplicated services, and reduced operating costs
- Provision of community support in an individual's moment of need. Seeing individuals in distress while they're experiencing it has shown to reduce their use costlier emergency and hospital services
- Increased innovation, collaboration, and creativity in services across partners
- Improved mental health outcomes by supporting the social determinants of health



# Public Amenities

The Riverside Hub has, through the design process, highlighted key public amenities that will be open to, or bookable by, the community. These include:



## Creative Spaces

Bookable art, music, prayer, exercise, and meditation rooms.



## Culinary Spaces

A community café, teaching kitchens, vegetable gardens, and the possibility of integrating the preexisting farmer's market into the build.



## Outdoor Spaces

Community gardens, rooftop patio, playgrounds, bike-share and repair, greenspace.



## Play Spaces

Large indoor playrooms, gymnasium, playgrounds, and party space.



## Conference Centre

Bookable banquet, conference, meeting, office, and work-share spaces.



## Brantford Farmers' Market

Currently exploring facility improvement and the inclusion of the Brantford Farmers' Market.



# Progress & Timelines



## Mapping Out Riverside Hub

After forming a committee in 2019, the hub partners have met biweekly for over 3 years with **the goal of submitting an infrastructure grant proposal.**

Our timelines are as follows:

✔ Complete    ↗ Ready to launch    ⌚ In progress    → Upcoming

- 2019** ✔ Needs Analysis – Completed January 2019
- ✔ Hub Development Community Formed – April 2019

- 2020** ✔ Feasibility Study

- 2021** ✔ Space Needs Analysis – Complete
- ✔ 1st Ontario Trillium Grant – Awarded
- ↗ Fundraising Plan – Ready to launch
- ⌚ Governance Model

- 2022** ⌚ Indigenous Talking Circles
- ↗ Name, Brand and Website – Ready to Launch
- ✔ Identify a Site
- ✔ 2nd Ontario Trillium Foundation Grant
- ✔ Business Plan
- ⌚ Site Feasibility Study
- ⌚ Incorporate as a New Organization
- ⌚ Complete By-Laws
- Apply for Charitable Status
- Finalized Partner Affiliate Agreements and Lease Agreements
- ⌚ Further Community and E.D.I Engagement

- 2023** ⌚ Site Plan
- Site Acquisition
- Assemble a Riverside Hub Board of Directors
- Building Design & Schemata
- Apply for Federal/Provincial Infrastructure Funding ★
- Launch Fundraising Campaign

- 2024** → Begin Construction – 2024

- 2026** → Open our Doors – 2026

# The Business Case

## Funding a New Vision for Brantford



We are in the process of developing an in-depth business plan, including the capital costs and ongoing operating expenses. We are hiring a business consultant to support this work. We have conducted a high level break down of costs and potential revenues. Our initial plan assumes the following:

- Approximately 171,000 square-foot, construction at start of 2023, allowing for contingencies, furnishings, and a cost escalation of 15.6%, the hub's total cost is = \$87,000,000

With only a traditional mortgage and typical infrastructure grant contributions from the federal and provincial government, this amount is affordable for hub partners within their operating budgets given their current lease payments.

Our intent is to apply for an Infrastructure Grant (such as Investing in Canada Infrastructure Program (ICIP)). At a most conservative estimate, with no additional funding or grants, our estimated cost breakdown is:



<b>Federal/Provincial support for 74%-90% of total</b> .....	\$64,380,000–\$78,300,000
<b>Hub Capital Campaign</b> .....	\$2,500,000
<b>Commercial Mortgage/ financing</b> .....	-\$6,200,000–\$21,000,000
<b>TOTAL</b> .....	\$87,000,000

Hub partners expect to raise funds through ministry contributions and grants in addition to the above that will reduce the estimated need for commercial mortgage expenses further. The project budget is extremely conservative and has a 15–20% contingency for unexpected costs.

Overall, operating expenses will be reduced significantly for partners via cost-sharing, resource sharing, and efficiencies in operations. Once the mortgage is paid off, this money can be reinvested in frontline service.



# Our Team

Together for a Stronger Community



The Riverside Hub has been helped along by numerous community consultants, organizations and volunteers.



## Development & Design

- MTE Consulting – Engineering
- +VG Architects
- Two Row Architect
- Melloul Blamey Construction
- Ken Karakas – Remax Realtor

## Consultants

- Gravity Inc. – Communications
- Meridian Edge – Governance
- Tapestry Community Capital – Social Finance
- Waterous Holden Amey Hitchon – Legal
- KCI Philanthropy – Fundraising
- Two Row Architect – Indigenous Engagement
- KPMG – Business Plan
- Vink Consulting – Community Engagement
- Sierra Planning & Management – Economic Impact Study
- T. John's Consulting Group – Site Planning

## Supporters

- MP Larry Brock
- MPP Will Bouma
- Mayor Kevin Davis (Brantford)
- Mayor David Bailey (Brant)
- City Councilors
- Muslim Association of Brantford
- Eva Salter – Former Regional Infrastructure Advisor
- David Prang – CEO Chamber of Commerce
- Daniel Rankin – ED Brant United Way

## City Staff

- Sasha Hill Smith – Manager of Government Relations
- Brian Hutchings – CAO
- Ron Gasparetto – Manager of Real Estate

# The Site

## Connecting in Downtown Brantford



The Riverside Hub is currently exploring the East Side of the Icomm Dr. Parkade to determine the site's feasibility as a potential hub location. The City of Brantford owns the land and is supporting our study. We have requested that, should it be suitable, the land be gifted to the Riverside Hub for public use.



# The Site

## Rejuvenating Brantford's Downtown Core



The Icomm Drive Parkade is located steps from market square in downtown Brantford, visible from the public library, the YMCA, and Wilfred Laurier University buildings. Presently, the Parkade is underutilized and is reportedly an unsafe location as a frequent site for drug use. By connecting to the parking garage, Riverside Hub would also support the health of an under-utilized part of the city. The Icomm Drive site also presently has the Brantford Farmer's Market located on the property. Riverside Hub is in consultations with the City & Market Vendors to consider incorporating the Farmers' Market into the design of the building.

# The Site

A Glimpse of the Project's Location & Scale (Design TBA)

