

The Corporation of the County of Northumberland  
County Council Meeting  
Agenda

Wednesday, November 20, 2024, 9:30 a.m.

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/83963456922?pwd=Fj6Au24BiU87mQMN3vqWmrrre0qfliL.1>

Meeting ID: 839 6345 6922

Passcode: 938357

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 Council 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 Council 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

1.c Estimated time of Adjournment 4:00 p.m.

2. Call to Order

2.a Territorial Land Acknowledgement

3. Approval of the Agenda

3.a Agenda dated November 20, 2024

Recommended Motion

"That the County Council Agenda for Wednesday, November 20, 2024 be approved."

4. Declarations of Interest

5. Presentations

N/A

6. Adoption of Minutes

6.a County Council Minutes

17 - 125

Recommended Motion

"That the Minutes of the following County Council Sessions be approved as distributed and the determinations contained therein be deemed those of Council:

- October 16, 2024 County Council meeting;
- October 29, 2024 Special County Council meeting;
- November 6, 2024 Special County Council meeting;
- November 7, 2024 Special County Council."

7. Business arising from the Minutes

8. Communications

8.a Correspondence, Ontario's Big City Mayors (OBCM), Regional Municipality of Waterloo 'Solve the Crisis Campaign'

126 - 134

*[The recommended motion was added to the agenda prior to the meeting]*

Recommended Motion

**“Whereas** there is a humanitarian crisis unfolding on the streets in our communities, large and small, urban and rural, across Ontario; and

**Whereas** the time for words is over, we need immediate action at all levels of government, starting with the Province of Ontario; and

**Whereas** the homelessness crisis and the mental health and addictions crisis continues to grow with 3432 drug related deaths in Ontario in 2023 and over 1400 homeless encampments across Ontario communities in 2023; and

**Whereas** the province has provided additional funding and supports, such as the recent investment of \$378 million for HART Hubs and approximately 375 beds with wraparound supports, which does not adequately address the growing crisis and the financial and social impact on municipalities and regions across the province; and

**Whereas** municipalities and regions are stepping up and working with community partners to put in place community-specific solutions to address this crisis, but municipalities and regions lack the expertise, capacity, or resources to address these increasingly complex health care and housing issues alone; and

**Whereas** this is primarily a health issue that falls under provincial jurisdiction and municipalities and regions should not be using the property tax base to fund these programs; and

**Whereas** there is no provincial lead focused on this crisis leading to unanswered questions that span over a dozen ministries, and a lack of support to manage the increasing needs of those who are unhoused;

**Therefore Be It Resolved That** Northumberland County Council supports the SolvethCrisis.ca Campaign, including the following requests:

- Calls on provincial and federal governments to commit to immediate action to solve the Humanitarian Crisis that Ontario is facing as the numbers of unhoused individuals and those suffering with mental health & addictions grows exponentially;
- That the province officially makes Homelessness a health priority;
- Appoints a responsible Minister and Ministry with the appropriate funding and powers as a single point of contact to address the full spectrum of housing needs as well as mental health, addictions and wrap around supports;

- That the provincial government strike a task force with broad sector representatives including municipalities and regions (of all sizes), healthcare, first responders, community services, the business community and the tourism industry to develop a *Made in Ontario Action Plan*;
- That this provincial task force reviews current programs developed by municipalities, regions and community partners that have proven successful in our communities, to ensure that solutions can be implemented quickly and effectively to tackle this crisis;
- That the federal government is included in these conversations;
- That both levels of government provide adequate, sufficient and sustainable funding to ensure that municipalities have the tools and resources to support individuals suffering with mental health and addictions, including unhoused people and those from vulnerable populations that may be disproportionately impacted; and

**Further Be It Resolved That** Northumberland County Council calls on the residents of Northumberland County to join in appealing to the provincial and federal governments for support by visiting [SolveTheCrisis.ca](https://SolveTheCrisis.ca) and showing your support; and

**Further Be It Resolved That** County Council direct staff to send a copy of this resolution to the Right Honourable Justin Trudeau (Prime Minister of Canada), the Honourable Sean Fraser (Federal Minister of Housing, Infrastructure and Communities), the Honourable Doug Ford (Premier of Ontario), the Honourable Sylvia Jones (Deputy Premier and Minister of Health), the Honourable Paul Calandra (Minister of Municipal Affairs and Housing), the Honourable Michael Parsa (Minister of Children, Community and Social Services), the Honourable Michael Tibollo (Associate Minister of Mental Health and Addictions), MP Philip Lawrence (Northumberland-Peterborough South), the Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland-Peterborough South), Ontario's Big City Mayors, the Association of Municipalities of Ontario (AMO), and Northumberland County's 7 Member Municipalities."

## 9. Determination of Items Requiring Separate Discussion

9.a	November 4, 5 and 6, 2024 Standing Committees 'Recommendations to Council - Summary Chart'	135 - 146
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9.b	Community Health Committee - November 5, 2024	147 - 151
9.c	Corporate Support Committee - November 5, 2024	152 - 157
9.d	Economic Development, Tourism and Land Use Planning Committee - Meeting Cancelled	
9.e	Finance & Audit Committee - November 5, 2024	158 - 164
9.f	Public Works Committee - November 4, 2024	165 - 195
9.g	Social Services Committee - November 6, 2024	196 - 200

**10. Adoption of Items Not Requiring Separate Discussion**

Recommended Motion

"That Council adopt all recommendations from the five Standing Committees, as contained within the Committee Minutes (meetings held November 4, 5 and 6, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- 

**And Further That** the items listed above and held for separate discussion each require a separate resolution."

**11. Consideration of Items Requiring Separate Discussion**

**11.a Items From Standing Committees Requiring Separate Discussion**

- 1. Corporate Support Committee Meeting (October 1, 2024), Closed Session Item 4.a, 'Matters pertaining to the security of the property of the municipality (Information Technology)'**

*[Item was postponed at the October 16, 2024 Council meeting to the November 20, 2024 Closed Session County Council meeting]*

*[Item will be considered in Closed Session]*

2. **Economic Development, Tourism and Land Use Planning Committee Meeting (October 2, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband'**

*[Item was postponed at the October 16, 2024 Council meeting to the November 20, 2024 Closed Session County Council meeting]*

*[Item will be considered in Closed Session]*

3. **Public Works Committee (September 30, 2024), Item 9.a, Report 2024-122, 'Transfer of Thompson Bridge from Northumberland County to the Municipality of Trent Hills'**

201 - 205

*[Item was postponed at the October 16, 2024 Council meeting to the November 20, 2024 County Council meeting]*

Denise Marshall, Director Public Works

Recommended Motion

"**Whereas** County Council deferred Item 9.a from the September 30, 2024 Public Works Committee to the November 20, 2024 County Council meeting, being Report 2024-122 'Transfer of Thompson Bridge from Northumberland County to the Municipality of Trent Hills';

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council approve the transfer of Thompson Bridge from the County of Northumberland to the Municipality of Trent Hills, and refer the enactment of the by-law to the 'Enactment By-laws' portion of the agenda."

4. **Community Health Committee Meeting (November 5, 2024), Item 7.b,'Correspondence, HKPR District Health Unit and Peterborough Public Health 'Proposed Voluntary Merger'** 206 - 209

Recommended Motion

"**Whereas** the Community Health Committee considered correspondence from the Haliburton, Kawartha, Pine Ridge District Health Unit and Peterborough Public Health regarding 'Proposed Voluntary Merger' at the November 5, 2024 Committee meeting, and recommended that County Council identify this item for separate discussion at the November 20, 2024 Council meeting and appoint two Members of Northumberland County Council to the new Board of Health for the remainder of the 2022 to 2026 Term of Council;

**Now Therefore Be It Resolved That** County Council appoint the following Members of Northumberland County Council to the new Board of Health, subject to Provincial approval being received, for the remainder of the 2022-2026 Term of Council:

- 
- 

5. **Corporate Support Committee Meeting (November 5, 2024), Item 8.i, 'Report 2024-148, Corporate Services '2025 Draft Calendar- Standing Committees and Council Meetings'** 210 - 224

Maddison Mather, Manager Legislative Services / Clerk

Recommended Motion

"**Whereas** the Community Health Committee considered correspondence from the Haliburton, Kawartha, Pine Ridge District Health Unit District Health Unit and Committee meeting, and recommended that County Council identify this item for separate discussion at the November 20, 2024 Council meeting and appoint two Members of Northumberland County Council to the new Board of Health for the remainder of the 2022 to 2026 Term of Council;

**Now Therefore Be It Resolved That** County Council appoint the following Members of Northumberland County Council to the new Board of Health, subject to Provincial approval being received, for the remainder of the 2022-2026 Term of Council:

- 
- 

6. **Finance and Audit Committee Meeting (November 5, 2024), Item 8.d, 'Report 2024-144 'Community Grant Policy'** 225 - 238

Matthew Nitsch, Director of Finance / Treasurer

Recommended Motion

"**Whereas** the Finance and Audit Committee considered Report 2024-144 'Community Grant Policy' at the November 5, 2024 Committee meeting, and recommended that County Council identify this item for separate discussion at the November 20, 2024 Council meeting;

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council adopt the Community Grant Policy, and direct staff to develop the necessary procedures to accompany and implement the Community Grant Policy."

7. **Finance and Audit Committee Meeting (November 5, 2024), Item 8.e, 'Report 2024-145 '2025 Budget Update'** 239 - 313

Matthew Nitsch, Director of Finance / Treasurer

*[Report attachment #7 was added to the agenda prior to the meeting]*

Recommended Motion

"**Whereas** the Finance and Audit Committee considered Report 2024-145 '2025 Budget Update' at the November 5, 2024 Committee meeting, and recommended that County Council identify this item for separate discussion at the November 20, 2024 Council meeting;

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council receive Report 2024-145 '2025 Budget Update' for information."

**11.b Motion(s) for Held Item(s)**

[If required]

**12. Enactment By-laws**

- 12.a A By-law to Transfer Ownership of and Jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills** 314 - 315

Recommended Motion

"**That** By-law 36-2024 being a By-law to Transfer Ownership of and Jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 20th of November, 2024."

- 12.b A By-law to Formulate the 2024 Emergency Management Program and Plan in Support of Constituent Municipalities to Ensure the Health, Safety, Welfare of People, and the Protection of Property and the Environment for the County of Northumberland** 316 - 341

Recommended Motion

"**That** By-law 42-2024 being a By-law to Formulate the 2024 Emergency Management Program and Plan in Support of Constituent Municipalities to Ensure the Health, Safety, Welfare of People, and the Protection of Property and the Environment for the County of Northumberland, and to Rescind By-law 21-2023 be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 20th of November, 2024."

- 12.c **A By-law to Authorize the Transfer of Funds from the Capital and Operating Accounts into Reserve Accounts** 342 - 347

Recommended Motion

"**That** By-law 43-2024 being a By-law to authorize the transfer of funds from the capital and operating accounts into reserve accounts be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 20th of November, 2024."

- 12.d **A By-law to Repeal Procedural By-law 39-2023 and Adopt a Council Procedural By-law** 348 - 404

Recommended Motion

"**That** By-law 44-2024 being a by-law to repeal By-law 39-2023 and adopt a Council Procedural By-law, be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 20th day of November, 2024."

### 13. **New Business**

- 13.a **Report 2024-152 'Northumberland County Community Development Initiatives Corporation (NCCDIC) – Approval of November 4, 2024 Board Meeting Minutes'** 405 - 459

Dwayne Campbell, Acting Director Economic Development, Tourism and Strategic Initiatives

TJ Flynn, Investment Attraction Specialist

Recommended Motion

"**That** County Council, having considered Report 2024-152 'Northumberland County Community Development Initiatives Corporation (NCCDIC) - Approval of November 4, 2024 Board Meeting Minutes', approve the November 4, 2024 Board meeting minutes."

- 13.b **Report 2024-153 'Federation of Canadian Municipalities - Local Leadership for Climate Adaptation Funding'** 460 - 463

Korey McKay, Environmental Officer

Recommended Motion

"**That** County Council, having considered Report 2024-153 'Federation of Canadian Municipalities – Local Leadership for Climate Adaptation Funding', direct staff to apply to a funding opportunity from the Federation of Canadian Municipalities' Local Leadership for Climate Adaptation initiative for the purpose of developing an Adaptation and Resiliency Plan for Northumberland County."

**13.c Eastern Ontario Wardens' Caucus (EOWC) Update**

Warden Brian Ostrander

Recommended Motion

"**That** County Council receive the verbal update regarding the Eastern Ontario Wardens' Caucus for information."

**13.d Northumberland CAOs' Committee Update**

CAO Jennifer Moore

Recommended Motion

"**That** County Council receive the verbal update regarding the Northumberland CAOs' Committee for information."

**14. Proclamations**

Recommended Motion

"**That** County Council proclaim the following proclamations at the November 20, 2024 County Council meeting:

- National Housing Day' - November 22, 2024;
- International Day for the Elimination of Violence Against Women and 16 Days of Activism Against Gender Based Violence - November 25, 2024 to December 10, 2024; and
- International Day of Persons with Disabilities - December 3, 2024."

Recommended Motion

“**Whereas** homelessness and housing affordability has become a pressing issue impacting communities across Ontario and here in Northumberland; and

**Whereas** the County recognizes it plays an integral role as the housing services system manager and sole shareholder of the Northumberland County Housing Corporation and is actively working to address the need for increased permanent, safe, and affordable housing to build brighter futures in Northumberland; and

**Whereas** the County is expanding stock and affordability through the increase of permanent units and rent subsidies in our community, with over 250 new units and subsidies achieved, or in the planning process, over the next 3 years; and

**Whereas** the County is also expanding housing options across the housing continuum to meet people where they are at, from transitional housing to supportive housing to permanent market rent housing; and

**Whereas** the County of Northumberland acknowledges the importance of supporting unhoused individuals without stable or permanent housing as a fundamental human right; and

**Whereas** in 2023 the County funded over 70% of housing operating funds and over 50% of capital costs, the County calls on the provincial and federal governments to equitably fund housing needs in Northumberland and across the province; and

**Whereas** November 22 is recognized as National Housing Day across Canada, where communities look to raise awareness on the importance of permanent, safe and affordable housing to promote health and well-being;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim November 22, 2024 as ‘National Housing Day’ in Northumberland County, and call upon all residents, community organizations, businesses, and government agencies in Northumberland County to join us in recognizing this day as an opportunity to reflect upon and address the housing challenges faced by our community and to support unhoused individuals who deserve the dignity of having a safe and stable place to call home.”



14.b Proclamation 'International Day for the Elimination of Violence Against Women' November 25 - December 10, 2024

465 - 465

Recommended Motion

**Whereas** the United Nations General Assembly established the International Day for the Elimination of Violence Against Women in 1993; and

**Whereas** November 25 commemorates the Mirabal sisters of the Dominican Republic, who were brutally murdered in 1960, and calls for worldwide acknowledgement of gender-based violence; and

**Whereas** violence remains the most significant issue of gender inequality affecting women, girls and gender-diverse individuals; and

**Whereas** the 16 Days of Activism Against Gender-based Violence is a global campaign that starts on November 25 and concludes on December 10, which is recognized as Human Rights Day; and

**Whereas** this campaign encourages us to raise our voices against gender-based violence and reinforces our pledge to eliminate violence targeting women, girls, and 2SLGBTQI+ individuals; and

**Whereas** Northumberland County is dedicated to eradicating femicide and all types of gender-based violence;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council do hereby proclaim November 25 to December 10, 2024, to be 'International Day for the Elimination of Violence Against Women 16 Days of Activism Against Gender Based Violence' in Northumberland County."

14.c Proclamation 'International Day of Persons with Disabilities' - December 3, 2024

466 - 468

Recommended Motion

**“Whereas** 03 of December each year is observed by the United Nations as International Day of Persons with Disabilities; and

**Whereas** the day is an opportunity to promote the rights and well-being of persons with disabilities in all spheres of society and development, and to increase awareness of the situation of persons with disabilities in every aspect of political, social, economic and cultural life; and

**Whereas** Northumberland County is committed to accessibility and ensuring that people of all ages and abilities enjoy the same opportunities as they live, work, visit and invest in our community;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim December 3, 2024 to be ‘International Day of Persons with Disabilities’ in Northumberland County.”

15. Media Questions

16. Closed Session

16.a. Corporate Support Committee Meeting (October 1, 2024), Closed Session Item 4.a, 'Matters pertaining to the security of the property of the municipality (Information Technology)' (Item from Standing Committee Requiring Separate Discussion)

*[Item 16.a. was postponed at the October 16, 2024 Council meeting to the November 20, 2024 Closed Session County Council Meeting]*

16.b. Economic Development, Tourism and Land Use Planning Committee Meeting (October 2, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband' (Item from Standing Committee Requiring Separate Discussion)

*[Item 16.b. was postponed at the October 16, 2024 Council meeting to the November 20, 2024 Closed Session County Council Meeting]*

Recommended Motion

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

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239.(2.a.) in order to address matters pertaining to the security of the property of the municipality (Information Technology), and that Jennifer Moore, Kate Campbell, Hits Chodha, Shola Yusuf-Aliyu, Maddison Mather and Cheryl Sanders remain present; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239.(2.k) in order to address matters pertaining to confidential negotiations regarding broadband, and that Jennifer Moore, Dwayne Campbell, TJ Flynn, Maddison Mather and Cheryl Sanders remain present."

*[If required, for any business held from discussion from the Standing Committees]*

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239.(\_\_\_\_\_) in order to address matters pertaining to \_\_\_\_\_, and that Jennifer Moore, \_\_\_\_\_ Name(s)\_\_\_\_\_, Maddison Mather and Cheryl Sanders remain present."

**17. Motion to Rise and Results from Closed Session**

**17.a Closed Session Items from Standing Committees Requiring Separate Discussion**

- 1. Corporate Support Committee Meeting (October 1, 2024), Closed Session Item 4.a, 'Matters pertaining to the security of the property of the municipality (Information Technology)'**

Recommended Motion

"**That** this Council rise at \_\_\_\_\_ p.m.; and

**Further That** the confidential resolution moved in Closed Session regarding matters pertaining to the security of the property of the municipality (Information Technology), is hereby referred to this open session of Council for adoption."

2. **Economic Development, Tourism and Land Use Planning Committee Meeting (October 2, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband'**

Recommended Motion

"**That** the confidential resolution moved in Closed Session regarding matters pertaining to confidential negotiations regarding broadband, is hereby referred to this open session of Council for adoption."

**18. Closed Session Business – Public Updates**

N/A

**19. Confirming By-law**

- 19.a **A By-law to confirm the proceedings of a meeting of County Council held on November 20, 2024**

469 - 469

Recommended Motion

"**That** By-law 45-2024 being a By-law to confirm the proceedings of a meeting of County Council held on November 20, 2024 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

**20. Adjournment**

Recommended Motion

"**That** Council adjourn at \_\_\_\_\_ p.m."



**The Corporation of the County of Northumberland  
County Council  
Minutes**

**October 16, 2024, 9:30 a.m.  
Council Chambers  
555 Courthouse Road, Cobourg, ON K9A 5J6  
Hybrid Meeting (In-Person and Virtual)**

Members Present: Warden Brian Ostrander  
Deputy Warden Olena Hankivsky  
Councillor Lucas Cleveland  
Councillor Scott Jibb  
Councillor John Logel  
Councillor Mandy Martin  
Council Alternate Michael Metcalf

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**1. Notices**

**1.a Accessible Format**

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**1.b Meeting Format**

This Council Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Warden Brian Ostrander called the meeting to order at 9:31 a.m.

**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**3.a Agenda dated October 16, 2024**

**Council Resolution 2024-10-16-715**

**Moved by** Councillor John Logel

**Seconded by** Councillor Scott Jibb

"**That** the County Council Agenda for Wednesday, October 16, 2024 be approved, as amended to include the following time sensitive item:

- Closed Session Item 16.b regarding matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board regarding affordable / supportive housing (Community & Social Services)."

**Carried**

**4. Declarations of Interest**

- No declarations

**5. Presentations**

**5.a Presentation of Paramedic Medals**

Warden Brian Ostrander

Susan Brown, Chief Northumberland Paramedics

**6. Adoption of Minutes**

**6.a County Council Minutes**

**Council Resolution 2024-10-16-716**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor Mandy Martin

"**That** the Minutes of the County Council Session of September 18, 2024 and Special County Council of September 24, 2024 be approved as distributed and the determinations contained therein be deemed those of Council."

**Carried**

**7. Business arising from the Minutes**

N/A

*[Councillor Cleveland joined the meeting at 9:39 a.m.]*

**8. Communications**

N/A

**9. Determination of Items Requiring Separate Discussion**

**9.a September 30, 2024 and October 1 and 2, 2024 Standing Committees  
'Recommendations to Council - Summary Chart'**

**9.b Community Health Committee  
- October 1, 2024**

**9.c Corporate Support Committee  
- October 1, 2024**

**9.d Economic Development, Tourism and Land Use Planning Committee  
- October 2, 2024**

**9.e Finance & Audit Committee  
- October 1, 2024**

**9.f Public Works Committee  
- September 30, 2024**

**9.g Social Services Committee  
- October 2, 2024**

**10. Adoption of Items Not Requiring Separate Discussion**

**Council Resolution 2024-10-16-717**

**Moved by** Councillor John Logel

**Seconded by** Council Alternate Michael Metcalf

"**That** Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held September 30, 2024 and October 1 and 2, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Economic Development, Tourism and Land Use Planning Committee, Item 9.b, Correspondence, Ministry of Municipal Affairs and Housing 'Request to Repeal Official Plan Amendments Adopting By-law' – **Held by Councillor Logel**
- Public Works Committee, Item 9.a, Report 2024-122, 'Transfer of Thompson Bridge from Northumberland County to the Municipality of Trent Hills' – **Held by Council Alternate Michael Metcalf**
- Social Services Committee, Item 5.a, Delegation, James Bisson 'Homelessness and Encampment Response Report' – **Held by Deputy Warden Hankivsky**
- Social Services Committee, Item 8.a(1), Delegation, Vivian Vandenhazel 'Encampment Response and Progress on 310 Division Street, Cobourg Update – Presentation' – **Held by Councillor Cleveland**
- Social Services Committee, Item 8.a(2), Encampment Response and Progress on 310 Division Street, Cobourg Update - Presentation – **Held by Councillor Cleveland**

**And Further That** the items listed above and held for separate discussion each require a separate resolution."

**Carried**

## **11. Consideration of Items Requiring Separate Discussion**

### **11.a Items from Standing Committees Requiring Separate Consideration**

#### **11.a.1 Corporate Support Committee Meeting (October 1, 2024), Closed Session Item 4.a, 'Matters pertaining to the security of the property of the municipality (Information Technology)'**

*[Item postponed to the November 20, 2024 Closed Session County Council meeting]*

#### **11.a.2 Economic Development, Tourism and Land Use Planning Committee Meeting (October 2, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband'**

*[Item postponed to the November 20, 2024 Closed Session County Council meeting]*



**11.a.3 Social Services Committee Meeting (October 2, 2024), Item 8.e  
'Childcare Spaces'**

Lesley Patterson, Early Years Services Manager

**Council Resolution 2024-10-16-718**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor Scott Jibb

"**Whereas** the Social Services Committee received the verbal update regarding 'Childcare Spaces' at the October 2, 2024 Committee meeting noting that staff will bring forward a report to the October 16, 2024 County Council meeting for further discussion;

**Now Therefore Be It Resolved That** County Council receive Report 2024-134 'Canada-wide Early Learning and Child Care Expansion Plan' for information."

**Carried**

**11.b Motion(s) for Held Item(s)**

**11.b.1 Economic Development, Tourism and Land Use Planning Committee (October 2, 2024), Item 9.b. Correspondence, Ministry of Municipal Affairs and Housing 'Request to Repeal Official Plan Amendments Adopting By-law'**

Dwayne Campbell, Acting Director Planning and Economic Development

**Council Resolution 2024-10-16-719**

**Moved by** Councillor Mandy Martin

**Seconded by** Councillor John Logel

"**Whereas** Item 9.b, from the October 2, 2024 Economic Development, Tourism & Land Use Planning Committee was held by Council for separate discussion at this meeting, the item being, Correspondence, Ministry of Municipal Affairs and Housing 'Request to Repeal Official Plan Amendments Adopting By-law';

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council direct staff to prepare a response letter to Minister Calandra to suggest an alternative approach wherein Northumberland County will draft modifications for Adopted Official Plan Amendment No. 1 to ensure alignment with the new Provincial Planning Statement, 2024, for the Minister's consideration; and
- **Further That** County Council direct staff to prepare a report outlining the modifications required for Adopted Official Plan Amendment No. 1 for Council's consideration; and
- **Further That** County Council direct staff to hold a public meeting to present the draft modifications and provide the public and interested parties the opportunity to provide input; and
- **Further That** County Council direct staff to respectfully request the Minister's approval for Adopted Official Plan Amendment No. 1, as proposed to be modified in a manner that considers both the Provincial Planning Statement, 2024, and any comments received from the public and interested parties."

**Carried**

**11.b.2 Public Works Committee (September 30, 2024), Item 9.a.  
Report 2024-122, 'Transfer of Thompson Bridge from  
Northumberland County to the Municipality of Trent Hills'**

Denise Marshall, Director Public Works

**Council Resolution 2024-10-16-720**

**Moved by** Council Alternate Michael Metcalf

**Seconded by** Councillor Scott Jibb

**“Whereas** Item 9.a, from the September 30, 2024 Public Works Committee was held by Council for separate discussion at this meeting, the item being, 9.a, Report 2024-122 'Transfer of Thompson Bridge from Northumberland County to the Municipality of Trent Hills';

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council defer this item and adoption of the by-law to the November 20, 2024 County Council meeting.”

**Carried**

**11.b.3 Social Services Committee (October 2, 2024), Item 5.a.  
Delegation, James Bisson 'Homelessness and Encampment  
Response Report'**

*[Item was considered in Closed Session]*

**11.b.4 Social Services Committee (October 2, 2024), Item 8.a (1),  
Delegation, Vivian Vandenhazel 'Encampment Response and  
Progress on 310 Division Street, Cobourg Update –  
Presentation'**

**Council Resolution 2024-10-16-721**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor John Logel

**“Whereas** Item 8.a (1), from the October 2, 2024 Social Services Committee was held by Council for separate discussion at this meeting, the item being ‘Delegation, Vivian Vandenhazel regarding ‘Encampment Response and Progress on 310 Division Street, Cobourg Update – Presentation’;

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council receive the verbal update regarding the delegation from Vivian Vandenhazel regarding ‘Encampment Response and Progress on 310 Division Street, Cobourg Update – Presentation’ for information.”

**Carried**

**11.b.5 Social Services Committee (October 2, 2024), Item 8.a (2)  
'Encampment Response and Progress on 310 Division Street,  
Cobourg Update - Presentation'**

**Council Resolution 2024-10-16-722**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Deputy Warden Olena Hankivsky

**“Whereas** Item 8.a (2), from the October 2, 2024 Social Services Committee was held by Council for separate discussion at this meeting, the item being ‘Encampment Response and Progress on 310 Division Street, Cobourg Update - Presentation;

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council postpone this item to after item 12.c ‘310 Division Street, Cobourg Update – Presentation’ of the October 16, 2024 County Council meeting.”

**Carried**

## **12. New Business**

*[Council recessed at 10:45 a.m. until 10:55 a.m.]*

### **12.a Report 2024-135 'Forest By-Law Enforcement Officer Appointment'**

Lisa Ainsworth, Director Corporate Services  
Darrell Mast, Municipal Solicitor

#### **Council Resolution 2024-10-16-723**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor John Logel

**“That** County Council having considered Report 2024-135 ‘Forest By-law Enforcement Officer Appointment’, refer the enactment of a by-law to Appoint Municipal Law Enforcement Officers for the County of Northumberland as Authorized Under the Provision of the Community Safety and Policing Act, 2019 to Enforce By-law 21-10 and to Repeal By-Law 23-2024, to the Enactment By-laws portion of the October 16, 2024 County Council agenda.”

**Carried**

### **12.b Homelessness Addictions and Recovery Treatment (HART) Hub Letter of Commitment- Presentation**

Rebecca Carman, Associate Director Housing & Homelessness  
Kim Wilkinson, Community Paramedic Coordinator

**Council Resolution 2024-10-16-724**

**Moved by** Councillor Scott Jibb

**Seconded by** Deputy Warden Olena Hankivsky

"**That** County Council, having considered the presentation regarding 'Homelessness Addictions and Recovery Treatment (HART) Hub Letter of Commitment', direct staff to execute a letter of commitment for the HART Hub based on the information outlined in the October 16, 2024 Council presentation; and

**Further That** the hub does not include any organizations that attempt to normalize or help to provide the use of toxic and illegal drugs including any other organization that does not work towards recovery and sobriety."

**Carried**

**12.c 310 Division Street, Cobourg Update - Presentation**

Rebecca Carman, Associate Director Housing & Homelessness  
Bill Smith, Manager of Homelessness Services

*[Council recessed at 12:30 p.m. until 1:01 p.m.]*

**Council Resolution 2024-10-16-725**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Mandy Martin

"**That** County Council direct staff to Request an Administrative Review of the exemption and request Cobourg staff to meet with County Council at a future Committee / Council meeting.

***Recorded vote requested by Councillor Cleveland***

**Carried**

**12.c.1 Motion(s) for Held Item(s)**

**12.c.1.1 Social Services Committee (October 2, 2024), Item 8.a (2)  
'Encampment Response and Progress on 310 Division Street, Cobourg Update - Presentation'**

**Council Resolution 2024-10-16-726**

**Moved by** Councillor John Logel

**Seconded by** Deputy Warden Olena Hankivsky

**“Whereas** Item 8.a (2), from the October 2, 2024 Social Services Committee was held by Council for separate discussion at this meeting, the item being ‘Encampment Response and Progress on 310 Division Street, Cobourg Update - Presentation; and

**Whereas** this item was postponed at the October 16, 2024 County Council meeting to after item 12.c regarding ‘310 Division Street, Cobourg Update – Presentation’

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council direct staff to bring forward a feasibility report to a future Committee / Council meeting regarding next steps for sheltering services once 310 Division Street, Cobourg is fully operational, including options and financial resources available for expanding shelter services and other social services across Northumberland County’s Member Municipalities, and also include an accounting of the costs incurred by the Town of Cobourg.”

**Carried**

**12.d Quarter 3 (Q3), 2024 Financial Update - Presentation**

Matthew Nitsch, Director Finance / Treasurer

**Council Resolution 2024-10-16-727**

**Moved by** Council Alternate Michael Metcalf

**Seconded by** Councillor Lucas Cleveland

"**That** County Council receive the Quarter 3 (Q3), 2024 Financial Update for information."

**Carried**

**12.e Northumberland CAOs' Committee Update**

CAO Jennifer Moore

**Council Resolution 2024-10-16-728**

**Moved by** Councillor John Logel

**Seconded by** Deputy Warden Olena Hankivsky

"**That** County Council receive the verbal update regarding the Northumberland CAOs' Committee for information."

**Carried**

**13. Enactment By-laws**

**13.a A By-law to Transfer Ownership of and Jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills**

*[Item deferred to the November 20, 2024 County Council meeting]*

**13.b A By-law to Appoint Municipal Law Enforcement Officers for the County of Northumberland as Authorized Under the Provision of the Police Services Act to Enforce By-law 21-10 and to Repeal By-Law 23-2024**

**Council Resolution 2024-10-16-729**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor John Logel

"**That** By-law 37- 2024 being a By-law to appoint Municipal Law Enforcement Officers for the County of Northumberland as Authorized Under the Provision of the Police Services Act to Enforce By-law 21-10 and to Repeal By-Law 23-2024 be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 16th of October, 2024."

**Carried**

**14. Proclamations**

**Council Resolution 2024-10-16-730**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor Mandy Martin

"**That** County Council proclaim the following proclamations at the October 16, 2024 County Council meeting:

- Proclamation, 'Transgender Awareness Week (November 13 to 19, 2024) and Transgender Day of Remembrance (November 20, 2024)';
- Proclamation 'Child Care Worker and Early Childhood Educator Appreciation Day' - October 24, 2024;

- Proclamation 'Dress Purple Day' - October 25, 2024."

Carried

**14.a Proclamation, 'Transgender Awareness Week (November 13 to 19, 2024) and Transgender Day of Remembrance (November 20, 2024)'**

An application for the community flag pole was also submitted for 'Transgender Awareness Week'

- Transgender Awareness flag raised on November 13, 2024 to November 19, 2024
- Provided for information only

**“Whereas** Transgender Awareness Week takes place every year from November 13 to 19 – a week to recognize and centre the voices, contributions, and accomplishments of our gender diverse community, including Transgender, Two Spirit, Non-Binary, and Intersex people; and

**Whereas** Transgender Awareness Week leads up to the Transgender Day of Remembrance on November 20 – a day to remember and honour those who have lost their lives because of violence and oppression against transgender people; and

**Whereas** the stories of transgender people highlight the social and systemic challenges that transgender and gender-diverse communities still face nationwide; and

**Whereas** Northumberland County is dedicated to continued education and fighting transphobia to support diversity and create safe, inclusive communities;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council do hereby proclaim November 13 – 19 to be Transgender Awareness Week and the day of November 20 as Transgender Day of Remembrance in Northumberland County.”

**14.b Proclamation, 'Child Care Worker and Early Childhood Educator Appreciation Day' - October 24, 2024**

**“Whereas** years of research confirms the benefits of high-quality early learning and child care for young children’s intellectual, emotional, social and physical development and later life outcomes; and



**Whereas** child care promotes the well-being of children and responds to the needs of families and the broader community by supporting quality of life so that citizens can fully participate in and contribute to the economic and social life of their community; and

**Whereas** trained and knowledgeable Registered Early Childhood Educators are the key to quality in early learning and child care programs – in licensed child care, EarlyON Child and Family programs, and full day kindergarten and are champions for children; and

**Whereas** Registered Early Childhood Educators and child care workers will be vital to the success of the Canada-Wide Early Learning and Child Care system;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council do hereby proclaim October 24th, 2024 to be designated the 24th Annual 'Child Care Worker and Early Childhood Educator Appreciation Day' in Northumberland County in recognition of the educations, dedication and commitment of child care workers to children, their families, and quality of life to the community.”

**14.c Proclamation, 'Dress Purple Day' - October 25, 2024**

**Whereas** during the month of October, Children’s Aid Societies across the province raise awareness about the important role that individuals and communities play in supporting vulnerable children, youth, and families through the provincially recognized Dress Purple Day campaign (formerly known as Child Abuse Prevention Month); and

**Whereas** Dress Purple Day is marked by a purple ribbon; and

**Whereas** every child is entitled to be loved, cared for, nurtured, and secure and to be free from neglect, as well as from verbal, emotional, sexual and physical abuse; and

Whereas Northumberland County faces a continuing need to support community-based programs to prevent child abuse and neglect; and

**Whereas** it is the responsibility of every adult who comes in contact with a child to protect that child’s unconditional right to a safe, nurturing childhood; and

**Whereas** Northumberland has dedicated individuals and organizations who work daily to counter the problem of child abuse and neglect and to help parents obtain the assistance they need; and

**Whereas** our community is stronger when all citizens become aware of child abuse and neglect prevention, and, become involved in supporting parents to raise their children in a safe, nurturing environment;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of the Northumberland County Council, do hereby proclaim October 25, 2024 as 'Dress Purple Day' in Northumberland County, and encourage all citizens to help spread the word that keeping children safe is everyone's responsibility, and to show your support and help raise awareness by wearing purple on Dress Purple Day."

**15. Media Questions**

**16. Closed Session**

**16.a. Litigation or potential litigation matters, advice that is subject to solicitor client privilege including communications necessary for that purpose and confidential County infrastructure negotiations (Public Works) (Item going directly to Council)**

*Municipal Act, Sections 239.(2.e), (2.f) and (2.k)*

**\*16.b. Matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board regarding affordable / supportive housing (Community & Social Services) (Item going directly to Council)**

*Municipal Act Section 239.(2.c)*

**16.c. Corporate Support Committee Meeting (October 1, 2024), Closed Session Item 4.a, 'Matters pertaining to the security of the property of the municipality (Information Technology)' (Item from Standing Committee Requiring Separate Discussion)**

*Municipal Act Section 239.(2.a.)*

*[Item 16.c. was postponed to the November 20, 2024 Closed Session County Council Meeting]*

**16.d. Economic Development, Tourism and Land Use Planning Committee Meeting (October 2, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband' (Item from Standing Committee Requiring Separate Discussion)**

*Municipal Act Section 239.(2.k)*

*[Item 16.d. was postponed to the November 20, 2024 Closed Session County Council Meeting]*

*[Councillor Martin left the meeting in Closed Session at 2:33 p.m.]*

**16.e. Social Services Committee (October 2, 2024), Item 5.a. Delegation, James Bisson 'Homelessness and Encampment Response Report' (Item from Standing Committee Requiring Separate Discussion)**

*Municipal Act Section 239.(2.b) and (2.f)*

**Council Resolution 2024-10-16-731**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Deputy Warden Olena Hankivsky

**"That** County Council postpone the following Closed Session items to the November 20, 2024 County Council meeting:

- Closed Session item 16.c Corporate Support Committee Meeting (October 1, 2024), Closed Session Item 4.a, 'Matters pertaining to the security of the property of the municipality (Information Technology)' (Item from Standing Committee Requiring Separate Discussion); and
- Closed Session item 16.d Economic Development, Tourism and Land Use Planning Committee Meeting (October 2, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband' (Item from Standing Committee Requiring Separate Discussion)."

**Carried**

**Council Resolution 2024-10-16-732**

**Moved by** Councillor Mandy Martin

**Seconded by** Deputy Warden Olena Hankivsky

**"That** this Council proceed with the next portion of the meeting being closed to the public at 2:02 p.m.; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Sections 239.(2.e), (2.f) and (2.k) in order to address matters pertaining to litigation or potential litigation matters, advice that is subject to solicitor-client privilege, including communications necessary for that purpose and confidential County infrastructure negotiations (Public Works), and that Jennifer Moore, Denise Marshall, Darrell Mast, Matthew Nitsch, Cheryl Sanders and Matthew Stergios remain present; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Sections 239.(2.c) in order to address matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board regarding affordable / supportive housing (Community & Social Services), and that Jennifer Moore, Glenn Dees, Rebecca Carman, Denise Marshall, Willie Reynolds, Carol Coleman, Emily Corkery, Rob O'Neil, Cheryl Sanders and Matthew Stergios remain present; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239.(2.b) and (2.f) in order to address matters pertaining to personal matters about an identifiable individual including municipal or local board employees and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Item Held from Standing Committee Requiring Separate Discussion), and that Cheryl Sanders remain present."

**Carried**

**17. Motion to Rise and Results from Closed Session**

*[Councillor Martin returned to the meeting at 2:50 p.m.]*

**17.a Matters pertaining to litigation or potential litigation matters, advice that is subject to solicitor client privilege including communications necessary for that purpose and confidential County infrastructure negotiations (Public Works)**

**Council Resolution 2024-10-16-733**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor John Logel

"**That** this Council rise at 2:50 p.m.; and

**Further That** the confidential resolution moved in Closed Session regarding matters pertaining to litigation or potential litigation matters, advice that is subject to solicitor-client privilege, including communications necessary for that purpose and confidential County infrastructure negotiations (Public Works), is hereby referred to this open session of Council for adoption."

**Carried**

**17.b Matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board regarding affordable / supportive housing (Community & Social Services)**

- County Council deferred the Closed Session item pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board regarding affordable / supportive housing (Community & Social Services) to a future Council meeting.

**17.c Closed Session Items from Standing Committees Requiring Separate Consideration**

**17.c.1 Motion(s) for Held Item(s)**

**17.c.1.1 Social Services Committee (October 2, 2024), Item 5.a. Delegation, James Bisson 'Homelessness and Encampment Response Report' (Item from Standing Committee Requiring Separate Discussion)**

**Council Resolution 2024-10-16-734**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor John Logel

"**That** the confidential resolution moved in Closed Session regarding matters pertaining to personal matters about an identifiable individual including municipal or local board employees and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Item Held from Standing Committee Requiring Separate Discussion), is hereby referred to this open session of Council for adoption."

**Carried**

**18. Closed Session Business – Public Updates**

N/A

**19. Confirming By-law**

**19.a A By-law to confirm the proceedings of a meeting of County Council held on October 16, 2024**

**Council Resolution 2024-10-16-735**

**Moved by** Councillor John Logel

**Seconded by** Deputy Warden Olena Hankivsky

"That By-law 38-2024 being a By-law to confirm the proceedings of a meeting of County Council held on October 16, 2024 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

**Carried**

**20. Adjournment**

**Council Resolution 2024-10-16-736**

**Moved by** Councillor John Logel

**Seconded by** Council Alternate Michael Metcalf

"That Council adjourn at 2:53 p.m."

**Carried**

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Brian Ostrander, Warden

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Cheryl Sanders, Deputy Clerk



## **Letter of Commitment – Homelessness and Addiction Recovery Treatment (HART) Hub**

Rebecca Carman, Associate Director, Housing and Homelessness  
Kim Wilkinson, Deputy Chief, Northumberland Community Paramedics

October 16, 2024

# Provincial Funding of HART Hubs

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- ▶ 3-year Demonstration Project supporting 10 Homelessness and Addiction Recovery Treatment (HART Hubs)
- ▶ Goal of the HART Hub is to provide low-barrier access to wrap around services that best meet the complex needs of vulnerable individuals including those experiencing one or more of:
  - Homelessness
  - Substance use issues
  - Mental health challenges
  - Social service support needs
  - Unemployment



# Project Scope

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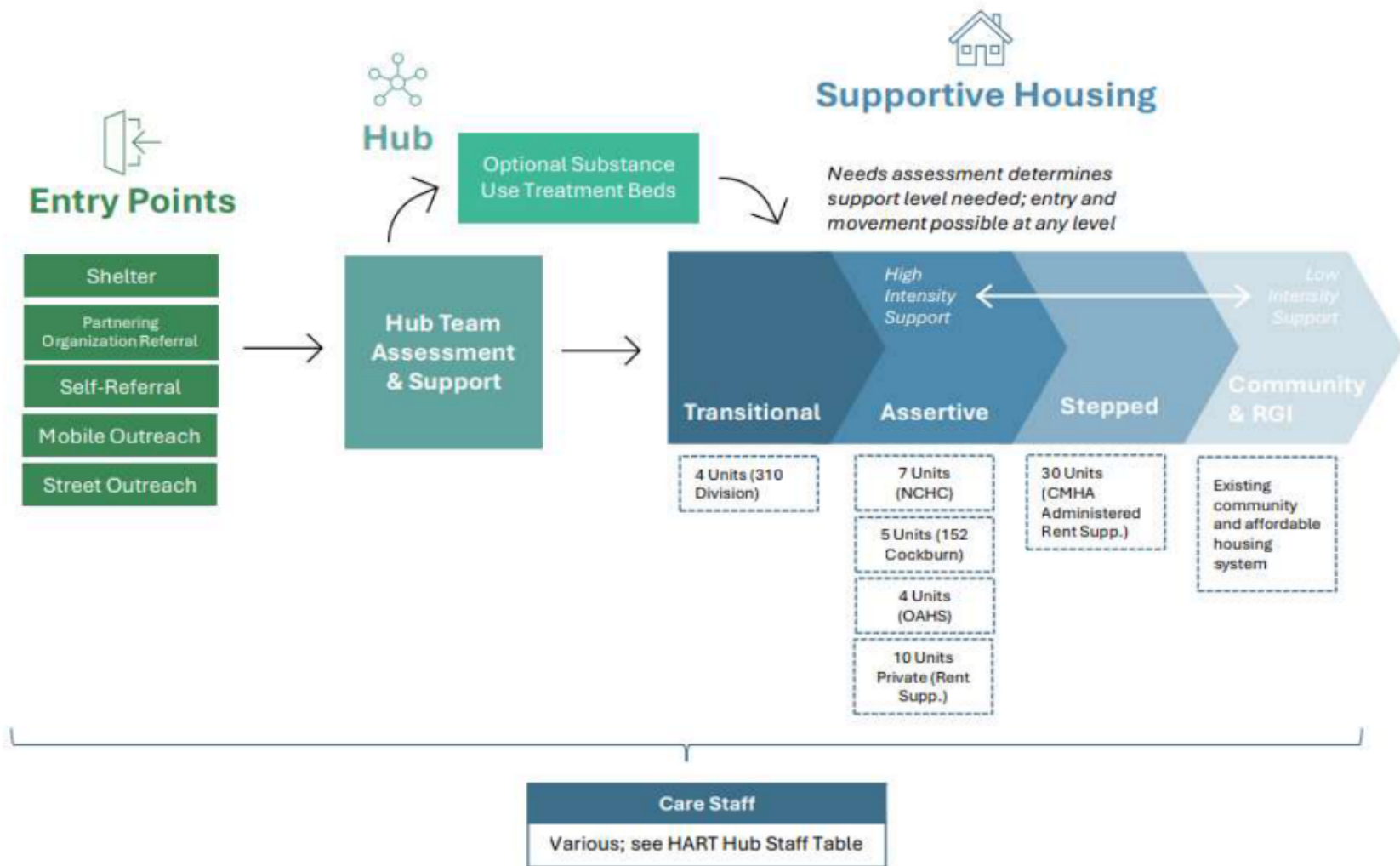
- ▶ Primary care
- ▶ Mental health services
- ▶ Addiction care and support
- ▶ Mobile outreach
- ▶ Social services and employment support
- ▶ Shelter and transitional housing beds
- ▶ Supportive housing
- ▶ Other services including, on-site showers, security, beds and bedding, and food, etc.

# Northumberland's Approach

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- ▶ **Hub and Spoke model**
  - ▶ Hub
  - ▶ Mobile Outreach to supportive housing units
  - ▶ Mobile Street Outreach
  - ▶ Various housing opportunities
- ▶ **10 Operational Partners including Northumberland County Community & Social Services and Community Paramedics**
- ▶ **9 Endorsing Partners**
- ▶ **Northumberland County and Northumberland Hills Hospital will be co-leading the project**

# Client Journey



# Northumberland County's Commitment

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- ▶ 310 Division facility – up to \$660,000 / year
- ▶ Rent Supplement – up to \$59,200 / year
- ▶ Treatment beds – up to \$241,000 / year
- ▶ Others – up to \$24,179.98 / year

Total in-kind contribution of \$984,379.98 / year

Hiring & managing HART Hub supporting staff:

- ▶ Community Paramedics – 5 FTE
- ▶ Housing Retention Worker – 1 FTE

# Questions and comments

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Rebecca Carman

Associate Director, Housing and Homelessness

[carmanr@northumberland.ca](mailto:carmanr@northumberland.ca)

Kim Wilkinson

Deputy Chief, Northumberland Community Paramedics

[wilkinsonk@northumberland.ca](mailto:wilkinsonk@northumberland.ca)



## **Update on 310 Division Street**

Rebecca Carman, Associate Director, Housing and Homelessness  
Bill Smith, Manager, Homelessness Services

October 16, 2024

# Progress on Opening 310 Division

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- ▶ Occupancy permit obtained for phase one (ground floor)
  - ▶ Main Floor – Resource Centre and 24/7 Drop-in Centre/warming hub
  
- ▶ Building permit issued for phase two – anticipated completion in 2024
  - ▶ Emergency Shelter beds and Transitional Housing units
  
- ▶ Acquiring furniture for Drop-in Centre
  
- ▶ Staffing is in place
  
- ▶ Phase one ready to open by October 18, 2024
  - ▶ Winter Ready

# 310 Division Street: A collective effort

- ▶ Since July, there has been a substantial coordination and support to getting to this point of ready to open:
  - ▶ **Community Engagement since December 2023**
    - ▶ Community Engagement Sessions
    - ▶ Community Liaison Committee
    - ▶ Building relationships with neighbouring property owners and demonstrating good neighbour practices
  - ▶ **Funding**
    - ▶ County purchase of property
    - ▶ Province funding construction
    - ▶ Other grants sought by Transition House for operations
  - ▶ **Shifting ownership model and partnership structure**
    - ▶ Transition House and County – signed a revised MOU for the operation of a shelter out of 310
    - ▶ Occupancy Licensing Agreement signed
    - ▶ Service Agreement for new location ready to go
    - ▶ Bringing together of support services for opening
      - HART Hub connection and support
  - ▶ **Construction**
    - ▶ Expedited construction schedule
    - ▶ Contractors and Consultants – instrumental in prioritizing the completion of 310
    - ▶ Cost-savings support from in-house staffing expertise – electricians, locksmiths, project managers



# Community Liaison Committee

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- ▶ Training Session – September 25
  - ▶ Nearly 30 people attended
  - ▶ Dedication from attendees to understand the issues and see 310 as a success
- ▶ Interviews for selection scheduled for week of October 22
  - ▶ Currently 22 community members have expressed interest to serve
- ▶ Working toward first meeting early November

# Emergency Care Establishment By-law - Exemptions

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- ▶ Application submitted August 16, 2024
  - ▶ Response on September 23 – Town not reviewing the application and offer refund for exemption request and license fee
- ▶ Resubmission on October 1, 2024
  - ▶ Reduced request to 4 exemptions including proposed conditions that could be considered
- ▶ Town responded to exemption requests on October 7, 2024
- ▶ County staff sought meeting with Director of Legislative Services and CAO to discuss exemption requests on October 11.
  - ▶ No meeting was held – staff directed to Manager of By-law or to procedures under the by-law (i.e. Hearings Officer)
  - ▶ County staff spoke to Manager of By-law on October 15 to seek understanding of applicability

# Emergency Care Establishment By-law – Status of Exemptions

By-law Reference	County Rationale for Exemption	Town Response	Considerations for County Council
<p>Section 6.1 (d) (iii) – requires the provision of mobile security to address “circumstances involving shelter residents in the surrounding 500-meter radius”.</p>	<p>Exemption was sought in relation to mobile security. (onsite security 24.7 will be provided)</p> <p>The County nor private security contracted by the County has a mandate or legal authority to respond to issues off its property.</p>	<p>“Granted with Condition”</p> <ul style="list-style-type: none"> <li>- Requires intervention with known shelter residents within sightlines of the property</li> <li>- 500 metre radius response required for an incident directly related to ECE activities</li> </ul>	<p>An exemption has not been granted, condition provided is a term of the by-law. As an employer, Transition House cannot have staff leave property. Despite attempts, County staff remain unclear on the process that the Town will use to determine activities ‘directly related to ECE’.</p>

# Emergency Care Establishment By-law – Status of Exemptions

By-law Reference	County Rationale for Exemption	Town Response	Considerations for County Council
<p>Section 6.1 (d) (iv) – lot maintenance plan including responsibility for the waste and debris from the activities of the ECE or its shelter occupants within a 500m radius of the site.</p>	<p>The County and Transition House outlined the waste management plan for onsite activities at 310 Division Street.</p> <p>The County cannot be responsible for waste and debris within 500m radius of site.</p>	<p>“Granted”</p> <p>Notes that the 500 metre radius requirement “is directly related to activity for which litter, waste and debris can be proven to be directly related to ECE activities.</p>	<p>A full exemption has not been granted, condition provided is a term of the by-law. Despite attempts, County staff remain unclear on the process that the Town will use to determine activities ‘directly related to ECE’.</p>

# Emergency Care Establishment By-law – Status of Exemptions

By-law Reference	County Rationale for Exemption	Town Response	Considerations for County Council
<p>Section 6.1. (i). A statement by applicant attesting to the accuracy of application including: compliance with various legislation as required by Town of Cobourg</p>	<p>County provided a slightly modified form with the following changes:</p> <ul style="list-style-type: none"> <li>- Clarifying it is a statement not an agreement</li> <li>- Present tense shifted to future tense (upon full operational status)</li> <li>- Limit indemnity of the Town to activities solely resp. of the Town</li> <li>- Added that the County did receive zoning compliance prior to purchase</li> </ul>	<p>“Denied”</p> <ul style="list-style-type: none"> <li>- By-law allows the Director or Manager to refuse to accept an application unless it is submitted on forms approved by the Director or Manager</li> </ul>	<p>The County cannot make a false statement. The County has demonstrated substantial reasonability its resubmission in narrowly limiting the Town’s indemnity. Without this exception, the County would be stating that it will indemnify the Town against all claims related to the operation of 310 division street, even if the Town itself is solely responsible for such claims</p>

# Emergency Care Establishment By-law – Status of Exemptions

By-law Reference	County Rationale for Exemption	Town Response	Considerations for County Council
<p>Section 4.3. – an agent trustee or representative of persons operating an ECE will be personally liable for compliance – failure to do so is an offence S. 24.2 – each director or officer of a corporation who knowingly concurs in contravention of By-law is guilty of an offence for each day it continues.</p>	<p>As a municipal corporation – the County cannot dissolve or become insolvent and therefore the intent of the by-law that the entity most responsible under any license is maintained with respect to the County without recourse to personal liability.</p>	<p>“Denied” The County’s submissions rely upon proposed statements of law rather than factual information and reasons for an exemption request.  Providing an exemption would not maintain the general intent and purpose of the by-law.</p>	<p>Liability applies to <b>all</b> employees/councilors of Northumberland. Municipal Act Subsection 448 (1) – no proceeding may be commenced against officers/agents for any act done in good faith. Situations where the by-law contravenes with provincial and federal legislation – how do employees/councilors navigate with threat of personal liability under by-law.</p>

# Emergency Care Establishment By-law - Application

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- ▶ Town of Cobourg have provided initial comments on the application – mostly minor and can be addressed
- ▶ While requirements can be met, some are onerous and not equitably considered for other businesses, services or residents
- ▶ With all concerns being addressed (including exemptions) conditional license will be issued

# Moving forward – 310 Division Street opening

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Direction from Council on how to move forward:

- ▶ Exemption Conditions
- ▶ Next Steps with the Town of Cobourg's ECE By-law
- ▶ Options to support individuals who are experiencing homelessness in the imminent cold weather



# Questions and comments

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**Rebecca Carman**

**Associate Director, Housing and Homelessness**

[carmanr@northumberland.ca](mailto:carmanr@northumberland.ca)

**Bill Smith**

**Manager, Homelessness Services**

[smithb@northumberland.ca](mailto:smithb@northumberland.ca)



## Emergency Care Establishment Exemption Request

### DECISION

**Applicant: Northumberland County**

**Location: 310 Division Street, Cobourg**

#### **Exemption Request:**

The Town of Cobourg is in receipt of your Emergency Care Establishment Licensing Application and Exemption Request(s) for specific provisions under the Emergency Care Establishment Licensing By-law No.018-2024 (ECE) By-law.

The decisions below identify the exemptions requested with the decision noted, and where necessary specific conditions and any supporting information included.

#### **Exemption Request #1:**

##### **Reason for Exemption Request:**

*The County is requesting an exemption from this section insofar as it requires the provision of mobile security to address "circumstances involving shelter residents in the surrounding 500-meter radius." Neither the County, nor any private security contracted by the County, has a mandate or legal authority to respond to issues off its property, other than the enforcement of County By-laws. The responsibility as a service manager under the Housing Services Act, 2011 to develop and implement strategies and services to support that plan, does not include a broader mandate, responsibility or authority to control, police, or monitor the conduct or activities of individuals who may be accessing those services when they are not at the property or actively engaged accessing those services. In the County's submission the intent of the By-law can be met by the provision of security at the property itself, as well as through education of residents of applicable by-laws, including the Town's nuisance By-law.*

#### **Emergency Care Establishment Licensing By-law No.018-2024**

##### **Section 6.1 (d) (iii)**

*d) An operational plan outlining specific measures to comply with Town By-laws and applicable law including but not limited to;*

*iii) The provision of both on-site and mobile security 24 hours/7 days per week to manage issues involving shelter occupants on the property and such circumstances involving shelter occupants in the surrounding 500 meter radius.*



## Director Decision: GRANTED WITH CONDITION

The ECE Applicant has provided clarification through recommended conditions related to on-site security which is delivered by staff and through existing infrastructure and utilizing other areas of requirements within the ECE By-law. These include the code of conduct, communicating the Town's Nuisance By-law, and addressing issues raised by the community within the Community Liaison Committee.

In keeping with the general intent and purpose of the By-law, the Town is looking for confirmation from the County of Northumberland to confirm that the Owner and Operator will work to assist with good neighbor practices and to intervene and remind known shelter residents within the property vicinity of the various by-laws and rules in place within public spaces within sightlines of the property and become compliant with those by-laws and rules in addition to contacting emergency services when necessary.

Reference to 500-meter radius **is directly related to activity for which a security response is necessary for an incident which can be proven to be directly related to ECE activities**. For clarification an individual's actions unrelated to an ECE activity or its programs and services would not be the responsibility of the ECE.

In addition, the ECE Applicant should add to their contact list for those working within the ECE, the Municipal Law Enforcement Department phone number 905-372-8380 (daytime & afterhours response), who can also report incidents directly to a Municipal Law Enforcement Officer seven (7) days a week and 24/7 to be addressed and responded to as it relates to any municipal enforcement infraction and complaints.

### Action:

The ECE Applicant shall confirm that the Owner and Operator will work to assist with good neighbor practices and to intervene and remind known shelter residents within the property vicinity of the various by-laws and rules in place within public spaces within sightlines of the property and become compliant with those by-laws and rules in addition to contacting emergency services when necessary. ECE Applicant will only be responsible for the 500-meter radius which is proven to be directly related to ECE activities.

### **Exemption Request #2:**

#### Reason for Exemption Request:

*The County requires a partial exemption from this submission requirement. The County and its operator will ensure that there are adequate waste receptacles and garbage facilities on site and submit a lot maintenance plan identifying the locations of such infrastructure. The County will also take steps to ensure that the shelter operator has commercially reasonable*



*policies are in place to limit waste generated at the site from shelter activities, such as avoiding the use of disposable products and packaging wherever possible and encouraging any waste to be deposited on site. The County cannot be responsible for waste and debris from the activities of shelter occupants within a 500m radius of the site and believes the intent of the by-law to reduce and control waste from shelter operations is met by minimizing waste from shelter services and ensuring adequate facilities to dispose of such waste on site.*

### **Emergency Care Establishment Licensing By-law No.018-2024**

#### **Section 6.1 (d) (iv)**

*d) An operational plan outlining specific measures to comply with Town By-laws and applicable law including but not limited to;*

*iv) A lot maintenance plan identifying locations of waste receptacles, garbage facilities and the frequency or maintenance schedule to address litter, waste accumulation and debris arising from the activity of the E.C.E. or its shelter occupants on the property and in the surrounding 500 meter radius;*

#### **Director Decision: GRANTED**

The ECE Applicant has provided clarification on lot maintenance procedures and obligations and oversight on the operator, and that the property owner and tenant must comply with Town's Property Standards, Lot Maintenance and Waste Collection By-laws consistent with general intent and purpose of the By-law.

The reference to the 500-meter radius **is directly related to activity for which litter, waste and debris can be proven to be directly related to ECE activities.** For clarification an individual's actions unrelated to an ECE activity or its programs and services would not be the responsibility of the ECE licensee.

#### **Action:**

No action needed, other than understanding of the Towns' By-laws on Lot maintenance. The ECE Applicant will only be responsible for the 500-meter radius which is directly related to activity for which litter, waste and debris can be proven to be directly related to ECE activities.



### **Exemption Request #3:**

#### **Reason for Exemption Request:**

*The County requires exemptions from section 6.1 (i) and proposes to submit an alternative sworn statement to the one included in the application form.*

*As the proposed shelter at 310 Division Street is not yet operational and design and renovations to the building are ongoing, the County cannot confirm that it currently meets the requirements of the applicable laws listed in subsection 6.1(d)(ii), but can confirm that it intends to meet these requirements upon occupancy and commencing shelter operations. Changes to the standard statement are also required due to the various required exemptions outlined in this schedule.*

*The Town or its agents will have final approval of the design and renovations of the building, including under the Building Code Act, 1992, which will satisfy the intent of the By-law.*

#### **Emergency Care Establishment Licensing By-law No.018-2024**

##### **Section 6.1 (i)**

*i) A statement by the applicant attesting to the accuracy, truthfulness and completeness of the application and other items, including but not limited to, that:*

*ii) the E.C.E. is in compliance with various legislation as required by the Town of Cobourg, including the Building Code Act, 1992, S.O. 1992, c. 23 or any regulations made under it, including the Building Code O. Reg. 332/12; all Town of Cobourg municipal by-laws, including Property Standards Bylaw 18-99, as amended, and Zoning By-law 085-2003, as amended; and the Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4, or any regulations made under it, including the Fire Code, O. Reg. 213/07;*

##### **Director Decision: DENIED**

Pursuant to 6.1 of the ECE By-law No. 018-2024, the Director or Manager may refuse to accept an application for an E.C.E. Operator license unless the application is submitted on forms approved by the Director or Manager. The Town requires that the Applicant use the forms approved by the Director or Manager which formulates part of the Application Package when applying for an ECE License. By completing the Declaration (Attestation) on page 4 and 5 of the application is keeping with the general intent and purpose of the By-law confirming compliance with the requirements of the Emergency Care Establishment Licensing By-law.

##### **Action:**



The ECE Applicant shall complete and submit the Town's Declaration (Attestation) Form as the required form that has been approved by the Director or Manager.

#### **Exemption Request #4:**

##### **Reason for Exemption Request:**

*As a municipal government, the County understands that there are circumstances where a municipal by-law must be able to "pierce the corporate veil" to ensure individual responsibility and accountability cannot be avoided through corporate dissolution or insolvency. Such authorities must, of course, be used sparingly and only where it would not be possible or appropriate to hold the responsible corporation liable.*

*The County requires an exemption from this section due to its nature as a municipal corporation. The County is not prone to dissolution or insolvency, and therefore the intent of the by-law that the entity most responsibility under any licence is maintained with respect to the County without recourse to personal liability.*

*It is also noted that subsection 448(1) of the Municipal Act, 2001 applies with respect to the Councilors, officers, and agents of the County, and provides that no proceeding may be commenced against such an individual for any act done in good faith performance of a duty or authority.*

#### **Emergency Care Establishment Licensing By-law No.018-2024**

##### **Section 4.3, 24.2**

*4.3 An agent, trustee or representative of persons operating an E.C.E. in the Town for which a licence is required shall also be personally liable for the compliance of his principal, beneficiary or persons he represents in connection with this bylaw. Failure by such a person to comply with this section constitutes an offence.*

*24.2 Each director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation is guilty of an offence for each day or part of a day that the contravention occurs or continues*

##### **Director Decision: DENIED**

The County's submission for its Exemption Request #4 effectively requests two exemptions. The first Exemption Request is for an exemption from section 4.3 of the E.C.E. By-law and the second Exemption Request is for an exemption from section 24.2 of the E.C.E. By-law. Both submissions rely upon proposed statements of law from the County rather than upon factual information and reasons for an exemption request. The decision in response to each exemption request is as follows.



### The Section 24.2 Exemption Request

Section 24.2 of the E.C.E. By-law reads as follows:

*24.2 Each director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation is guilty of an offence for each day or part of a day that the contravention occurs or continues.*

In support of this Exemption Request, the County refers to subsection 448(1) of the *Municipal Act, 2001*. The Town of Cobourg is fully aware of the immunity provisions set out in subsection 448(1) of the *Municipal Act, 2001*. For ease of reference, section 448 of the *Municipal Act, 2001*, reads as follows:

#### **Immunity**

**448 (1)** *No proceeding for damages or otherwise shall be commenced against a member of council or an officer, employee or agent of a municipality or a person acting under the instructions of the officer, employee or agent for any act done in good faith in the performance or intended performance of a duty or authority under this Act or a by-law passed under it or for any alleged neglect or default in the performance in good faith of the duty or authority.*

#### **Liability for torts**

*(2) Subsection (1) does not relieve a municipality of liability to which it would otherwise be subject in respect of a tort committed by a member of council or an officer, employee or agent of the municipality or a person acting under the instructions of the officer, employee or agent.*

That is, immunity is provided under this section “for any act done in good faith in the performance or intended performance of a duty or authority under this Act or a by-law passed under it”. The E.C.E. By-law was passed under the *Municipal Act, 2001*.

Based on that, please take note that section 425(1) and (3) of the *Municipal Act, 2001*, reads as follows:

#### **Authority to create offences**

**425 (1)** *A municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under this Act is guilty of an offence.*

### **Directors and officers**

*(3) A by-law under this section may provide that a director or officer of a corporation who knowingly concurs in the contravention of a by-law by the corporation is guilty of an offence.*

Accordingly, section 24.2 of the E.C.E. By-law is consistent with and in conformity to section 425 of the *Municipal Act, 2001*, and its scope will be interpreted by the Town of Cobourg in accordance with governing principles.

Section 20.1 of the E.C.E. By-Law permits the Director to “exempt any person from all or any part of the Emergency Care Establishment By-law where the Director is satisfied that the granting of the exemption would maintain the general intent and purpose of the By-law”. This Director is not satisfied that the granting of an exemption to section 24.2 of the E.C.E. By-law to the Applicant would maintain the general intent and purpose of the By-law because section 24.2 was passed in accordance with the language set out in section 425 of the *Municipal Act, 2001*, under which the E.C.E. By-law was expressly passed. Therefore, this Exemption Request is not granted.

### **The Section 4.3 Exemption Request**

Section 4.3 of the E.C.E. By-law reads as follows:

*4.3 An agent, trustee or representative of persons operating an E.C.E. in the Town for which a licence is required shall also be personally liable for the compliance of his principal, beneficiary or persons he represents in connection with this bylaw. Failure by such a person to comply with this section constitutes an offence.*

As stated above, Section 20.1 of the E.C.E. By-Law permits the Director to “exempt any person from all or any part of the Emergency Care Establishment By-law where the Director is satisfied that the granting of the exemption would maintain the general intent and purpose of the By-law”.

The County makes this Exemption Request based on a legal position that the E.C.E. By-law should not “pierce the corporate veil”. The E.C.E. By-law makes no reference to piercing the corporate veil in section 4.3 of the E.C.E. By-law.

The general intent and purpose of the Town of Cobourg’s E.C.E. By-law (including section 4.3) is to be consistent and compliant with governing legislation, including the *Municipal Act, 2001*, and the *Provincial Offences Act*, RSO 1990, c P.33, and consistent and compliant with governing common law, including the Supreme Court of Canada’s decision rendered in the case of [R. v. Sault Ste. Marie](#), 1978 CanLII 11 (SCC), [1978] 2 SCR 1299.





Accordingly, an Exemption Request based on the scope of the concept of “piercing the corporate veil” does not satisfy this Director that such an exemption requested on that basis would maintain the general intent and purpose of the by-law and, therefore, this Exemption Request is not granted.

**Action:**

No action required, exemption request denied, and the County must comply as with the general intent and purpose of the by-law as written.

**Summary:**

In summary, out of the four (4) exemption requests submitted, one (1) exemption request has been granted, one (1) request granted with condition, and two (2) exemption requests denied. All exemption decisions have been described and actions of the ECE Applicant noted.

**Option for Hearing Officer Appeal:**

With respect to the By-law, the ECE By-law provides that where a person is denied an exemption by the Director or is dissatisfied with any condition imposed by the Director in relation to an exemption, the person may request a review by the Hearings Officer of the Director’s denial or condition.

The person’s right to request a review expires on the tenth (10<sup>th</sup>) day after notice of the Director’s decision is given to the person at which time the Director’s decision is final and not subject to review.

Sincerely,

A handwritten signature in black ink, appearing to read "Brent Larmer".

Brent Larmer

Municipal Clerk/Director of Legislative Services

Legislative Services Division, Town of Cobourg



## County Council – Recorded Vote

Resolution: 2024-10-16-125 Date: October 16, 2024

Item 12.c) 310 Division Street, Cobourg Update

Municipality	Councillor	Votes	YES	NO	Absent	Other
Town of Cobourg	Cleveland, L.	6		✓		
Municipality of Trent Hills	Metcalfe, M. (Council Alternate)	4	✓			
Municipality of Port Hope	Hankivsky, O.	5				✓
Township of Hamilton	Jibb, S.	3	✓			
Township of Alnwick/Haldimand	Logel, J.	2	✓			
Township of Cramahe	Martin, M.	2	✓			
Municipality of Brighton	Ostrander, B.	4	✓			
<b>TOTALS</b>		<b>26</b>				

Absent: \_\_\_ Representing: 26 Votes YES: 15 NO: \_\_\_ TOTAL (26)

**14** = carried

**13 or less** = defeated

Carried \_\_\_\_\_

Warden's Signature

Defeated \_\_\_\_\_

Warden's Signature

December, 2022

# Financial Update

- Fall 2024



# Q3 Financial Update



2024 Budget (cash basis – as approved Dec 2023):

Operating	\$141.8M
Capital	\$67.4M
Debt Principal Repayment	\$1.1M
Change in Reserves	<u>(\$9.3M)</u>
	\$201.0M

*As at September 30th, County is on budget with a total favourable variance of \$32,889K.*

# Q3 Operating Statement



	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Revenue	\$133,529K	\$129,650K	\$3,879K
Expenditures	\$114,292K	\$119,177K	(\$4,885K)
Investments (TCAs)	\$36,739K	\$58,711K	(\$21,972K)
Financing (Debt and Transfers from reserves)	(\$39,403K)	(\$37,250K)	(\$2,153K)
Surplus/(Deficit)	\$21,900K	(\$10,989K)	\$32,889K

# Significant Non-Timing Variances



Items	\$k	Comment
GPL Subsidy	(2,715)	2023 Adjustment (641K), One-time Funding (384K), High Intensity Needs (666K), Other subsidies (1,024K)
Interest	(2,688)	Interest on investments (2,206K), Project construction financing (482K)
Salaries/Wages/Benefits - Gapping	(1,997)	Estimate
Construction/Repair Costs – 310 Division St	543	Will be covered by Provincial funding
<b>Total Non-timing</b>	<b>(6,857)</b>	

Note: Negative numbers are favourable



# Significant Timing Variances



Items	\$k	Comment
Capital Purchases	(13,606)	NCHC (1,878K), Housing (6,155K), Transportation (5,424K)
GPL & NCAM Project	(7,239)	Timing of works (8,808K), net of construction financing 1,569K
Long Term Debt	(3,181)	Debenture for Elgin Park Phase 1
External Services	(1,536)	Timing of Projects
WSIB Claims	762	Paramedics
<b>Total Timing</b>	<b>(24,800)</b>	

Note: Negative numbers are favourable

# 2024 Financial Update



- The Bank of Canada (BOC) has made three (0.25%) reductions in 2024 to its overnight lending rate which now sits at 4.25%.
- The BOC maintains that monetary policy is working to reduce price pressures in Canada and that inflation will gradually ease and return to the 2% target in the second half of 2025. CPI 1.6% Sept 2024 (12-month change); Non Residential Building construction price index 4.8% (GTA Q2 2023 to Q2 2024)
- Higher interest rates are a significant concern for the County with the GPL & NCAM project funded mostly by debt. As of Oct 15<sup>th</sup>, the Infrastructure Ontario rate for a 25-year debenture was 4.52%



# 2024 Financial Update



- The BOC predicts that the global economy will grow around 3% in 2024 and 2025.
- Canadian economic growth has been relatively weak but is expected to strengthen in the second half of 2024.
- BOC Canadian GDP forecast growth of 1.2% in 2024 and 2.1% in 2025.
  
- NOTE: The Bank of Canada has not released an updated Monetary Policy Report since July 2024 so some numbers are the same as the summer update.



## By-law 36-2024

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### **A By-law to Transfer Ownership of and Jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills**

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**Whereas** Section 11 of the Municipal Act, 2001, S.O. 2001, c.25 provides broad authority to municipalities to pass by-laws respecting certain matters, subject to certain restrictions, including by-laws respecting public assets, highways, and structures; and

**Whereas** Subsection 52(4) of the Municipal Act, 2001, S.O. 2001, c.25 provides an upper-tier municipality may remove a highway, including a boundary line highway, from its system; and

**Whereas** Subsection 52(5) of the Municipal Act, 2001, S.O. 2001, c.25 provides that if a highway is removed from an upper-tier highway system, it is under jurisdiction of the lower-tier municipality in which the highway is located; and

**Whereas** the Municipality of Trent Hills is a lower-tier municipality forming part of the County of Northumberland, which is an upper-tier municipality; and

**Whereas** the County of Northumberland is presently the owner of Thompson Bridge, a public structure including the 30 m of roadway in each direction from the end of the deck, located on Skinkle Road, approximately 1.55 km north of County Road 29 in the Municipality of Trent Hills, located in lot 24 concession 4 of Trent Hills, forming a part of PIN 51189-0051; and

**Whereas** the County has recently completed the replacement of the Thompson Bridge to restore the bridge back to good condition and the County deems it appropriate and necessary to transfer the ownership of and jurisdiction over Thompson Bridge to restore connectivity to the Municipality of Trent Hills' road network; and

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:

1) **That** Thompson Bridge, a public structure including the 30 m of roadway in each direction from the end of the deck, located on Skinkle Road, approximately 1.55 km north of County Road 29 in the Municipality of Trent Hills, located in lot 24 concession 4 of Trent Hills, and forming a part of PIN 51189-0051; is hereby transferred to the Municipality of Trent Hills and added to the Municipality's highway system.

2) **That** this By-law shall come into force and take effect on October 16, 2024.

**That** By-law No. 36-2024 be introduced and be deemed to be read a first, second and third time and passed, signed and sealed this 16<sup>th</sup> day of October 2024.

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**Brian Ostrander, Warden**

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**Cheryl Sanders, Deputy Clerk**



**The Corporation of the County of Northumberland**  
**Special County Council Meeting**  
**Minutes**

**October 29, 2024, 10:00 a.m.**  
**Council Chambers**  
**555 Courthouse Road, Cobourg, ON K9A 5J6**  
**Hybrid Meeting (In-Person and Virtual)**

Members Present: Deputy Warden Olena Hankivsky  
Warden Brian Ostrander (*attended virtually*)  
Councillor Lucas Cleveland  
Councillor Robert Crate  
Councillor Scott Jibb  
Councillor John Logel  
Councillor Mandy Martin

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**1. Notices**

**1.a Accessible Format**

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

**1.b Meeting Format**

This Special Council Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Deputy Warden Hankivsky called the meeting to order at 10:00 a.m.

**2.a Territorial Land Acknowledgement**

*[Warden Ostrander joined the meeting at 10:02 a.m.]*

**3. Approval of the Agenda**

**3.a Agenda dated October 29, 2024**

**Council Resolution 2024-10-29-743**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Councillor Scott Jibb

"That the Special County Council Agenda for Tuesday, October 29, 2024 be approved."

**Carried**

**4. Declaration of Interest**

- No declarations

**5. Presentations**

N/A

**6. Adoption of Minutes**

N/A

**7. Business arising from the Minutes**

N/A

**8. Communications**

N/A

**9. Determination of Items Requiring Separate Discussion**

N/A

**10. Adoption of Items Not Requiring Separate Discussion**

N/A

**11. Consideration of Items Requiring Separate Discussion**

N/A

**12. Enactment By-laws**

N/A

**13. New Business**

**13.a Response to Unplanned Reduction in Shelter Services - Presentation**

**13.a (1) Delegations**

- Ike Nwibe and Meaghan MacDonald, Transition House
- Chole Craig
- Jenni Frenke
- Jeff Wheeldon
- Chance brown
- Denise Boudreau

**Council Resolution 2024-10-29-744**

**Moved by** Councillor Robert Crate

**Seconded by** Councillor Mandy Martin

**13.a (1.1)**

**“Whereas** the County’s Procedural By-law allows delegations at Standing Committees only; and

**Whereas** Council may choose to waive a Rule of Procedure established by this by-law and that requires a two-thirds majority vote;

**Now Therefore Be It Resolved That** Council approve hearing delegations from members of the public / organizations prior to the staff report / update regarding agenda item 13.a ‘Response to Unplanned Reduction in Shelter Services’ at the October 29, 2024 Special Council meeting.”

**Carried**

**Council Resolution 2024-10-29-745**

**Moved by** Councillor Robert Crate

**Seconded by** Councillor Scott Jibb

**13.a (1.2)**

**“Whereas** the County’s Procedural By-law states that delegations are allowed 10 minutes plus 5 minutes for question and answers; and

**Whereas** Council may choose to waive a Rule of Procedure established by this by-law and that requires a two-thirds majority vote;

**Now Therefore Be It Resolved That County** Council approve extending the question and answer period for Transition House’s delegation beyond the 5 minute time limit.”

**Carried**

**Council Resolution 2024-10-29-746**

**Moved by** Councillor John Logel

**Seconded by** Councillor Robert Crate

**13.a (1.3)**

“**That** County Council receive the delegation from Ike Nwibe and Meaghan MacDonald, Transition House regarding agenda item 13.a ‘Response to Unplanned Reduction in Shelter Services’ for information.”

**Carried**

**Council Resolution 2024-10-29-747**

**Moved by** Councillor Mandy Martin

**Seconded by** Councillor Robert Crate

**13.a (1.4)**

“**That** County Council receive delegations from the following individuals / organizations regarding agenda item 13.a ‘Response to Unplanned Reduction in Shelter Services’ for information:

- Chole Craig;
- Jenni Frenke;
- Jeff Wheeldon;
- Chance Brown;
- Denise Boudreau.”

**Carried**

*[Council recessed at 11:28 a.m. until 11:42 a.m.]*

**13.a (2) Staff Presentation - Item 13.a 'Response to Unplanned Reduction in Shelter Services'**

Glenn Dees, Director Health & Human Services

Rebecca Carman, Associate Director Housing & Homelessness

**Council Resolution 2024-10-29-748**

**Moved by** Councillor John Logel

**Seconded by** Councillor Mandy Martin

**13.a (2.1)**

*[A Point of Order was raised by Councillor Cleveland. The ruling was challenged and then put to a vote, in accordance with the Council Procedural By-law]*

"**That** shall the ruling of the Chair be upheld?"

**Carried**

**Council Resolution 2024-10-29-749**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Deputy Warden Olena Hankivsky

**13.a (2.2)**

"**That** Council extend the 5 minute time limit for all Council Members for agenda item 13.a for an additional 5 minutes."

**Carried**

*[Council recessed at 1:20 p.m. until 2:01 p.m.]*

**Council Resolution 2024-10-29-750**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Deputy Warden Olena Hankivsky

**13.a (2.3)**

"**That** Council approve each Member of Council having an additional 5 minutes for questions and answers for the staff presentation for item 13.a"

**Carried**

**Council Resolution 2024-10-29-751**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Mandy Martin

**13.a (2.4)**

"**That** County Council call the vote for agenda item 13.a"

**Carried**

*[Councillor Logel left the meeting at 2:51 p.m. and did not return to the meeting. Councillor Logel was not present for the vote on items 13. a (2.5) - (2.7)]*



**Council Resolution 2024-10-29-752**  
**Moved by** Councillor Robert Crate  
**Seconded by** Warden Brian Ostrander

**13.a (2.5)**

“**That** County Council, having considered the verbal update regarding ‘Response to Unplanned Reduction in Shelter Services’, direct County staff to contact Cobourg staff to look at ways to comply with the Town of Cobourg’s By-law No. 018-2024, being a By-law ‘to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg’, requesting resolution within 5 business days.”

***Recorded vote requested by Councillor Cleveland***

**Carried**

*[Councillor Crate left the meeting at 3:33 p.m. until 3:35 p.m.]*

**Council Resolution 2024-10-29-753**  
**Moved by** Councillor Lucas Cleveland  
**Seconded by** Warden Brian Ostrander

**13.a (2.6)**

“**That** County Council direct staff to reach out to faith-based organizations or any organizations in regions not governed by the ECE By-law to provide a temporary warming room.”

**Defeated**

**Council Resolution 2024-10-29-754**  
**Moved by** Councillor Scott Jibb  
**Seconded by** Councillor Robert Crate

**13.a (2.7)**

“**That** County Council authorize staff to secure available motel or hotel spaces to provide supplementary shelter services with a budget of \$40,000.”

**Carried**

**14. Proclamations**

N/A

**15. Media Questions**

**16. Closed Session**

N/A

**17. Motion to Rise and Results from Closed Session**

N/A

**18. Confirming By-law**

**18.a A By-law to confirm the proceedings of a Special meeting of County Council held on October 29, 2024**

**Council Resolution 2024-10-29-755**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Robert Crate

"**That** By-law 39-2024 being a By-law to confirm the proceedings of a Special meeting of County Council held on October 29, 2024 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

**Carried**

**19. Adjournment**

**Council Resolution 2024-10-29-756**

**Moved by** Councillor Mandy Martin

**Seconded by** Councillor Robert Crate

"**That** Council adjourn at 4:00 p.m."

**Carried**

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Brian Ostrander, Warden

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Maddison Mather, Clerk



## **Unexpected Shelter System Reduction – Options for consideration**

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

October 29, 2024

# Impacts to Shelter Capacity

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- ▶ Current reduction in existing shelter capacity as of Monday, October 28 at noon (reduction of 4-6)
  - ▶ Potential further reduction as of Thursday, October 31, 2024
- ▶ Risk to safety of individuals living rough – cold weather
- ▶ Increase in number of people seeking shelter (living rough from Brookside and other locations)

# Impacts to Shelter Capacity – delay in 310 Division Street

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- ▶ Administrative Hearing Scheduled for November 25
  - ▶ Earliest possible opening while staying in compliance with ECE By-law
- ▶ Unable to provide warming services overnight (ECE By-law)

## Status of 310 Division - Construction

- ▶ First floor – ready today
  - ▶ Warming Hub
- ▶ Second-Fourth floor– ready in December

# Options to consider

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## ▶ Immediate Options

1. Do Nothing
2. Purchase additional motel rooms
3. Declare an Emergency

## ▶ Short-term options

1. Request Aid from Minister of Municipal Affairs and Housing

Options may be considered in isolation or as a combination of preferred options

# Options to Consider - Immediate

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## Option 1: Do Nothing

- ▶ Sees a reduction in shelter capacity in Northumberland by over 40% (motel and shelter spaces)
- ▶ No warming room until at least 310 opens

## Considerations

- ▶ Lack of compliance with Provincial Funding Requirement
- ▶ Impact to staffing at Transition House/Service Agreement
- ▶ No winter drop-in services available
- ▶ Reduction in services and pathways out of homelessness

# Options to Consider - Immediate

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## Option 2: Purchase Additional Motel Spaces

- ▶ Will not see spaces available for all seeking shelter

## Considerations

- ▶ Costs – range from \$3,000 to \$7,000 per room/per month (double occupancy)
- ▶ Capacity to provide supports and services scattered across Cobourg/County
  - ▶ Success will depend on the level of supports able to be sourced from agencies
- ▶ Vulnerability of stays – requires cooperation of private business owners
  - ▶ Matching needs of clients and sheltering spaces available
  - ▶ Willingness of motels to work with individuals
- ▶ No winter drop-in services available until 310 Division is able to open



# Options to Consider - Immediate

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## Option 3: Declare an Emergency

- ▶ Allows for the County to consider enacting Emergency Management Plan
  - ▶ Ability to open emergency evacuation shelter

## Considerations

- ▶ Additional administrative and cost implications for County
  - ▶ Requirement for 24/7 staffing from lower tier and County
  - ▶ Activates Emergency Operations Centre and County Control Group
  - ▶ County bears all costs associated with delivery of Emergency Social Services – to be borne by County levy
- ▶ Impact to users of evacuation shelter location's ongoing programming

# Options to Consider – Short-term

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Option: Seek support from the Minister of Municipal Affairs and Housing

- ▶ Minister has ability to change regulations governing municipality's ability to license

## Considerations

- ▶ Not immediate, may take time
- ▶ County is legislatively required to oversee the housing and homelessness system, including administration of funding to support sheltering services
- ▶ Province has a vested interest in the success of 310 Division Street through the provision of additional HPP funding

# Moving forward

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- ▶ Staff are exploring all potential options – no rocks unturned
- ▶ Staff have exhausted options available without seeking direction from County Council
  - ▶ Nothing within staff purview will be suitable to meet the level of need in the community – particularly with the cold weather
- ▶ The highest level of need is in Cobourg
  - ▶ Majority of clients at Transition House are originally from Cobourg and continue to maintain significant connections to the community
  - ▶ Majority of individuals at encampment as of September 25 have called Cobourg home for several years, about half were born and raised in Cobourg
- ▶ We continue to serve people outside of Cobourg who are not interested in relocating – including outreach, diversion, rent subsidies and motel stays

# Questions and comments

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Rebecca Carman

Associate Director, Housing and Homelessness

[carmanr@northumberland.ca](mailto:carmanr@northumberland.ca)

Glenn Dees

Director, Health and Human Services

[deesg@northumberland.ca](mailto:deesg@northumberland.ca)

Recorded Vote

Northumberland County

County Council  
Recorded Vote

Resolution: 2024-10-29-752

Date: 10/29/2024

Municipality	Councillor	Votes	YES	NO	Absent	Abstain
Town of Cobourg	Cleveland, L.	6			6	
Municipality of Trent Hills	Crate, R.	4	4			
Municipality of Port Hope	Hankivsky, O.	5	5			
Township of Hamilton	Jibb, J.	3	3			
Township of Alnwick/Haldimar	Logel, J.	2			2	
Township of Cramahe	Martin, M.	2	2			
Municipality of Brighton	Ostrander, B.	4	4			
<b>Totals</b>		<b>24</b>	<b>18</b>		<b>6</b>	<b>2</b>

Carried

Absent

2 Representing 24 Votes

Requested by Councillor Cleveland

Votes Needed

Carried= 13  
Defeated= 12

deputy

Warden's Signature \_\_\_\_\_ Carried

Warden's Signature \_\_\_\_\_ Defeated

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## By-law 39-2024

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### **A By-law to Confirm the Proceedings of the Northumberland County Council Special Meeting held on October 29, 2024**

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**Whereas** Section 248 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides for the adoption of a comprehensive general by-law that consolidates and includes the provisions of any by-law previously passed by the Council;

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:

1. The action of Council at its Special Meeting on Tuesday, October 29, 2024 in respect of each motion, resolution, and other action taken by the Council at its meeting, is, except where the prior approval of the Ontario Land Tribunal is required, hereby adopted, ratified and confirmed.
2. The Warden and proper Officers of the Corporation are hereby authorized and directed to do all things necessary, where required, and the Warden and Chief Administrative Officer are hereby directed to execute all documents necessary in that behalf, and the Clerk shall hereby be authorized and directed to affix the seal of the Corporation to all such documents.

**That** By-law 39-2024 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 29<sup>th</sup> day of October, 2024.

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**Olena Hankivsky, Deputy Warden**

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**Maddison Mather, Clerk**



**The Corporation of the County of Northumberland  
Special County Council Meeting**

**Minutes**

**November 6, 2024, 1:30 p.m.**

**Council Chambers**

**555 Courthouse Road, Cobourg, ON K9A 5J6**

**Hybrid Meeting (In-Person and Virtual)**

Members Present:     Warden Brian Ostrander  
                              Deputy Warden Olena Hankivsky  
                              Councillor Lucas Cleveland  
                              Councillor Robert Crate  
                              Councillor Scott Jibb  
                              Councillor John Logel  
                              Councillor Mandy Martin

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**1. Notices**

**1.a Accessible Format**

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**1.b Meeting Format**

This Special Council Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Warden Brian Ostrander called the meeting to order at 1:32 p.m.

**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**3.a Agenda dated November 6, 2024**

**Council Resolution 2024-11-06-809**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor John Logel

"**That** the Special County Council Agenda for Wednesday, November 6, 2024 be approved."

**Carried**

**4. Declaration of Interest**

N/A

**5. Presentations**

N/A

**6. Adoption of Minutes**

N/A

**7. Business arising from the Minutes**

N/A

**8. Communications**

N/A

**9. Determination of Items Requiring Separate Discussion**

N/A

**10. Adoption of Items Not Requiring Separate Discussion**

N/A

**11. Consideration of Items Requiring Separate Discussion**

N/A

**12. Closed Session**

**Council Resolution 2024-11-06-810**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Robert Crate

"**That** this Council proceed with the next portion of the meeting being closed to the public at 1:33 p.m.; and



**Further That** the meeting is closed to the public as permitted under the Municipal Act Sections 239. (2.a), (2.e), (2.f), and (2.k), in order to address matters pertaining to the security of the property of the municipality, litigation or potential litigation, including matters before administrative tribunals, affecting the municipality, advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and confidential negotiations (310 Division Street, Cobourg), and that Jennifer Moore, Glenn Dees, Darrell Mast, Rebecca Carman, Denise Marshall, Kate Campbell, Matthew Nitsch, Bill Smith, Maddison Mather and Cheryl Sanders remain present.”

**Carried**

**13. Motion to Rise and Results from Closed Session**

**Council Resolution 2024-11-06-811**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor Robert Crate

"**That** this Council rise at 2:22 p.m.; and

**Further That** the confidential resolution moved in Closed Session regarding matters pertaining to the security of the property of the municipality, litigation or potential litigation, including matters before administrative tribunals, affecting the municipality, advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and confidential negotiations (310 Division Street, Cobourg) is hereby referred to this open session of Council for adoption."

**Carried**

***Closed Session Business – Public Updates***

- *Redacted version of the Closed Session report attached to the Open Session meeting minutes*

**14. New Business**

**14.a '310 Division Street, Cobourg Emergency Care Establishment Application and Shelter Services Update'**

**Council Resolution 2024-11-06-812**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor Mandy Martin

**“Whereas** County Council directed County staff at the Special County Council meeting of October 29, 2024 to contact Cobourg staff to look at ways to comply with the Town of Cobourg’s By-law No. 018-2024, being a

By-law 'to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg', requesting resolution within 5 business days;

**Now Therefore Be It Resolved That** County Council direct staff to take necessary steps to comply with the Town of Cobourg's By-law No. 018-2024, being a By-law 'to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg', subject to conditional exemptions approved by the Town of Cobourg on October 7, 2024; and

**Further Be It Resolved That** the County Council direct staff to withdraw the request for an Administrative Review on the County's requests for exemption under the Town of Cobourg's By-law No. 018-2024, being a By-law 'to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg'; and

**Further Be It Resolved That** County Council direct staff to take the following steps to mitigate risks associated with compliance with the Town of Cobourg's By-law No. 018-2024, being a By-law 'to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg', including:

- Explore obtaining a joint general liability insurance policy with the Town of Cobourg to insure against the Town and County's risks with respect to the operations of the proposed shelter at 310 Division Street, for which the County would agree to be responsible for the full premium; and
- Update the County's indemnification by-law, being 'A By-law to Provide for the Indemnity and Defense of Councillors and Employees of the County of Northumberland against Liability Incurred while Acting on Behalf of the County of Northumberland', to ensure the full indemnification of Northumberland County Councillors, Officers and employees for personal liability and administrative penalties under the by-law; and

**Further Be It Resolved That** County Council direct staff to collect data from the operation of the shelter and authorize staff to submit a revised Emergency Care Establishments exemption request to the Town of Cobourg if warranted based on the collection of data; and

**Further Be It Resolved That** County Council authorize up to \$587,700 for costs associated with compliance and approve utilizing the County general reserve to fund any costs for 2024 and that the 2025 budget be updated to include financing requirements for the operation of the 310 Division Street

shelter in compliance with the Town of Cobourg's By-law No. 018-2024, being a By-law 'to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg' from the levy."

**Carried**

**15. Enactment By-Laws**

N/A

**16. Proclamations**

N/A

**17. Media Questions**

**18. Confirming By-law**

**18.a A By-law to confirm the proceedings of a meeting of County Council held on November 6, 2024**

**Council Resolution 2024-11-06-813**

**Moved by** Councillor Robert Crate

**Seconded by** Councillor Scott Jibb

"**That** By-law 40-2024 being a By-law to confirm the proceedings of a Special meeting of County Council held on November 6, 2024 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

**Carried**

**19. Adjournment**

**Council Resolution 2024-11-06-814**

**Moved by** Deputy Warden Olena Hankivsky

**Seconded by** Councillor Mandy Martin

"**That** Council adjourn at 2:28 p.m."

**Carried**

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Brian Ostrander, Warden

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Maddison Mather, Clerk

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## Closed Session Report CS 2024-151

**Report Title:** 310 Division Street, Cobourg Emergency Care Establishment By-law Update

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

Darrell Mast  
Municipal Solicitor  
Legal Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** November 6, 2024

**Report Not Considered by**

**Standing Committee Because:**

- Time-sensitive Issue (information received too late for Committee consideration)
- Urgent Matter (issue arose after this month's Committee meeting)
- Other

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

**Recommendation**

Municipal Act Section 239. (2.1) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose and MFIPPA s.8 - Substance of Closed Session Council deliberations

[Redacted]

[Redacted]

[Redacted text block]

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**Purpose**

The Purpose of this report is to highlight for County Council results of a meeting held with Cobourg staff on November 1<sup>st</sup> to discuss a possible resolution to meet requirements of the Town of Cobourg (the Town) Emergency Care Establishments (ECE) By-law to allow for the opening of the 310 Division Street Shelter.

**Background**

310 Division Street, Cobourg is in the process of being retrofitted to serve as transitional housing, adult emergency shelter, and a warming/cooling hub to support vulnerable individuals within Northumberland. Currently, the County has received an occupancy permit for phase 1 representative of the ground floor of the project which provides space for a 24/7 warming/cooling hub. The warming/cooling hub can accommodate 25 individuals as permissible under an ECE licence application should it be approved by the Town with possibility to expand to up to 40, contingent on staffing ratios. Repair and retrofitting is ongoing for the remainder of the building under phase 2 of the project which will provide 35 shelter spaces and 10 transitional housing spaces further supporting individuals on their journey to life stabilization. The balance of the construction activities is contemplated to be completed mid-December becoming operational if an ECE licence has been issued by the Town.

310 Division Street was acquired by the County on December 8, 2023. The Province has provided funding of \$2.47M as announced on March 11, 2024 to expedite implementation for expanding much needed homelessness capacity and services at 310 Division St. with these funds being utilized towards project costs for renovations and retrofitting.

At the request of the Town, negotiations began in February 2024 on drafting of an agreement for providing shelter services. Cobourg Council passed a resolution dated February 28<sup>th</sup> to continue to negotiate terms of an agreement on 310 Division Street with the County.

Also, on February 28, 2024, the Town of Cobourg passed By-law No. 018-2024, being a By-law 'to License, Regulate and Govern Emergency Care Establishments in the Town of Cobourg' (the "ECE By-law"), which took effect on March 28, 2024. The ECE By-law generally requires emergency shelters to obtain a licence from the Town of Cobourg to operate and would apply to the proposed shelter at 310 Division Street. County and Town staff had been negotiating an agreement over the management of sheltering services to be provided at 310 Division Street up until the end of July, 2024 when Town Council elected to not enter into an agreement but rather to solely require formal licensing for provision of sheltering services via an application issued under the ECE By-law. To this end, County staff have been working with the Town as directed by Council towards approval of a licence for the facility. The County had requested in agreement negotiations that the ECE By-law be repealed in respect to 310 Division Street.

The initial ECE application was submitted August 16<sup>th</sup>. While there are no limits indicated in the application instructions pertaining to exemption requests, the Town responded on September 23<sup>rd</sup> that the application would not be reviewed based on the extent of exemption requests and the failure to submit on the Town's standard form (from which exemptions had been requested). Subsequent to this, the County resubmitted an application and exemption requests on October 1<sup>st</sup> with the Town Director responding on October 7<sup>th</sup>. The second request for exemptions attempted to minimize the number of requested exemptions including by providing duplicate information that would also be provided in the application of the shelter service provider (who will require a separate licence), providing additional information not available in the initial application due to timing of ongoing construction and approvals.

As presented to Council on October 16<sup>th</sup>, the resubmitted ECE application on October 1<sup>st</sup> reduced the number of exemption requests to four as noted below along with the findings of the Town Director's review (see attached Town of Cobourg ECE Exemption Request Decision Letter):

By-law Reference	County Rationale for Exemption	Town Decision
<p>Section 6.1 (d) (iii) –requires the provision of mobile security to address “circumstances involving shelter residents in the surrounding 500-metre radius”.</p>	<p>Exemption was sought in relation to mobile security. (onsite security 24.7 will be provided).</p> <p>The County nor private security contracted by the County has a mandate or legal authority to respond to issues off its property.</p>	<p>“Granted with Condition” Requires intervention with known shelter residents within sightlines of the property 500 metre radius response required for an incident directly related to ECE activities.</p>
<p>Section 6.1 (d) (iv) – lot maintenance plan including responsibility for the waste and debris from the activities of the ECE or its shelter occupants within a 500m radius of the site.</p>	<p>The County and Transition House outlined the waste management plan for onsite activities at 310 Division Street.</p> <p>The County cannot be responsible for waste and debris within 500m radius of site.</p>	<p>“Granted” Notes that the 500 metre radius requirement “is directly related to activity for which letter, waste and debris can be proven to be directly related to ECE activities.</p>
<p>Section 6.1. (i). A statement by applicant attesting to the accuracy of application including: compliance with various legislation as required by Town of Cobourg.</p>	<p>County provided a slightly modified form with the following changes: Clarifying it is a statement not an agreement Present tense shifted to future tense (upon full operational status). Limit indemnity of the Town to activities solely resp. of the Town. Added that the County did receive zoning compliance prior to purchase.</p>	<p>“Denied” By-law allows the Director or Manager to refuse to accept an application unless it is submitted on forms approved by the Director or Manager.</p>
<p>Section 4.3. – an agent trustee or representative of persons operating an ECE will be personally liable for compliance – failure to do so is an offence. S. 24.2 – each director or officer of a corporation who knowingly concurs in contravention of By-law is guilty of an offence for each day it continues.</p>	<p>As a municipal corporation – the County cannot dissolve or become insolvent and therefore the intent of the by-law that the entity most responsible under any licence is maintained with respect to the County without recourse to personal liability.</p>	<p>“Denied” The County’s submissions rely upon proposed statements of law rather than factual information and reasons for an exemption request.</p> <p>Providing an exemption would not maintain the general intent and purpose of the by-law.</p>



At the October 16<sup>th</sup> Council meeting, Council directed staff to proceed with a formal administrative hearing to review the exemption decisions. The County has been notified that the hearing will take place on November 25<sup>th</sup>, which is the earliest hearing date that could be accommodated.

At a special meeting of Council on October 29<sup>th</sup>, Council was made aware of several orders issued to the existing shelter at 10 Chapel Street (Transition House) that would reduce occupancy. Based on this, the current occupancy for Transition House has been reduced from 22 to 10. Recognizing the need to accommodate displaced individuals in an already strained shelter system, County Council approved \$40K in additional monies for motel spaces.

Within 48 hours of County Council's direction to expand shelter system capacity through the use of additional motel rooms, County and Transition House staff secured 8 additional motel rooms, and within 24 hours of this, finalized a staffing model to ensure professional emergency shelter and outreach staff were in place to rotate to these locations providing check-ins and supports. With these measures in place, staff immediately began assessing client need through the formal intake process, and placing people in either the shelter or motel rooms based on the most appropriate allocation. While motel accommodations are not the preferred model for emergency shelter, our hope is that this will be a temporary solution and we will be able to welcome all clients to the new shelter location at 310 Division Street in the near future.

Council also directed County staff on October 29<sup>th</sup> to request a meeting with Town staff to try to find solutions to comply with requirements as they currently stand under the ECE By-law application process requesting resolution within 5 business days.

The County CAO submitted a request to the Town CAO on October 30<sup>th</sup> for a meeting. On October 31<sup>st</sup> a response was received from the Town CAO (see attached). As proposed in the letter, a meeting was held on November 1<sup>st</sup> specifically for a licensing review with Licensing and Municipal Law Enforcement staff and the Town Solicitor to comply with any outstanding comments on the licensing application submission and with the decision of the exemption requests by the Town's Director. The response indicated that the exemption request decisions are final at the staff level and would; therefore, not be open to discussion.

Several items were noted as requirements under the application review for compliance with the following documentation having been submitted as requested:

- Updated Crime Prevention Through Environmental Design (CPTED)
- Revised Exterior Site Plan
- Revised Code of Conduct
- Pet Policy
- Revised Lot Maintenance Plan
- Floor Plans

The application is currently under review with responses to questions and the submission of additional information as requested by Town By-law Enforcement Services with an expectation of the review being completed this week. Further information may be required at the Town's discretion as part of the review process. Regardless, an ECE licence cannot be issued under the application without compliance to the Town's Director's review of by-law exemption requests or dependent on findings of the upcoming administrative hearing review or submission of revised exemption requests that may be accepted by the Director.



## Consultations

Consultations were held by County staff during a meeting with Town of Cobourg Municipal By-Law Enforcement Staff, legal counsel for the Town and Deputy Warden Hankivsky on the afternoon of Friday November 1, 2024.

The County requested comments and recommendations from its insurer with respect to potential coverage for increased liability imposed by the ECE By-law, including the requirement to indemnify the Town of Cobourg and name it as an additional insured, and the potential for personal liability of councilors, officers and employees of the County.

## Legislative Authority / Risk Considerations

The County is the Designated Service Manager for Housing and Homelessness under the Housing Services Act, 2011. Service Managers are responsible for the creation and implementation of 10-year Housing and Homelessness Plans and the administration of the HPP funding allocations from the province on an annual basis. Risk of not being able to provide homelessness support services as required and anticipated with an increasing need.

Risk of loss in provincial funding investment from the Ministry of Municipal Affairs and Housing (MMAH) for an additional \$2.47M through a contribution agreement to increase Homelessness Prevention Program (HPP) funding allocation specifically for capital works of the 310 Division Street Shelter Modernization Project if funding requirements are not met.

Compliance with the ECE By-law will likely introduce new exposure to liability on the County. As part of the application process, the Town of Cobourg has required that the County sign a declaration stating that it will fully indemnify and defend the Town against all claims and damages related to the operation of the shelter, which appears to include claims, etc., for which the Town is otherwise solely responsible. An exemption to reduce the additional liability to the County based on this requirement was refused, subject to the County's administrative review request. The Town has also required that it be listed as additional insured on the County's general liability policy with respect to 310 Division Street, which increases the risk of claims. The requirement of the ECE By-law that the County be responsible for matters relating to the provision of the shelter within 500 metres of the shelter itself may further expand the County's potential liability.

The ECE By-law introduces an obligation that representatives, agents and trustees of the County take personal responsibility for the County's compliance with the ECE By-law, and creates an offence for failure to do so. Furthermore, Directors and Officers who concur in any breach by the County may be personally charged with an offence or be personally liable to administrative penalties. An exemption to these sections for the County was refused, subject to the County's administrative review request.

Municipal Act Section 208 (2.1) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose

## Discussion / Options

County staff met with Town staff on November 1<sup>st</sup> as was directed by County Council. Discussion on application of the by-law was primarily in general terms recognizing that operationally each instance of an item requiring action under the by-law can be very unique.

This is particularly the case in instances of actions of shelter residents within a 500-metre radius of the shelter pertaining to security or waste. The expectation of the Town is that the County would assist with good neighbour practices and to intervene as appropriate. This would be for activities that can be directly associated with ECE residents. Activities of individuals unrelated to the shelter would not be the responsibility of the County. Appropriate responses may include engaging shelter clients on/off property advising on expectations as outlined in by-laws, etc. and for contacting emergency services as warranted.

The Town indicated that fines which can be applied to any or each Director or Officer of the County under the ECE By-law would be applied as assessed by Municipal By-law Services in events of non-compliance and would most often occur only where an order is issued and not effectively resolved. Daily fines are not less than \$500 and not more than \$100,000 upon conviction. Fines assessed to the extent of \$100,000 would be for grievous offences. As an alternative to fines, administrative monetary penalties may be issued to each person who contravenes the by-law in the amount of \$250 per day or \$500 without a licence. The town has indicated that assessment of any instances of non-compliance would be fact/evidence based, and has stated that it will be enforced reasonably and in good faith. Specifically, the Town's legal counsel and by-law staff indicated that with respect to the requirement to intervene with respect to matters off-site within 500 metres of 310 division street would only be applied where shelter staff had actual knowledge of an ongoing incident, or potentially where the facts and circumstances of a given incident demonstrated a clear connection with the provision of shelter services by the County.

While the extent of personal liability to Councilors, officers, representatives, agents and trustees of the County under the by-law remains somewhat unclear, the town's legal counsel and by-law staff generally indicated that personal liability would only be imposed where it was appropriate in the facts of a given case. They could not provide certainty on who specifically might be covered by these sections (e.g. "who is a representative or agent of the County" may be dictated by the facts and circumstances of a given case), but there was some assurance that the Town would use this authority judiciously.

County staff has addressed the issues of increased personal liability of individual councilors and employees, as well as the increased risk associated with the indemnity required by the Town as a condition of a licence application with its insurers and can report the following:

- The County's General Liability policy excludes any fines, penalties, punitive or exemplary damages.
- The County's directors and officers liability insurer cannot discuss potential claims, but has referred us to the existing policy. A review of the policy shows the following:
  - There is some coverage for wrongful acts, which include administrative and regulatory penalties, in the policy. This coverage extends to all insured persons under the policy.
  - Municipal Act Section 239. (2.f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose

- The coverage is subject to the County's deductible, which will in many cases exceed individual penalties.
- Coverage is subject to an aggregate limit of [redacted] and coverage with respect to defence of individual claims may be subject to individual aggregate limits.
- With respect to the indemnification of the Town of Cobourg, the insurer has responded that if a more fairly balanced indemnity cannot be negotiated, their recommended alternative would be for the Town and County to jointly purchase a stand-alone policy for this specific risk, for which the County could cover the full cost of the premium (estimated between \$10,000.00 and \$20,000.00 annually). It is noted that such a policy would require cooperation from the Town in the application process (e.g. responding to the insurer questions with respect to Town operations) and would be subject to a deductible, standard exclusions, and aggregate coverage limits.

[redacted] the steps recommended above could mitigate the risks associated with full compliance with the ECE By-law. Additionally, the County could consider:

- Undertaking a review of its current policy limits and deductibles to ensure that coverage remains sufficient, or undertake to do so in the future with the benefit of actual experience and data from the operation of the shelter.
- Undertake a review of the County's current Indemnification By-law to ensure that it adequately considers the potential liability of councilors and staff introduced through the ECE By-law.
- [redacted]

[redacted]

[redacted]

[redacted]

[redacted] compliance with the ECE By-law would need to be in conjunction with ensuring non-violation of human rights and privacy of those clients seeking services at 310 Division Street such that there is fair and equitable treatment for all within the community. Continued collaboration with the Town for ensuring shelter residents adhere to community standards while also meeting their individual rights is of paramount importance.

[redacted]

[redacted]

[redacted]

Municipal Act Section 239. (2.f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose

[Redacted]

[Redacted]

[Redacted]

Municipal Act Section 239. (2.f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose

[Redacted]

Town staff and legal counsel further indicated that if the current exemption requests are resolved or withdrawn, and the County’s application revised accordingly (e.g. to comply with the approved form of the statement, if no exemption is granted) they would be in a position to issue a licence relatively quickly. It was noted that any licence issued may include additional conditions, which they were not in a position to comment on other than to say they believed any such conditions would be reasonable.

Municipal Act Section 239. (2.f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose

[Redacted], an option presented to County Council on October 29<sup>th</sup> was that an emergency could be declared enacting the County Emergency Management Plan and ability to open an emergency evacuation shelter. This was suggested recognizing the County currently does not have a warming hub open in Cobourg.

Municipal Act Section 239. (2.f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose

[Redacted] Council could request a change to be made by the Minister of Municipal Affairs and Housing to change regulations governing a municipalities ability to license.

Given the uncertainty on extent of requirements to ensure compliance under the ECE By-law, should Council decide to accept the Town’s exemption decisions as they stand, staff are proposing to increase the budget for sheltering services specific to by-law compliance requirements. This would be for a period of up to one-year aligned with the term of the licence. Data would be collected during this time to allow for data-driven decision making during the first year of operations based on need and anticipated outcomes. Proposed items for Council consideration are as follows:

- Municipal Act Section 239. (2.a) - the security of the property of the municipality or local board [Redacted]



**Municipal Act Section 239. (2.a) - the security of the property of the municipality or local board**

- Staff are proposing an immediate contingency fund for the first year of licensing to allow for any unforeseen by-law compliance requirements.
- Staff are proposing utilization of a property management firm for dispatch and waste/litter management in accordance with the ECE By-law.
- Staff are also proposing Council consideration for a contract County employee to act as a liaison between Transition House, the County and the Town for managing and ensuring by-law compliance. The role would ensure proactive monitoring, education and the timely management of issues as they arise. In the interest of ensuring the opening of 310 Division Street as soon as possible, the shelter opening would not be contingent on having this position filled. The need for continuation of the role would be assessed after one year based on data analysis.
- Staff further propose to explore obtaining the joint policy of insurance to obtain coverage for the specific risks related to the indemnification of the Town, as recommended by the County's insurer, with the Town of Cobourg, on the basis that the County would bear the full cost of the premium.

**Municipal Act Section 239. (2.f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose** Implementation of these proposals should allow for a sufficient 'safety net' to mitigate risks for the initial year as a pilot until sufficient data and outcomes can be gathered for a more comprehensive assessment. Although these costs do not constitute direct service delivery benefits to clients, they will alleviate some risks for compliance to the ECE By-law if Council directs staff to meet the exemption request requirements as they currently stand.

**Financial Impact**

Estimated costs of ECE By-law compliance as proposed for Council consideration under the first 1-year licence period are highlighted below should Council direct staff to meet the Town's exemption requirements. This is assuming a full year before modifications would be made; however, adjustments could be brought forward to Council sooner as assessment of data and compliance requirements become more known.

<b>Estimated ECE By-law Compliance Costs 1-Year Pilot</b>		
Additional 24/7 security coverage	300,000	Vehicle for offsite requirements may increase cost
Property Management	67,700	On-call property management and dispatch assuming 2 calls per week
Contingency	100,000	Unforeseen compliance costs
Contract Compliance Coordinator	100,000	Estimated placeholder inclusive of benefits

Additional General Liability Insurance (Joint Policy with Town of Cobourg)	20,000	Estimated annual premium for additional General Liability insurance policy held jointly with the Town of Cobourg, as recommended by insurer.
Total	587,700	

Staff recommend utilization of the County General Reserve to fund any costs for 2024 and that the 2025 Budget be updated to include financing requirements for ECE By-law compliance from the levy.

**Municipal Act Section 239. (2.a) - the security of the property of the municipality or local board**

The current budget allotted for sheltering services is \$1.1M inclusive of warming room (\$390K) and motel overflow (\$115K). Council approved an additional \$40K for motels based on reduced occupancy for sheltering at 10 Chapel Street.

**Member Municipality Impacts**

County staff have been working with Town staff towards issuance of an ECE licence in consideration of needs for all community stakeholders.

**Conclusion / Outcomes**

Council directs staff on action to take for ECE By-law application.

**Attachments**

1. Closed Session Report 2024-151 ATTACH 1 - Town of Cobourg ECE Exemption Request Decision Letter
2. Closed Session Report 2024-151 ATTACH 2 - Town of Cobourg CAO Response Letter



## Emergency Care Establishment Exemption Request

### DECISION

**Applicant: Northumberland County**

**Location: 310 Division Street, Cobourg**

#### **Exemption Request:**

The Town of Cobourg is in receipt of your Emergency Care Establishment Licensing Application and Exemption Request(s) for specific provisions under the Emergency Care Establishment Licensing By-law No.018-2024 (ECE) By-law.

The decisions below identify the exemptions requested with the decision noted, and where necessary specific conditions and any supporting information included.

#### **Exemption Request #1:**

##### **Reason for Exemption Request:**

*The County is requesting an exemption from this section insofar as it requires the provision of mobile security to address "circumstances involving shelter residents in the surrounding 500-meter radius." Neither the County, nor any private security contracted by the County, has a mandate or legal authority to respond to issues off its property, other than the enforcement of County By-laws. The responsibility as a service manager under the Housing Services Act, 2011 to develop and implement strategies and services to support that plan, does not include a broader mandate, responsibility or authority to control, police, or monitor the conduct or activities of individuals who may be accessing those services when they are not at the property or actively engaged accessing those services. In the County's submission the intent of the By-law can be met by the provision of security at the property itself, as well as through education of residents of applicable by-laws, including the Town's nuisance By-law.*

#### **Emergency Care Establishment Licensing By-law No.018-2024**

##### **Section 6.1 (d) (iii)**

*d) An operational plan outlining specific measures to comply with Town By-laws and applicable law including but not limited to;*

*iii) The provision of both on-site and mobile security 24 hours/7 days per week to manage issues involving shelter occupants on the property and such circumstances involving shelter occupants in the surrounding 500 meter radius.*



## Director Decision: GRANTED WITH CONDITION

The ECE Applicant has provided clarification through recommended conditions related to on-site security which is delivered by staff and through existing infrastructure and utilizing other areas of requirements within the ECE By-law. These include the code of conduct, communicating the Town's Nuisance By-law, and addressing issues raised by the community within the Community Liaison Committee.

In keeping with the general intent and purpose of the By-law, the Town is looking for confirmation from the County of Northumberland to confirm that the Owner and Operator will work to assist with good neighbor practices and to intervene and remind known shelter residents within the property vicinity of the various by-laws and rules in place within public spaces within sightlines of the property and become compliant with those by-laws and rules in addition to contacting emergency services when necessary.

Reference to 500-meter radius **is directly related to activity for which a security response is necessary for an incident which can be proven to be directly related to ECE activities**. For clarification an individual's actions unrelated to an ECE activity or its programs and services would not be the responsibility of the ECE.

In addition, the ECE Applicant should add to their contact list for those working within the ECE, the Municipal Law Enforcement Department phone number 905-372-8380 (daytime & afterhours response), who can also report incidents directly to a Municipal Law Enforcement Officer seven (7) days a week and 24/7 to be addressed and responded to as it relates to any municipal enforcement infraction and complaints.

### Action:

The ECE Applicant shall confirm that the Owner and Operator will work to assist with good neighbor practices and to intervene and remind known shelter residents within the property vicinity of the various by-laws and rules in place within public spaces within sightlines of the property and become compliant with those by-laws and rules in addition to contacting emergency services when necessary. ECE Applicant will only be responsible for the 500-meter radius which is proven to be directly related to ECE activities.

### **Exemption Request #2:**

#### Reason for Exemption Request:

*The County requires a partial exemption from this submission requirement. The County and its operator will ensure that there are adequate waste receptacles and garbage facilities on site and submit a lot maintenance plan identifying the locations of such infrastructure. The County will also take steps to ensure that the shelter operator has commercially reasonable*





*policies are in place to limit waste generated at the site from shelter activities, such as avoiding the use of disposable products and packaging wherever possible and encouraging any waste to be deposited on site. The County cannot be responsible for waste and debris from the activities of shelter occupants within a 500m radius of the site and believes the intent of the by-law to reduce and control waste from shelter operations is met by minimizing waste from shelter services and ensuring adequate facilities to dispose of such waste on site.*

### **Emergency Care Establishment Licensing By-law No.018-2024**

#### **Section 6.1 (d) (iv)**

*d) An operational plan outlining specific measures to comply with Town By-laws and applicable law including but not limited to;*

*iv) A lot maintenance plan identifying locations of waste receptacles, garbage facilities and the frequency or maintenance schedule to address litter, waste accumulation and debris arising from the activity of the E.C.E. or its shelter occupants on the property and in the surrounding 500 meter radius;*

#### **Director Decision: GRANTED**

The ECE Applicant has provided clarification on lot maintenance procedures and obligations and oversight on the operator, and that the property owner and tenant must comply with Town's Property Standards, Lot Maintenance and Waste Collection By-laws consistent with general intent and purpose of the By-law.

The reference to the 500-meter radius **is directly related to activity for which litter, waste and debris can be proven to be directly related to ECE activities.** For clarification an individual's actions unrelated to an ECE activity or its programs and services would not be the responsibility of the ECE licensee.

#### **Action:**

No action needed, other than understanding of the Towns' By-laws on Lot maintenance. The ECE Applicant will only be responsible for the 500-meter radius which is directly related to activity for which litter, waste and debris can be proven to be directly related to ECE activities.



### **Exemption Request #3:**

#### **Reason for Exemption Request:**

*The County requires exemptions from section 6.1 (i) and proposes to submit an alternative sworn statement to the one included in the application form.*

*As the proposed shelter at 310 Division Street is not yet operational and design and renovations to the building are ongoing, the County cannot confirm that it currently meets the requirements of the applicable laws listed in subsection 6.1(d)(ii), but can confirm that it intends to meet these requirements upon occupancy and commencing shelter operations. Changes to the standard statement are also required due to the various required exemptions outlined in this schedule.*

*The Town or its agents will have final approval of the design and renovations of the building, including under the Building Code Act, 1992, which will satisfy the intent of the By-law.*

#### **Emergency Care Establishment Licensing By-law No.018-2024**

##### **Section 6.1 (i)**

*i) A statement by the applicant attesting to the accuracy, truthfulness and completeness of the application and other items, including but not limited to, that:*

*ii) the E.C.E. is in compliance with various legislation as required by the Town of Cobourg, including the Building Code Act, 1992, S.O. 1992, c. 23 or any regulations made under it, including the Building Code O. Reg. 332/12; all Town of Cobourg municipal by-laws, including Property Standards Bylaw 18-99, as amended, and Zoning By-law 085-2003, as amended; and the Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4, or any regulations made under it, including the Fire Code, O. Reg. 213/07;*

##### **Director Decision: DENIED**

Pursuant to 6.1 of the ECE By-law No. 018-2024, the Director or Manager may refuse to accept an application for an E.C.E. Operator license unless the application is submitted on forms approved by the Director or Manager. The Town requires that the Applicant use the forms approved by the Director or Manager which formulates part of the Application Package when applying for an ECE License. By completing the Declaration (Attestation) on page 4 and 5 of the application is keeping with the general intent and purpose of the By-law confirming compliance with the requirements of the Emergency Care Establishment Licensing By-law.

##### **Action:**



The ECE Applicant shall complete and submit the Town's Declaration (Attestation) Form as the required form that has been approved by the Director or Manager.

#### **Exemption Request #4:**

##### **Reason for Exemption Request:**

*As a municipal government, the County understands that there are circumstances where a municipal by-law must be able to "pierce the corporate veil" to ensure individual responsibility and accountability cannot be avoided through corporate dissolution or insolvency. Such authorities must, of course, be used sparingly and only where it would not be possible or appropriate to hold the responsible corporation liable.*

*The County requires an exemption from this section due to its nature as a municipal corporation. The County is not prone to dissolution or insolvency, and therefore the intent of the by-law that the entity most responsibility under any licence is maintained with respect to the County without recourse to personal liability.*

*It is also noted that subsection 448(1) of the Municipal Act, 2001 applies with respect to the Councilors, officers, and agents of the County, and provides that no proceeding may be commenced against such an individual for any act done in good faith performance of a duty or authority.*

#### **Emergency Care Establishment Licensing By-law No.018-2024**

##### **Section 4.3, 24.2**

*4.3 An agent, trustee or representative of persons operating an E.C.E. in the Town for which a licence is required shall also be personally liable for the compliance of his principal, beneficiary or persons he represents in connection with this bylaw. Failure by such a person to comply with this section constitutes an offence.*

*24.2 Each director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation is guilty of an offence for each day or part of a day that the contravention occurs or continues*

##### **Director Decision: DENIED**

The County's submission for its Exemption Request #4 effectively requests two exemptions. The first Exemption Request is for an exemption from section 4.3 of the E.C.E. By-law and the second Exemption Request is for an exemption from section 24.2 of the E.C.E. By-law. Both submissions rely upon proposed statements of law from the County rather than upon factual information and reasons for an exemption request. The decision in response to each exemption request is as follows.

### The Section 24.2 Exemption Request

Section 24.2 of the E.C.E. By-law reads as follows:

*24.2 Each director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation is guilty of an offence for each day or part of a day that the contravention occurs or continues.*

In support of this Exemption Request, the County refers to subsection 448(1) of the *Municipal Act, 2001*. The Town of Cobourg is fully aware of the immunity provisions set out in subsection 448(1) of the *Municipal Act, 2001*. For ease of reference, section 448 of the *Municipal Act, 2001*, reads as follows:

#### ***Immunity***

**448 (1)** *No proceeding for damages or otherwise shall be commenced against a member of council or an officer, employee or agent of a municipality or a person acting under the instructions of the officer, employee or agent for any act done in good faith in the performance or intended performance of a duty or authority under this Act or a by-law passed under it or for any alleged neglect or default in the performance in good faith of the duty or authority.*

#### ***Liability for torts***

*(2) Subsection (1) does not relieve a municipality of liability to which it would otherwise be subject in respect of a tort committed by a member of council or an officer, employee or agent of the municipality or a person acting under the instructions of the officer, employee or agent.*

That is, immunity is provided under this section “for any act done in good faith in the performance or intended performance of a duty or authority under this Act or a by-law passed under it”. The E.C.E. By-law was passed under the *Municipal Act, 2001*.

Based on that, please take note that section 425(1) and (3) of the *Municipal Act, 2001*, reads as follows:

#### ***Authority to create offences***

**425 (1)** *A municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under this Act is guilty of an offence.*

### **Directors and officers**

*(3) A by-law under this section may provide that a director or officer of a corporation who knowingly concurs in the contravention of a by-law by the corporation is guilty of an offence.*

Accordingly, section 24.2 of the E.C.E. By-law is consistent with and in conformity to section 425 of the *Municipal Act, 2001*, and its scope will be interpreted by the Town of Cobourg in accordance with governing principles.

Section 20.1 of the E.C.E. By-Law permits the Director to “exempt any person from all or any part of the Emergency Care Establishment By-law where the Director is satisfied that the granting of the exemption would maintain the general intent and purpose of the By-law”. This Director is not satisfied that the granting of an exemption to section 24.2 of the E.C.E. By-law to the Applicant would maintain the general intent and purpose of the By-law because section 24.2 was passed in accordance with the language set out in section 425 of the *Municipal Act, 2001*, under which the E.C.E. By-law was expressly passed. Therefore, this Exemption Request is not granted.

### **The Section 4.3 Exemption Request**

Section 4.3 of the E.C.E. By-law reads as follows:

*4.3 An agent, trustee or representative of persons operating an E.C.E. in the Town for which a licence is required shall also be personally liable for the compliance of his principal, beneficiary or persons he represents in connection with this bylaw. Failure by such a person to comply with this section constitutes an offence.*

As stated above, Section 20.1 of the E.C.E. By-Law permits the Director to “exempt any person from all or any part of the Emergency Care Establishment By-law where the Director is satisfied that the granting of the exemption would maintain the general intent and purpose of the By-law”.

The County makes this Exemption Request based on a legal position that the E.C.E. By-law should not “pierce the corporate veil”. The E.C.E. By-law makes no reference to piercing the corporate veil in section 4.3 of the E.C.E. By-law.

The general intent and purpose of the Town of Cobourg’s E.C.E. By-law (including section 4.3) is to be consistent and compliant with governing legislation, including the *Municipal Act, 2001*, and the *Provincial Offences Act*, RSO 1990, c P.33, and consistent and compliant with governing common law, including the Supreme Court of Canada’s decision rendered in the case of [R. v. Sault Ste. Marie](#), 1978 CanLII 11 (SCC), [1978] 2 SCR 1299.



Accordingly, an Exemption Request based on the scope of the concept of “piercing the corporate veil” does not satisfy this Director that such an exemption requested on that basis would maintain the general intent and purpose of the by-law and, therefore, this Exemption Request is not granted.

**Action:**

No action required, exemption request denied, and the County must comply as with the general intent and purpose of the by-law as written.

**Summary:**

In summary, out of the four (4) exemption requests submitted, one (1) exemption request has been granted, one (1) request granted with condition, and two (2) exemption requests denied. All exemption decisions have been described and actions of the ECE Applicant noted.

**Option for Hearing Officer Appeal:**

With respect to the By-law, the ECE By-law provides that where a person is denied an exemption by the Director or is dissatisfied with any condition imposed by the Director in relation to an exemption, the person may request a review by the Hearings Officer of the Director’s denial or condition.

The person’s right to request a review expires on the tenth (10<sup>th</sup>) day after notice of the Director’s decision is given to the person at which time the Director’s decision is final and not subject to review.

Sincerely,

A handwritten signature in black ink, appearing to read "Brent Larmer".

Brent Larmer

Municipal Clerk/Director of Legislative Services  
Legislative Services Division, Town of Cobourg





October 31st, 2024

Jennifer Moore,  
Chief Administrative Officer  
Northumberland County  
[moorej@northumberland.ca](mailto:moorej@northumberland.ca)

**Re: Response to Memo from the CAO Re- Transition House, 310 Division Street,  
Cobourg**

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This letter is a follow up on the correspondence received from the County of Northumberland dated October 30<sup>th</sup>, 2024, regarding, 'Follow Up to County Council meeting – ECE bylaw' and the Council direction pertaining to requests made in that correspondence.

Cobourg Council approved By-law No.018-2024, being a By-law to license, regulate and Govern Emergency Care Establishments in the Town of Cobourg on February 28<sup>th</sup> 2024, and this By-law took effect on March 28<sup>th</sup> 2024. This By-law forms the response and operational direction of Staff from 'Council' who is responsible for setting policy and approving specific by-laws under their authority for staff to follow and enforce. Further, the Town's Emergency Care Establishment Licencing By-law No.018-2024, applies to the entire jurisdiction of the community and not one single location, and needs to be administered and enforced across the municipal jurisdiction fairly and equitably to all.

The Town of Cobourg has reviewed your three (3) requests as noted within your correspondence and provides the following responses:

1. *County request. "I am inquiring about the Town's interest in providing the services required for bylaw compliance on a contract basis. Primarily, these services would include the use of bylaw enforcement staff to meet the offsite security response requirements (Note that I have already confirmed that Cobourg Police are not able to take on this work) as well as Public Works, or other staff, to meet the offsite waste collection requirements. If the Town is able to provide contracted services, please provide a description of the services the Town can provide as well as the cost breakdown down of services and the total annual cost. Please advise who this request should be directed to at the Town."*



- 1) Town response. This request unfortunately cannot be considered and would not be keeping with the general intent and purpose of the by-law requesting the Town to assist the County in your responsibility to meet your obligations under the various provisions within the ECE Licensing By-law. This request would be a direct conflict as the Town would be performing work as the enforcement agency to items under the by-law in which the County and the Operator would need to adhere to and comply with.

The Manager of Municipal Law Enforcement has provided detailed information to County representatives on how they can comply and scenarios for specific circumstances that may be common to the 500-radius responsibility within the by-law.

Response from Kevin to R. Carmen October 16th, 2024:

*Concerning the exemption request involving security; In keeping with the general intent and purpose of the By-law, the Town requires the County of Northumberland to assist with good neighbor practices and to intervene and remind known shelter residents within the property vicinity of the various by-laws and rules in place within public spaces and within sightlines of the property and become compliant with those by-laws and rules in addition to contacting emergency services when necessary. Reference to a 500-meter radius is directly related to activity for which a security/staff response may be necessary for such situations which can be proven to be directly related to ECE activities. A security/staff response may include engaging the individual(s) off the property, providing education on rules/regulations or contacting Municipal Law Enforcement for assistance and response as it relates to any municipal enforcement infraction and complaints. It is understood that an individual's actions unrelated to an ECE activity or its programs and services would not be the responsibility of the ECE and each circumstance would be considered on a fact/evidence based assessment. The relationship with the County and the Town in these instances is intended to be collaborative, compassionate and solution driven to address issues which are disruptive and inconsistent with community standards.*

*Concerning the exemption request involving waste/litter; The ECE Applicant will only be responsible for the 500-meter radius which is directly related to activity for which litter, waste and debris can be proven to be directly related to ECE activities. Examples of activities such as ECE meal programs, distribution of supplies, provision of goods,*





*assembly of persons while waiting for services etc., that subsequently result in materials/items being discarded and contributes to waste on neighbouring public or private property left by a resident(s) of the shelter. It is understood that an individual's actions unrelated to an ECE activity or its programs and services would not be the responsibility of the ECE and each circumstance would be considered on a fact/evidence based assessment. The relationship with the County and the Town in these instances is intended to be collaborative, compassionate and solution driven to address issues which are disruptive and inconsistent with community standards.*

*Concerning the 500 meter radius and proposal that the Town reduce the regulation to within "sightlines" of the ECE; The by-law contemplates a reasonable buffer zone of 500 meters surrounding an ECE and regulates those aspects involving security, waste and debris arising from activities related to the business or its shelter occupants which may adversely and directly impact surrounding properties and the community. Again, activities unrelated to an ECE's occupants or its programs and services would not be the responsibility of the ECE and each circumstance would be considered on a fact/evidence based assessment. There may be instances where activities are beyond "sightlines" and require consideration for intervention utilizing various approaches. This is in direct harmony with the requirement that an ECE have operational policies, procedures and strategies to facilitate how the shelter engages, communicates and works with the surrounding community to foster a positive relationship and mitigate impacts to and maintain the safety of, neighbouring residents including noise and nuisance mitigation.*

- 2) *County request. "I am requesting a meeting to discuss the outstanding bylaw exemption requests for the purpose of getting a better understanding of the expectations of the Town so that the County can more accurately determine the resources required to come into compliance with the ECE bylaw in order to secure a license and open the shelter. As this bylaw is new, we cannot reference other examples as to how this bylaw will be applied and the necessary steps required to ensure full compliance. We continue to seek guidance, with practical examples, regarding the standards to which the bylaw will be enforced. Please advise if there are any Town staff able to provide the guidance being sought and if so, with whom should I request a meeting."*

Town response. The Town of Cobourg has provided on several occasions information in writing and verbally with the County Staff on how to meet compliance through their



ECE Application and ultimately receiving a Emergency Care Establishment Licence pursuant to the requirements under By-law No. 018-2024. The County of Northumberland following the provisions of the By-law, requested specific exemptions for your application, and pursuant to the authority under the by-law the formal process is for the Director to make an independent decision based on keeping with the general intent and purpose of the by-law. The exemption decisions pursuant to Section 20 of the By-law are final at the staff level. As a result of the decision from the Director the County has selected a formal Hearing to appeal the decision of the Director, which is the next formal process if there are objections to the exemption decisions.

Therefore, if a meeting occurs as suggested, the topic of discussion would be a specific licensing review from Licensing and Municipal Law Enforcement Staff and the Town Solicitor present explaining and answering questions on how the County of Northumberland can comply with any outstanding comments on the licensing application submission and in addition to complying with the decision of the exemption requests by the Director. It should be acknowledged that the County has requested a Hearing under the Town's By-law and the decision on those objections and arguments to the Directors exemption decisions, rest with the Town's Independent Hearing Officer and the hearing process. There is no municipal process that allows for parties to the hearing to discuss authority that is already delegated other persons for a decision outside the formal process as approved by Cobourg Council.

We remain committed to working collaboratively with the County to assist you to understand and navigate the process and obtain your ECE licence. If the County would like to schedule a meeting with Staff, noting your 5 day timeline you provided to us, the Town would have availability to meet this Friday November 1<sup>st</sup>, 2024 at a time that is convenient between both parties to be worked out at a later date depending your agreement to the objectives of the meeting. Please contact Kevin Feagan to arrange a meeting.

- 3) *County request. "I am requesting a meeting to revisit a discussion on a cost sharing agreement, such as a hosting fee, for the financial impacts the Town expects to incur as a result of the shelter operating within the Town. Please advise if the Town is willing to meet and consider a proposal and if so, who should a proposal be addressed to and who should participate in discussions?"*

Town response. The Town would be and has always been open to discuss any cost reimbursement from the County of Northumberland for the financial impacts the Town



**THE CORPORATION OF THE  
TOWN OF COBOURG**

**Chief Administrative Officer**

Tracey Vaughan  
55 King Street West  
Cobourg, Ontario K9A 2M2

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✉ tvaughan@cobourg.ca

🌐 cobourg.ca

and its ratepayers will incur as a result of the shelter operating within the Town of Cobourg. Any proposal would be welcome for review, and the Town would be interested in receiving any proposal in writing prior to a meeting in order to prepare an adequate and detailed response and to determine who would be best positioned on the Town's side to attend the discussions. All discussions would be separate from the Town's Emergency Care Establishment Licencing By-law No.018-2024, as the by-law applies to the entire jurisdiction of the community and not one single location at noted early within their letter and has its own administrative processes and recoveries if necessary.

The Town of Cobourg believes that ECEs support the delivery of these critical care services and reinforces the intent that those services are delivered in a safe, dignified and sustainable manner for shelter residents and the community. The Town of Cobourg also believes that the needs of ECE residents should take priority and that ECEs should be required to meet stable, specific, identifiable standards of service for their residents. The Town of Cobourg agrees that the County shall increase shelter spaces and open as soon as possible to provide these much-needed services and adhere to the legislative requirements that the County has as the service manager under the *Housing Services Act, 2011*. It has always been the Town's goal to see these additional spaces and service enhancements be made available to those that need them as soon as possible in that safe, sustainable and dignified manner discussed above, and had anticipated that opening occurring in September. With the imminent cold weather approaching, it is our sincere hope that the County will continue to work towards the implementation and compliance of the service standards set out in the ECE By-law so that these services can be made available as soon as possible.

Sincerely,

A handwritten signature in black ink that reads "J. Vaughan".

**Tracey Vaughan**

Chief Administrative Officer, Town of Cobourg



**The Corporation of the County of Northumberland  
Special County Council Meeting  
Minutes**

**November 7, 2024, 6:00 p.m.  
Council Chambers  
555 Courthouse Road, Cobourg, ON K9A 5J6**

Members Present: Warden Brian Ostrander  
Councillor Robert Crate  
Councillor Scott Jibb  
Councillor John Logel  
Councillor Mandy Martin

Members Regrets: Deputy Warden Olena Hankivsky  
Councillor Lucas Cleveland

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**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**

The hybrid meeting format was not available for this Special Council meeting. This Special Council meeting took place in-person in Council Chambers, located at 555 Courthouse Road, Cobourg.

**2. Call to Order**

Warden Brian Ostrander called the meeting to order at 6:11 p.m.

**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**3.a Agenda dated November 7, 2024**

**Council Resolution 2024-11-07-817**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Robert Crate

"**That** the Special County Council Agenda for Thursday, November 7, 2024 be approved."

**Carried**

**4. Declaration of Interest**

- No declarations

**5. Presentations**

N/A

**6. Adoption of Minutes**

N/A

**7. Business arising from the Minutes**

N/A

**8. Communications**

**8.a Overview of Shelter Services and Affordable Housing Tours - Verbal**

Rebecca Carman, Associate Director, Housing & Homelessness

**Council Resolution 2024-11-07-818**

**Moved by** Councillor John Logel

**Seconded by** Councillor Mandy Martin

"**That** County Council receive the verbal update regarding 'Overview of Shelter Services and Affordable Housing Tours' for information."

**Carried**

**9. Determination of Items Requiring Separate Discussion**

N/A

**10. Adoption of Items Not Requiring Separate Discussion**

N/A

**11. Consideration of Items Requiring Separate Discussion**

N/A

**12. Enactment By-laws**

N/A

**13. New Business**

N/A

**14. Proclamations**

N/A

**15. Media Questions**

**16. Closed Session**

**Council Resolution 2024-11-07-819**

**Moved by** Councillor Robert Crate

**Seconded by** Councillor Scott Jibb

"**That** this Council proceed with the next portion of the meeting being closed to the public at 6:18 p.m.; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239 (3.1) to conduct education and training of Northumberland County Council Members (Homelessness 101 Session by Chris Gorman, Senior Associate, OrgCode Consulting), and that Chris Gorman, Jennifer Moore, Darrell Mast, Rebecca Carman, Bill Smith, Colleen McCabe, Maddison Mather, Cheryl Sanders, Matthew Stergios, and other invited guests remain present."

**Carried**

*[Attendee list is attached to meeting minutes]*

*[Councillor Jibb left the meeting in Closed Session at 7:38 p.m. until 7:40 p.m.]*

**17. Motion to Rise and Results from Closed Session**

**Council Resolution 2024-11-07-820**

**Moved by** Councillor Mandy Martin

**Seconded by** Councillor Scott Jibb

"**That** this Council rise from Closed Session at 8:01 p.m."

**Carried**

*[Reporting Out – Rebecca Carman, Associated Director Housing and Homelessness]*

**18. Confirming By-law**

**18.a A By-law to confirm the proceedings of a meeting of County Council held on November 7, 2024**

**Council Resolution 2024-11-07-821**

**Moved by** Councillor John Logel

**Seconded by** Councillor Robert Crate

"**That** By-law 41-2024 being a By-law to confirm the proceedings of a Special meeting of County Council held on November 7, 2024 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

**Carried**

**19. Adjournment**

**Council Resolution 2024-11-07-822**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Robert Crate

"**That** Council adjourn at 8:06 p.m."

**Carried**

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Brian Ostrander, Warden

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Maddison Mather, Clerk

November 7, 2024 Closed Session County Council Meeting  
Attendee Sheet  
'Homelessness 101 - Education & Training Session'

<b>Name</b>	<b>Title</b>	<b>Municipality</b>
Mike Ainsworth	Councillor	Alnwick / Haldimand
Joan Stover	Councillor	Alnwick / Haldimand
Emily Rowley	Councillor	Brighton
Jeff Wheeldon	Councillor	Brighton
Bobbi Wright	Councillor	Brighton
Robert Crate	Councillor	County
Scott Jibb	Councillor	County
John Logel	Councillor	County
Mandy Martin	Councillor	County
Brian Ostrander	Warden	County
Bruce Buttar	Councillor	Hamilton Township
John Davison	Councillor	Hamilton Township
Larry Williamson	Deputy Mayor	Hamilton Township
Arthur Anderson	CAO	Hamilton Township
Daphne Livingstone	Clerk	Hamilton Township
Amanda Miller	Deputy Clerk	Hamilton Township
Todd Attridge	Councillor	Port Hope
Claire Holloway-Wadhwani	Deputy Mayor	Port Hope
Gene Brahaney	Councillor	Trent Hills
Rick English	Councillor	Trent Hills
Michael Metcalf	Deputy Mayor	Trent Hills
Rob Pope	Councillor	Trent Hills
Dennis Savey	Councillor	Trent Hills
Ron Anderson	Councillor	Brighton



## Reporting Out: Rebecca Carman, Associate Director Housing & Homelessness

- During the Closed portion of the meeting, Members of Council received education and training regarding homelessness, including:
  - Common language used in the housing and homelessness sector;
  - Current state of homelessness across Canada, Ontario and locally; and
  - Deeper understanding of evidence-based practices in homelessness reduction efforts.
  
- Invited guests, which included Member Municipal Council Members and staff also attended the education and training session, as observers only.
  
- It is important to note that the business of County Council was NOT materially advanced during the Closed Session education and training session.

**From:** [OBCM Chair Marianne Meed Ward](#)  
**To:** [info@obcm.ca](mailto:info@obcm.ca)  
**Cc:** [Michelle Baker \(michelle@obcm.ca\)](mailto:Michelle.Baker@obcm.ca); [solvethecrisis@obcm.ca](mailto:solvethecrisis@obcm.ca)  
**Subject:** Support for Ontario's Big City Mayors (OBCM) Solve the Crisis Campaign  
**Date:** Thursday, October 10, 2024 7:47:26 AM  
**Attachments:** [Backgrounder for SolvethetheCrisis.ca Supporters .pdf](#)  
[Municipal Motion in Support of SolvethetheCrisis.ca Campaign .pdf](#)  
[How you Can Help SolvethetheCrisis.ca.pdf](#)

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You don't often get email from chair@obcm.ca. [Learn why this is important](#)

**CAUTION:** External E-Mail

Good Morning,

On behalf of the entire Ontario's Big City Mayors (OBCM) Caucus, I am reaching out today to ask you to share with your Council our request that your municipality joins us in our campaign to end the Humanitarian Crisis facing this province.

This past August OBCM launched our [SolvethetheCrisis.ca](#) campaign to address the homelessness, mental health, and addictions crisis happening in municipalities big and small across the entire province. It is already having a significant impact with community partners, businesses, first responders, private sector, and the members of the public who have jumped on board.

We have seen hundreds of media hits, thousands of emails sent to both levels of government and Heads of Councils in every corner of Ontario. We are especially thrilled to see the growing number of municipal councils passing motions of support and hope that we can add your municipality to that list!

I am asking you to join us and help keep this issue at the forefront of discussions taking place at the province and within the federal government.

Attached you will find 3 documents.

They include a list of how you can help, a draft motion that you can use as is or you are more than welcome to make it your own, background information, regional information, funding facts, and what you can ask your residents and community partners to do to help support the SolveTheCrisis campaign.

These materials address why we are doing this, why we are doing it now, and what we are asking for in order to meet the needs of our local communities.

Thank you for your consideration of this request and we look forward to having you

**MOTION : *[insert name of your municipality or organization here]* supports the SolvethetheCrisis.ca Campaign and requests that the Provincial and Federal Governments take Action to Address the Growing Mental Health, Addictions and Homelessness Crisis in Ontario**

**Whereas** there is a humanitarian crisis unfolding on the streets in our cities, large and small, urban and rural, across Ontario. The time for words is over, we need immediate action at all levels of government, starting with the Province of Ontario

**Whereas** the homelessness, mental health and addictions crisis continues to grow with 3432 drug related deaths in Ontario in 2023<sup>1</sup> and over 1400 homeless encampments across Ontario communities in 2023<sup>2</sup>; and

**Whereas** the province has provided additional funding and supports, such as the recent investment of \$378 million for HART Hubs and approximately 375 beds with wraparound supports, it does not adequately address the growing crisis and the financial and social impact on municipalities and regions across the province; and

**Whereas** municipalities and regions are stepping up and working with community partners to put in place community-specific solutions to address this crisis, but municipalities and regions lack the expertise, capacity, or resources to address these increasingly complex health care and housing issues alone; and

**Whereas** this is primarily a health issue that falls under provincial jurisdiction and municipalities and regions should not be using the property tax base to fund these programs; and

**Whereas** there is no provincial lead focused on this crisis leading to unanswered questions that span over a dozen ministries, and a lack of support to manage the increasing needs of those who are unhoused.

**Therefore, be it resolved that *[insert name of your municipality here]* supports the SolvethetheCrisis.ca Campaign;**

**And** calls on provincial and federal governments to commit to immediate action to solve the Humanitarian Crisis that Ontario is facing as the numbers of unhoused individuals and those suffering with mental health & addictions grows exponentially;

**AND** that the province officially makes Homelessness a Health Priority;

**AND** appoints a responsible Minister and Ministry with the appropriate funding and powers as a single point of contact to address the full spectrum of housing needs as well as mental health, addictions and wrap around supports;

**AND** that the provincial government strike a task force with broad sector representatives including municipalities, regions, healthcare, first responders, community services, the business community and the tourism industry to develop a *Made in Ontario Action Plan*;

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<sup>1</sup> Office of the Chief Coroner, Ontario (2024). OCC Opioid Mortality Summary Q4 2023. [PDF] .

<https://odprn.ca/occ-opioid-and-suspect-drug-related-death-data/>

<sup>2</sup> [Homeless Encampments in Ontario. A Municipal Perspective. Association of Municipalities of Ontario. July 2024 -](#)

**AND** that this provincial task force reviews current programs developed by municipalities, regions and community partners that have proven successful in our communities, to ensure that solutions can be implemented quickly and effectively to tackle this crisis.

**AND** that the federal government is included in these conversations.

**AND** that both levels of government provide adequate, sufficient and sustainable funding to ensure that municipalities have the tools and resources to support individuals suffering with mental health and addictions, including unhoused people and those from vulnerable populations that may be disproportionately impacted;

**And** that this **[Council or Board]** calls on the residents of **[insert name of your municipality, region or organization here]** to join us in appealing to the provincial and federal governments for support by visiting [SolveTheCrisis.ca](http://SolveTheCrisis.ca) and showing your support;

**AND further that a copy of this motion be sent to:**

- The Right Honourable Justin Trudeau, Prime Minister of Canada
- The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada
- The Honourable Doug Ford, Premier of Ontario
- The Honourable Sylvia Jones, Deputy Premier and Minister of Health
- The Honourable Paul Calandra, Minister of Municipal Affairs and Housing
- The Honourable Michael Parsa, Minister of Children, Community and Social Services
- The Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions
- Local MPs
- Local MPPs and
- Ontario's Big City Mayors

onboard.

For any questions or to discuss this further, you can reply to me here, or please feel free to reach out to Michelle Baker, OBCM's Executive Director, at [michelle@obcm.ca](mailto:michelle@obcm.ca) or 647-308-6602

Sincerely,  
Marianne Meed Ward

Marianne Meed Ward, Mayor of Burlington  
Chair of Ontario's Big City Mayors (OBCM)  
[chair@obcm.ca](mailto:chair@obcm.ca) [www.obcm.ca](http://www.obcm.ca)  
[solvethecrisis@obcm.ca](mailto:solvethecrisis@obcm.ca) @solvethecrisis\_ on X

**About Ontario's Big City Mayors**

*Ontario's Big City Mayors (OBCM) is an organization that includes mayors of 29 single and lower-tier cities with a population of 100,000 or more, who collectively represent nearly 70 percent of Ontario's population. OBCM advocates for issues and policies important to Ontario's largest cities.*



## How You Can Help SolvetheCrisis.ca A Request to Ontario Municipalities From Ontario's Big City Mayors

### What is the SolvetheCrisis.ca Campaign?

Ontario's Big City Mayors (OBCM) launched the [SolvetheCrisis.ca](https://www.solveethecrisis.ca) campaign in August 2024 to address the homelessness, mental health and addictions crisis happening across Ontario.

After years of advocacy we are at a turning point, the time to act is now. This crisis is growing in municipalities and regions of every size across Ontario, and we need help more than ever!

Ontario municipalities of all sizes have stepped up, putting in place programs and housing options along with community partners and other stakeholders, advocating for funding that might be provided from other levels of government but is never consistent and never enough. We cannot tackle this alone, the federal and provincial governments' must come to the table.

We launched the [SolvetheCrisis.ca](https://www.solveethecrisis.ca) Campaign with a press conference at Queen's Park including a video that can be shared and found here: [OBCM You Tube Channel](#), a social media campaign that is still underway, and a website [www.solveethecrisis.ca](https://www.solveethecrisis.ca) where your residents/networks/councils & staff can watch our video, join our call to action by filling out a letter to the Premier, various Ministers, local MPPs and MPs.

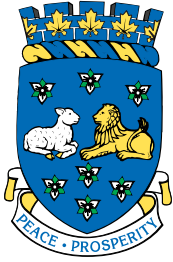
### **How Can You Help?**

There are so many ways!

- Follow us on our socials & like and reshare our posts:
  - X (formerly Twitter) [@SolvetheCrisis\\_](#) and [@ONBigCityMayors](#),
  - LinkedIn [Ontario's Big City Mayors \(OBCM\)](#) and
  - Facebook [Ontario's Big City Mayors](#)
  
- Pass the draft motion attached, a more personalized version of the attached motion, or create one of your own!
  
- Share this call to action with your Council, Board of Directors, Membership, Networks and the public
  
- Share your motion and support of the SolveTheCrisis.ca campaign on social media and tag our accounts:
  - X (formerly Twitter) [@SolvetheCrisis\\_](#) and [@ONBigCityMayors](#),
  - LinkedIn [Ontario's Big City Mayors \(OBCM\)](#) and



- Facebook [Ontario's Big City Mayors](#)
- Use the hashtags #solvethecrisis and tag Solve the Crisis and OBCM's socials if you can to help us track and report on engagement
- Ask residents, staff, councillors, supporters, members and even your Mayor / Warden / Chair / Head of Council to visit [www.solvethecrisis.ca](http://www.solvethecrisis.ca) fill out the letter to send the message to their local representatives stating that they want action now.
  - Encourage them to share it with their networks as well.
- Read through our attached backgrounders and key messages and include them in any advocacy efforts you may undertaking on this issue
- Draft an op-ed or article specific to your municipality or region to push out to your local media (see OBCM Chair Meed Ward's Op-Ed here - [Toronto Star - August 17th](#))
- Contact us at [solvethecrisis@obcm.ca](mailto:solvethecrisis@obcm.ca) for more information



September 26, 2024

The Right Honourable Justin Trudeau, Prime Minister of Canada

Dear Prime Minister:

**Re: Solve the Crisis**

Please be advised that the Council of the Regional Municipality of Waterloo at their regular meeting held on September 25, 2024, approved the following motion:

**Whereas there is a humanitarian crisis in cities, large and small, urban and rural, across Ontario. We need immediate action at all levels of government, starting with the Province; and**

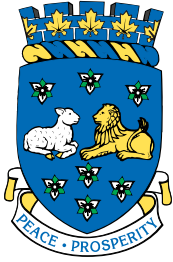
**Whereas the homelessness, mental health and addictions crisis continues to grow with 3432 drug related deaths in Ontario in 2023 as well as with an estimated 234,000 Ontarians experiencing homelessness and over 1400 homeless encampments across Ontario communities in 2023; and**

**Whereas the province has provided additional funding for mental health, addictions and homelessness programs, including the recently announced Homelessness and Addiction Recovery Treatment (HART) Hubs, it does not adequately address the growing crisis and the financial and social impact on municipalities and regions across the province; and**

**Whereas municipalities and regions are stepping up and working with community partners to put in place community-specific solutions to address this crisis, but municipalities and regions lack the expertise, capacity, or resources to address these increasingly complex health care and housing issues alone; and**

**Whereas this is primarily a health issue that falls under provincial jurisdiction and municipalities and regions should not be using the property tax base to fund these programs; and**





**Whereas there is no provincial Minister focused on this crisis leading to unanswered questions that span over a dozen ministries, and a lack of support to manage the increasing needs of those who are unhoused.**

**Now Therefore be it resolved that the Region of Waterloo supports the Solve the Crisis Campaign;**

**And calls on provincial and federal governments to commit to immediate action to solve the Humanitarian Crisis that Ontario is facing as the numbers of unhoused individuals and those suffering with mental health & addictions grows exponentially;**

**AND that the province officially makes Homelessness a Health Priority;**

**AND appoints a responsible Minister and Ministry with the appropriate funding and powers as a single point of contact to address the full spectrum of housing needs as well as mental health, addictions and wrap around supports;**

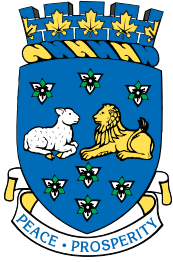
**AND request that the provincial government strike a task force with broad sector representatives including municipalities, regions, healthcare, first responders, community services, the business community and the tourism industry to develop a *Made in Ontario Action Plan*;**

**AND that this provincial task force reviews current programs developed by municipalities, regions and community partners that have proven successful in our communities, to ensure that solutions can be implemented quickly and effectively to tackle this crisis.**

**AND provides the adequate, sufficient and sustainable funding to ensure that municipalities have the tools and resources to support individuals suffering with mental health and addictions, including unhoused people and those from vulnerable populations that may be disproportionately impacted;**

**And that this Council calls on the residents across the Region of Waterloo to join us in appealing to the provincial and federal governments for support by visiting [SolveTheCrisis.ca](http://SolveTheCrisis.ca) and showing your support;**

**And further that a copy of this motion be sent to:**



- **The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada**
- **The Honourable Doug Ford, Premier of Ontario**
- **The Honourable Sylvia Jones, Deputy Premier and Minister of Health**
- **The Honourable Paul Calandra, Minister of Municipal Affairs and Housing**
- **The Honourable Michael Parsa, Minister of Children, Community and Social Services**
- **The Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions**
- **Local and area MPs, MPPs and Heads of Council**
- **The Association of Municipalities of Ontario, Ontario's Big City Mayors and Mayors and Regional Chairs of Ontario**

Please accept this letter for information purposes only. If you have any questions please contact Regional Councillor Dorothy McCabe [Dorothy.McCabe@waterloo.ca](mailto:Dorothy.McCabe@waterloo.ca)

Please forward any written responses to this letter to William Short, Director, Council & Administrative Services/Regional Clerk  
[regionalclerk@regionofwaterloo.ca](mailto:regionalclerk@regionofwaterloo.ca)

Yours sincerely,

William Short, Director Council and Administrative Services/Regional Clerk

cc: Region of Waterloo Councillor Dorothy McCabe [Dorothy.McCabe@waterloo.ca](mailto:Dorothy.McCabe@waterloo.ca)

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Community Health – November 5, 2024</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
7.a	Correspondence, City of Stratford 'Support for Family Physicians'	Open	<ul style="list-style-type: none"> <li>- Support the correspondence and direct staff to send a copy of this resolution to the Honourable Doug Ford (Premier of Ontario), the Honourable Sylvia Jones (Deputy Premier and Minister of Health), the Association of Municipalities of Ontario (AMO), and all Ontario Municipalities</li> </ul>
7.b	Correspondence, HKPR District Health Unit and Peterborough Public Health 'Proposed Voluntary Merger'	Open	<ul style="list-style-type: none"> <li>- Receive for information, noting that a representative from HKPR District Health Unit has been invited to a future Committee / Council meeting to share information on the merger.</li> <li>- Appoint two Members of Northumberland County Council to the new Board of Health for the 2022 to 2026 Term of Council at the November 20, 2024 County Council meeting.</li> <li>- <b>Identify this item for separate discussion at the November 20, 2024 County Council meeting</b></li> </ul>
7.c	Correspondence, 'Joint Health Resolution Campaign - Physician Shortage' <ul style="list-style-type: none"> <li>• Municipality of St. Charles</li> <li>• Town of Smith Falls</li> </ul>	Open	<ul style="list-style-type: none"> <li>- Receive for Information</li> <li>- County Council previously considered and supported correspondence regarding this subject matter at the August 14, 2024 County Council meeting.</li> </ul>
8.a	Golden Plough Lodge - Quarter 3, 2024 Financial Analysis	Open	<ul style="list-style-type: none"> <li>- Receive for Information</li> </ul>

**County Standing Committees' Recommendations to Council  
County Council Meeting November 20, 2024**

<b>Community Health – November 5, 2024 (Continued)</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
8.b	Northumberland Paramedics - Quarter 3, 2024 Financial Analysis	Open	- Receive for Information
8.c	Report 2024-141 'Medical Priority Dispatch System (MPDS)'	Open	- Receive for Information
9.a	Haliburton, Kawartha, Pine Ridge (HKPR) District Health Unit - Board of Directors' Minutes	Open	- Receive for Information
<b>Any Closed Session Committee Items / Recommendations held by Members for separate discussion, or recommended by Committee for separate discussion will be considered in Closed Session.</b>			
<b>Closed</b>	N/A	<b>Closed</b>	N/A

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Corporate Support – November 5, 2024</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
7.a	Correspondence, Tay Valley Township 'Public Sector Salary Disclosure'	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> <li>- County Council previously considered and supported correspondence regarding this subject matter at the October 16, 2024 County Council meeting</li> </ul>
8.a	Corporate Services - Quarter 3, 2024 Financial Analysis	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.b	Legal Services - Quarter 3, 2024 Financial Analysis	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.c	Communications - Quarter 3, 2024 Financial Analysis	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.d	Information Technology - Quarter 3, 2024 Financial Analysis	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.e	Communications, 'Communications Department Quarter 3 Update' - Presentation	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.f	Corporate Services, Natural Heritage 2024 Activity Update - Presentation	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.g	Report 2024-146, Corporate Services 'Adoption of Northumberland County's Emergency Management Plan 2024'	Open	<ul style="list-style-type: none"> <li>- Adopt the 'Northumberland County Emergency Management Plan 2024'</li> <li>- Enact a by-law at the November 20, 2024 County Council meeting being a by-law to Formulate the 2024 Emergency Management Program and Plan</li> </ul>
8.h	Report 2024-147, Corporate Services 'Council Procedural By-law Updates re Petition Requirements and Re-adoption of Multi-Year Budget'	Open	<ul style="list-style-type: none"> <li>- Approve the 'Petitions to County Council Policy'</li> <li>- Enact the revised Council Procedural By-law at the November 20, 2024 County Council meeting in order to update petition requirements and the multi-year budget readoption process</li> </ul>

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Corporate Support – November 5, 2024 (Continued)</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
8.i	Report 2024-148, Corporate Services '2025 Draft Calendar- Standing Committees and Council Meetings'	Open	<ul style="list-style-type: none"> <li>- Receive for information, noting that the 2025 Meeting Schedule will be brought forward to the December 18, 2024 County Council meeting for Council's approval</li> <li>- <b>Identify this item for separate discussion at the November 20, 2024 County Council meeting</b></li> </ul>
9.a	Proclamations: <ul style="list-style-type: none"> <li>- International Day of Persons with Disabilities - December 3, 2024; and</li> <li>- International Day for the Elimination of Violence Against Women 16 Days of Activism Against Gender Based Violence - November 25, 2024 to December 10, 2024</li> </ul>	Open	<ul style="list-style-type: none"> <li>- Proclaim the proclamations at the November 20, 2024 County Council Meeting</li> </ul>
9.b	Northumberland Accessibility Advisory Committee - Meeting Minutes	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
<b>Any Closed Session Committee Items / Recommendations held by Members for separate discussion, or recommended by Committee for separate discussion will be considered in Closed Session.</b>			
<b>Closed</b>	N/A	<b>Closed</b>	N/A

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

**Economic Development, Tourism, and Planning – November 6, 2024**

**Meeting was cancelled.** Next meeting scheduled for December 4, 2024 at 1:00 p.m.

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Finance &amp; Audit – November 5, 2024</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
5.a	Delegation 'Art Gallery of Northumberland'	Open	<ul style="list-style-type: none"> <li>- Approve an increase in budget line item to help fund the Art Gallery of Northumberland for the fiscal year 2025 &amp; 2026 in the amount of \$100,000 in each year to support operational needs, programming expansion, and capital improvements as all outlined in the gallery's funding request to Cobourg Council</li> <li>- This budget line item remain at \$100,000 for the next two budget cycles as Gallery operational funding to be transferred directly to Cobourg for distribution to the Gallery on sole condition that Cobourg Council continues to match its \$150,000 amount funding and/or exceed it for the next two years</li> <li>- Council direct staff to collaborate with the Northumberland Art Gallery on long-term funding strategies lasting beyond these initial two years and explore potential grants and partnerships to support sustainable financial growth for the gallery in future years throughout the County of Northumberland</li> <li>- This resolution be forwarded to all lower tier councils for information and the Minister of Labour, David Piccini to demonstrate how Cobourg and Northumberland County are able to find collaboration and compromise for the benefit of our shared communities and resources</li> <li>- <b>Identify this item for separate discussion at the December 18, 2024 County Council meeting</b></li> </ul>



**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Finance &amp; Audit – November 5, 2024 (Continued)</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
7.a	Correspondence, Municipality of St. Charles, 'Asset Retirement Obligation'	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> <li>- County Council previously considered correspondence regarding this subject matter at the October 16, 2024 County Council meeting</li> </ul>
8.a	Finance - Quarter 3, 2024 Financial Analysis	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.b	Report 2024-142 'Procurement Activity Quarterly Report – Quarter 3, 2024'	Open	<ul style="list-style-type: none"> <li>- Receive for information</li> </ul>
8.c	Report 2024-143 '2024 Transfer of Funds to Reserve'	Open	<ul style="list-style-type: none"> <li>- Enact a by-law at the November 20, 2024 County Council meeting to approve the transfer of funds to reserve</li> </ul>
8.d	Report 2024-144 'Community Grant Policy'	Open	<ul style="list-style-type: none"> <li>- Adopt the Community Grant Policy at the November 20, 2024 County Council meeting</li> <li>- Direct staff to develop the necessary procedures to accompany and implement the Community Grant Policy</li> <li>- <b>Identify this item for separate discussion at the November 20, 2024 County Council meeting</b></li> </ul>
8.e	Report 2024-145 '2025 Budget Update'	Open	<ul style="list-style-type: none"> <li>- <b>Identify this item for separate discussion at the November 20, 2024 County Council meeting</b></li> </ul>
9.a	Northumberland County Reserves & Reserve Funds	Open	<ul style="list-style-type: none"> <li>- Direct staff to prepare a report to be presented at the December 18, 2024 County Council Budget Deliberations meeting with further information regarding reserves and reserve funds</li> </ul>

**County Standing Committees' Recommendations to Council  
County Council Meeting November 20, 2024**

<b>Finance &amp; Audit – November 5, 2024 (Continued)</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
<b>Any Closed Session Committee Items / Recommendations held by Members for separate discussion, or recommended by Committee for separate discussion will be considered in Closed Session.</b>			
<b>Closed</b>	N/A	<b>Closed</b>	N/A

**County Standing Committees' Recommendations to Council  
County Council Meeting November 20, 2024**

<b>Public Works – November 4, 2024</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
7.a	Correspondence, Municipality of St. Charles 'Request to Increase Tile Drain Loan Amount'	Open	- Receive for information  - County Council previously considered correspondence regarding this subject matter at the May 15, 2024 Council meeting and subsequently received it for information
7.b	Correspondence, Egis and LEA Consulting Ltd. 'Notice of Online Public Information Centre #2 - Preliminary Design and EA for Highway 401 from Cty Rd 28 to Hamilton Rd, Port Hope'	Open	- Receive for information
8.a	Public Works - Quarter 3, 2024 Financial Analysis	Open	- Receive for information
8.b	Report 2024-137 'Traffic Calming in Hamlets Update'	Open	- Receive for information
8.c	Report 2024-138 'Snowmobile Association Land Use Agreements'	Open	- Direct staff to enter into Land Use Agreements with the Great Pine Ridge Snowmobile Association, the Percy Boom River Rats and the Ganaraska Snowmobile Club for the use of County right of ways for snowmobile trail crossing, and hereby authorize the CAO and Treasurer, with the advice of the Municipal Solicitor, to approve and execute such Land Use Agreements and any documents required to give effect to those agreements
8.d	Report 2024-139 'Back-up Power Generation for Public Works Depots'	Open	- Direct staff to continue to seek funding to carry out the proposed upgrades to the backup power systems at the Cobourg Depot, followed by the Morganston Depot

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Public Works – November 4, 2024 (Continued)</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
8.e	Joint Operations Base Feasibility Needs Study – Presentations	Open	- Receive for information
<b>Any Closed Session Committee Items / Recommendations held by Members for separate discussion, or recommended by Committee for separate discussion will be considered in Closed Session.</b>			
<b>Closed</b>	Item considered in Closed Session, as permitted under the Municipal Act Sections 239.(2.c) and (2.f) in order to address matters pertaining to a proposed or pending acquisition or disposition of land by Northumberland County and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Public Works)	<b>Closed</b>	- Adopt the confidential resolution moved in Closed Session regarding matters pertaining to a proposed or pending acquisition or disposition of land by Northumberland County and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Public Works)

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Social Services – November 6, 2024</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
7.a	Correspondence, Ontario's Big City Mayors (OBCM), Regional Municipality of Waterloo 'Solve the Crisis Campaign'	Open	- Pass a separate resolution in support of the Solve the Crisis Campaign at the November 20, 2024 County Council meeting
7.b	Correspondence, Haliburton, Kawartha, Pine Ridge District Health Unit 'National Framework for a Guaranteed Livable Basic Income'	Open	- Receive for information
8.a	Community and Social Services - Quarter 3, 2024 Financial Analysis	Open	- Receive for information
9.a	Northumberland County Housing Corporation - Meeting Minutes	Open	- Receive for information
9.b	Proclamation, 'National Housing Day' - November 22, 2024	Open	- Proclaim November 22, 2024 as 'National Housing Day' in Northumberland County at the November 20, 2024 County Council meeting
<b>Any Closed Session Committee Items / Recommendations held by Members for separate discussion, or recommended by Committee for separate discussion will be considered in Closed Session.</b>			
<b>Closed</b>	Closed Session Northumberland County Housing Corporation Meeting Minutes	<b>Closed</b>	- Receive for information

**County Standing Committees' Recommendations to Council**  
**County Council Meeting November 20, 2024**

<b>Social Services – November 6, 2024 (Continued)</b>			
<b>Committee Item</b>	<b>Business or Report # &amp; Title</b>	<b>Open / Closed</b>	<b>Committee Recommendations to Council (summarized)</b>
<b>Any Closed Session Committee Items / Recommendations held by Members for separate discussion, or recommended by Committee for separate discussion will be considered in Closed Session.</b>			
<b>Closed</b>	Item considered in Closed Session, as permitted under the Municipal Act Sections 239.(2.k) in order to address matters pertaining to confidential negotiations (Community & Social Services)	<b>Closed</b>	- Adopt the confidential resolution moved in Closed Session regarding matters pertaining to confidential negotiations (Community & Social Services)
<b>Closed</b>	Item considered in Closed Session, as permitted under the Municipal Act Sections 239.(2.c) and (2.k) in order to address matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (Community Housing and Supports)	<b>Closed</b>	- Adopt the confidential resolution moved in Closed Session regarding matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (Community Housing and Supports)



**The Corporation of the County of Northumberland  
Community Health Committee  
Minutes**

**November 5, 2024, 9:00 a.m.  
Council Chambers  
555 Courthouse Road, Cobourg, ON K9A 5J6  
Hybrid Meeting (In-Person and Virtual)**

Members Present: Chair Olena Hankivsky  
Warden Brian Ostrander  
Councillor Lucas Cleveland

Council Members Present (non-voting): Councillor Mandy Martin (*attended virtually*)

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**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 Council Meeting was held using a hybrid meeting model. The public were invited to attend in Council Chambers, or view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Chair Olena Hankivsky called the meeting to order at 9:00 a.m.

**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**Committee Resolution 2024-11-05-769**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Olena Hankivsky

"**That** the agenda for the November 5, 2024 Community Health Committee be approved."

**Carried**

**4. Disclosures of Interest**

- No disclosures

**5. Delegations**

N/A

**6. Business Arising from Last Meeting**

N/A

**7. Communications**

**7.a Correspondence, City of Stratford 'Support for Family Physicians'**

**Committee Resolution 2024-11-05-770**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Olena Hankivsky

"**That** the Corporate Support Committee having considered the correspondence from the City of Stratford regarding 'Support for Family Physicians' recommend that County Council support the correspondence and direct staff to send a copy of this resolution to the Honourable Doug Ford (Premier of Ontario), the Honourable Sylvia Jones (Deputy Premier and Minister of Health), the Association of Municipalities of Ontario (AMO), and all Ontario Municipalities."

**Carried**

**7.b Correspondence, HKPR District Health Unit and Peterborough Public Health 'Proposed Voluntary Merger'**



**Committee Resolution 2024-11-05-771**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Olena Hankivsky

"**That** the Community Health Committee receive the correspondence from the HKPR District Health Unit and Peterborough Public Health regarding 'Proposed Voluntary Merger' for information, noting that a representative from HKPR District Health Unit has been invited to a future Committee / Council meeting to share information on the merger; and

**Further That** the Committee recommend that County Council appoint two Members of Northumberland County Council to the new Board of Health for the 2022 to 2026 Term of Council at the November 20, 2024 County Council meeting; and

**Further That** the Committee recommend that County Council identify this item for separate discussion at the November 20, 2024 County Council meeting."

**Carried**

**7.c Correspondence, 'Joint Health Resolution Campaign - Physician Shortage'**

- Municipality of St. Charles
- Town of Smith Falls

**Committee Resolution 2024-11-05-772**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Olena Hankivsky

"**That** the Community Health Committee receive the correspondence from the Municipality of St. Charles and Town of Smith Falls regarding 'Joint Health Resolution Campaign - Physician Shortage' for information, noting that County Council previously considered and supported correspondence regarding this subject matter at the August 14, 2024 County Council meeting; and

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

**Carried**

**8. Staff Reports**

**8.a Golden Plough Lodge - Quarter 3, 2024 Financial Analysis**

Matthew Nitsch, Director Finance / Treasurer

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**Committee Resolution 2024-11-05-773**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Olena Hankivsky

"**That** the Community Health Committee receive the Quarter 3, 2024 Financial Analysis of the Golden Plough Lodge for information; and

**Further That** the Committee recommend that County Council receive the Quarter 3, 2024 Financial Analysis for information."

**Carried**

**8.b Northumberland Paramedics - Quarter 3, 2024 Financial Analysis**

Matthew Nitsch, Director Finance / Treasurer

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**Committee Resolution 2024-11-05-774**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Olena Hankivsky

"**That** the Community Health Committee receive the Quarter 3, 2024 Financial Analysis of the Northumberland Paramedics for information; and

**Further That** the Committee recommend that County Council receive the Quarter 3, 2024 Financial Analysis for information."

**Carried**

**8.c Report 2024-141 'Medical Priority Dispatch System (MPDS)'**

Susan Brown, Chief Northumberland Paramedics

Dr. Michael Feldman, Sunnybrook Regional Base Hospital Director and

Central Ambulance Communications Centre Medical Director

Lisa Kellett, MPDS Project Change Management Lead

Neil Kaspersen, MPDS Business Project Manager

*[Councillor Cleveland joined the meeting at 9:43 a.m.]*

**Committee Resolution 2024-11-05-775**

**Moved by** Warden Brian Ostrander

**Seconded by** Councillor Lucas Cleveland

**“That** the Community Health Committee, receive Report 2024-141 ‘Medical Priority Dispatch System’, for information; and

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

**Carried**

**9. Other Matters Considered by Committee**

**9.a Haliburton, Kawartha, Pine Ridge (HKPR) District Health Unit - Board of Directors' Minutes**

**Committee Resolution 2024-11-05-776**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Warden Brian Ostrander

**"That** the Community Health Committee receive the minutes from the June 20, 2024 and September 19, 2024 HKPR District Health Unit Board of Health Meetings and the October 17, 2024 Summary Report for information; and

**Further That** the Committee recommend that County Council receive the HKPR District Health Unit minutes and Summary Report for information."

**Carried**

**10. Media Questions**

**11. Closed Session**

N/A

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

N/A

**13. Next Meeting - Tuesday, December 3, 2024 at 9:00 a.m.**

**14. Adjournment**

- The meeting adjourned at 10:19 a.m.



**The Corporation of the County of Northumberland  
Corporate Support Committee  
Minutes**

**November 5, 2024, 2:00 p.m.  
Council Chambers  
555 Courthouse Road, Cobourg, ON K9A 5J6  
Hybrid Meeting (In-Person and Virtual)**

Members Present: Chair Robert Crate  
Warden Brian Ostrander

Members Regrets: Councillor Scott Jibb

Council Members Present (non-voting): Councillor Mandy Martin (*attended virtually*)

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**1. Notices**

**1.a Accessible Format**

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**1.b Meeting Format**

This Committee Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Chair Robert Crate called the meeting to order at 2:01 p.m.

**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**Committee Resolution 2024-11-05-786**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the agenda for the November 5, 2024 Corporate Support Committee be approved."

**Carried**

**4. Disclosures of Interest**

€ No disclosures

**5. Delegations**

N/A

**6. Business Arising from Last Meeting**

N/A

**7. Communications**

**7.a Correspondence, Tay Valley Township 'Public Sector Salary Disclosure'**

**Committee Resolution 2024-11-05-787**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee receive the correspondence from the Township of Tay Valley regarding 'Public Sector Salary Disclosure' for information, noting that County Council previously considered and supported correspondence regarding this subject matter at the October 16, 2024 County Council meeting; and

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

**Carried**

**8. Staff Reports**

**8.a Corporate Services - Quarter 3, 2024 Financial Analysis**

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**8.b Legal Services - Quarter 3, 2024 Financial Analysis**

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**8.c Communications - Quarter 3, 2024 Financial Analysis**

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**8.d Information Technology - Quarter 3, 2024 Financial Analysis**

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**Committee Resolution 2024-11-05-788**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee receive the Quarter 3, 2024 Financial Analyses of the Corporate Services, Legal Services, Communications, and Information Technology Departments for information; and

**Further That** the Committee recommend that County Council receive the Quarter 3, 2024 Financial Analyses for information."

**Carried**

**8.e Communications, 'Communications Department Quarter 3 Update' - Presentation**

Kate Campbell, Director Communications and Information Technology

**Committee Resolution 2024-11-05-789**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee receive the presentation regarding the 'Communications Department Quarter 3 Update' for information; and

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

Carried

**8.f Corporate Services, Natural Heritage 2024 Activity Update - Presentation**

Todd Farrell, Natural Heritage Manager

**Committee Resolution 2024-11-05-790**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee receive the 'Natural Heritage 2024 Activity Update' for information; and

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

Carried

**8.g Report 2024-146, Corporate Services 'Adoption of Northumberland County's Emergency Management Plan 2024'**

Colleen McCabe, Health, Safety, Emergency Risk Manager

**Committee Resolution 2024-11-05-791**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee, having considered Report 2024-146 'Adoption of Northumberland County's Emergency Management Plan 2024', recommend that County Council adopt the 'Northumberland County Emergency Management Plan 2024'; and

**Further That** the Committee recommend that County Council enact a by-law at the November 20, 2024 County Council meeting being a by-law to Formulate the 2024 Emergency Management Program and Plan."

Carried

**8.h Report 2024-147, Corporate Services 'Council Procedural By-law Updates re Petition Requirements and Re-adoption of Multi-Year Budget'**

Maddison Mather, Manager Legislative Services / Clerk

**Committee Resolution 2024-11-05-792**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

“**That** the Corporate Support Committee, having considered Report 2024-147 ‘Council Procedural By-law Updates re: Petition Requirements and Re-adoption of Multi-Year Budget’, recommend that County Council approve the ‘Petitions to County Council Policy’; and

**Further That** the Committee recommend that County Council enact the revised Council Procedural By-law at the November 20, 2024 County Council meeting in order to update petition requirements and the multi-year budget readoption process.”

**Carried**

**8.i Report 2024-148, Corporate Services '2025 Draft Calendar- Standing Committees and Council Meetings'**

Maddison Mather, Manager Legislative Services / Clerk

**Committee Resolution 2024-11-05-793**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

“**That** the Corporate Support Committee receive Report 2024-148 ‘2025 Meeting Schedule - County Council and Standing Committee Meetings’ for information, noting that the 2025 Meeting Schedule will be brought forward to the December 18, 2024 County Council meeting for Council’s approval; and

**Further That** the Committee recommend that County Council identify this item for separate discussion at the November 20, 2024 County Council meeting; and

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

**Carried**

**9. Other Matters Considered by Committee**

**9.a Proclamations**



**Committee Resolution 2024-11-05-794**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee recommend that County Council proclaim the following list of proclamations at the November 20, 2024 County Council meeting:

- € International Day of Persons with Disabilities - December 3, 2024;  
and
- € International Day for the Elimination of Violence Against Women 16 Days of Activism Against Gender Based Violence - November 25, 2024 to December 10, 2024."

**Carried**

**9.b Northumberland Accessibility Advisory Committee - Meeting Minutes**

**Committee Resolution 2024-11-05-795**

**Moved by** Warden Brian Ostrander

**Seconded by** Chair Robert Crate

"**That** the Corporate Support Committee receive the minutes from the September 12, 2024 meeting of the Northumberland Accessibility Advisory Committee for information; and

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

**Carried**

**10. Media Questions**

**11. Closed Session**

N/A

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

N/A

**13. Next Meeting - Tuesday, December 3, 2024 at 2:00 p.m.**

**14. Adjournment**

- € The meeting adjourned at 2:49 p.m.



## The Corporation of the County of Northumberland

### Finance and Audit Committee

### Minutes

**November 5, 2024, 11:00 a.m.**

**Council Chambers**

**555 Courthouse Road, Cobourg, ON K9A 5J6**

**Hybrid Meeting (In-Person and Virtual)**

Members Present: Chair Lucas Cleveland  
Warden Brian Ostrander  
Councillor Mandy Martin

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#### 1. Notices

##### 1.a Accessible Format

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##### 1.b Meeting Format

This Committee Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

#### 2. Call to Order

Chair Lucas Cleveland called the meeting to order at 11:01 a.m.

#### 3. Approval of the Agenda

**Committee Resolution 2024-11-05-777**

**Moved by** Councillor Mandy Martin

**Seconded by** Warden Brian Ostrander

"That the agenda for the November 5, 2024 Finance and Audit Committee be approved."

Carried

**4. Disclosures of Interest**

€ Councillor Mandy Martin declared a pecuniary interest with regards to item 5.a 'Delegation, Art Gallery of Northumberland'.

€ [Link to Declaration of Interest Form](#)

**5. Delegations**

**5.a Delegation 'Art Gallery of Northumberland'**

Olinda Casimiro, Executive Director

Astrid Richardson, Vice President, Board of Directors

*[Councillor Cleveland relinquished the Chair to Warden Ostrander]*

**Committee Resolution 2024-11-05-778**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Acting Chair Brian Ostrander

**WHEREAS** the Northumberland Art Gallery plays a vital role in the cultural and educational landscape of Northumberland County, offering accessible artistic experiences, exhibitions, educational programs, and community engagement for all residents of the County; and

**WHEREAS** the gallery has demonstrated its positive impact on local economic development by attracting visitors, supporting local artists, and promoting tourism within Northumberland; and

**WHEREAS** the gallery is facing increasing costs due to inflation, rising operational costs, expansion needs, community demand for expanded programs, which affect its ability to maintain high-quality programming and accessibility for all residents; and

**WHEREAS** investment in the arts has shown to increase community well-being, foster social cohesion, and contribute to overall quality of life; and

**WHEREAS** the Town of Cobourg Residents have been the sole funders of the Gallery for 60 years despite it serving the entirety of the Northumberland Art Community for all those years; and

**WHEREAS** the Gallery recently lost its ability to apply for trillium grants this year and had to reduce services, hours and forced the Director to make

personal sacrifices in order to keep staff employed until this situation could be resolved; and

**WHEREAS** the Art Gallery of Northumberland has now made the request of the Cobourg tax base for an increase in operational funding to the amount of \$250,000, a \$100,000 increase over the previous year's budget;

**NOW THEREFORE, BE IT RESOLVED THAT:**

1. Northumberland County Council approve an increase in budget line item to help fund the Art Gallery of Northumberland for the fiscal year 2025 & 2026 in the amount of \$100,000 in each year to support operational needs, programming expansion, and capital improvements as all outlined in the gallery's funding request to Cobourg Council; and
2. This budget line item shall remain at \$100,000 for the next two budget cycles as Gallery operational funding to be transferred directly to Cobourg for distribution to the Gallery on sole condition that Cobourg Council continues to match its \$150,000 amount funding and/or exceed it for the next two years; and
3. Council direct staff to collaborate with the Northumberland Art Gallery on long-term funding strategies lasting beyond these initial two years and explore potential grants and partnerships to support sustainable financial growth for the gallery in future years throughout the County of Northumberland;

**FURTHER BE IT RESOLVED THAT** this resolution be forwarded to all lower tier councils for information and the Minister of Labour, David Piccini to demonstrate how Cobourg and Northumberland County are able to find collaboration and compromise for the benefit of our shared communities and resources; and

**FURTHER BE IT RESOLVED THAT** the Committee recommend that this item be identified for discussion at the December 18, 2024 County Council budget meeting."

**Carried**

## **6. Business Arising from Last Meeting**

N/A

*[Warden Ostrander relinquished the Chair back to Councillor Cleveland]*

**7. Communications**

**7.a Correspondence, Municipality of St. Charles, 'Asset Retirement Obligation'**

**Committee Resolution 2024-11-05-779**

**Moved by** Warden Brian Ostrander

**Seconded by** Councillor Mandy Martin

"**That** the Finance and Audit Committee receive the correspondence from the Municipality of St. Charles regarding 'Asset Retirement Obligations' for information, noting that County Council previously considered correspondence regarding this subject matter at the October 16, 2024 County Council meeting and subsequently received the correspondence for information; and

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

**Carried**

**8. Staff Reports**

**8.a Finance - Quarter 3, 2024 Financial Analysis**

Matthew Nitsch, Director Finance / Treasurer

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**Committee Resolution 2024-11-05-780**

**Moved by** Warden Brian Ostrander

**Seconded by** Councillor Mandy Martin

"**That** the Finance and Audit Committee receive the 'Finance - Quarter 3, 2024 Financial Analysis' for information; and

**Further That** the Committee recommend that County Council receive the 'Finance - Quarter 3, 2024 Financial Analysis' for information."

**Carried**

**8.b Report 2024-142 'Procurement Activity Quarterly Report – Quarter 3, 2024'**

Matthew Nitsch, Director Finance / Treasurer

**Committee Resolution 2024-11-05-781**

**Moved by** Warden Brian Ostrander

**Seconded by** Councillor Mandy Martin

“**That** the Finance and Audit Committee, receive Report 2024-142 ‘Procurement Activity Quarterly Report – Quarter 3, 2024’ for information, noting that the Procurement By-law 21-2022 under section 4.2.2 requires the Purchasing Manager to provide a quarterly report to County Council that includes itemization of all purchases between \$100,000 and \$1,000,000; and include any over budget approvals up to 10% as authorized under section 6.2; and

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

**Carried**

**8.c Report 2024-143 '2024 Transfer of Funds to Reserve'**

Matthew Nitsch, Director Finance / Treasurer

**Committee Resolution 2024-11-05-782**

**Moved by** Warden Brian Ostrander

**Seconded by** Councillor Mandy Martin

“**That** the Finance and Audit Committee, having considered Report 2024-143 ‘2024 Transfer of Funds to Reserve’, recommend that County Council enact a by-law at the November 20, 2024 County Council meeting to approve the transfer of funds to reserve, as identified in the attached By-law.”

**Carried**

**8.d Report 2024-144 'Community Grant Policy'**

Matthew Nitsch, Director Finance / Treasurer

**Committee Resolution 2024-11-05-783**

**Moved by** Councillor Mandy Martin

**Seconded by** Warden Brian Ostrander

“**That** the Finance and Audit Committee, having considered Report 2024-144 ‘Community Grant Policy’, recommend that County Council adopt the Community Grant Policy at the November 20, 2024 County Council meeting; and

**Further That** the committee recommend that County Council direct staff to develop the necessary procedures to accompany and implement the Community Grant Policy; and

**Further that** the Finance and Audit Committee recommend that County Council identify this item for separate discussion at the November 20, 2024 County Council meeting.”

**Carried**

**8.e Report 2024-145 '2025 Budget Update'**

Matthew Nitsch, Director Finance / Treasurer

*[Councillor Cleveland relinquished the Chair to Warden Ostrander]*

*[Councillor Cleveland left the meeting at 12:06 p.m., and returned at 12:07 p.m.]*

*[Warden Ostrander relinquished the Chair back to Councillor Cleveland]*

**Committee Resolution 2024-11-05-784**

**Moved by** Councillor Mandy Martin

**Seconded by** Warden Brian Ostrander

“**That** the Finance and Audit Committee, receive Report 2024-145 ‘2025 Budget Update’, for information; and

**Further That** the Committee recommend that County Council identify this item for separate discussion at the November 20, 2024 County Council meeting.”

**Carried**

**9. Other Matters Considered by Committee**

**9.a Northumberland County Reserves & Reserve Funds**

**Committee Resolution 2024-11-05-785**

**Moved by** Warden Brian Ostrander

**Seconded by** Councillor Mandy Martin

“**That** the Finance and Audit Committee recommend that County Council direct staff to prepare a report to be presented at the December 18, 2024 County Council Budget Deliberations meeting with further information regarding reserves and reserve funds.”

**Carried**

**10. Media Questions**

**11. Closed Session**

N/A

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

N/A

**13. Next Meeting - Tuesday, December 3, 2024 at 11:00 a.m.**

**14. Adjournment**

€ The meeting adjourned at 12:21 p.m.





**The Corporation of the County of Northumberland**  
**Public Works Committee**  
**Minutes**

**November 4, 2024, 1:00 p.m.**  
**Council Chambers**  
**555 Courthouse Road, Cobourg, ON K9A 5J6**  
**Hybrid Meeting (In-Person and Virtual)**

Members Present: Chair Scott Jibb  
Warden Brian Ostrander  
Councillor John Logel

Council Members Present (non-voting): Councillor Mandy Martin (*attended virtually*)

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**1. Notices**

**1.a Accessible Format**

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**1.b Meeting Format**

This Committee Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Chair Scott Jibb called the meeting to order at 1:00 p.m.

**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**Committee Resolution 2024-11-04-757**

Moved by Councillor John Logel

Seconded by Warden Brian Ostrander

"**That** the agenda for the November 4, 2024 Public Works Committee be approved."

**Carried**

**4. Disclosures of Interest**

- No disclosures

**5. Delegations**

N/A

**6. Business Arising from Last Meeting**

N/A

**7. Communications**

**7.a Correspondence, Municipality of St. Charles 'Request to Increase Tile Drain Loan Amount'**

**Committee Resolution 2024-11-04-758**

Moved by Warden Brian Ostrander

Seconded by Councillor John Logel

"**That** the Public Works Committee receive the correspondence from the Municipality of St. Charles regarding 'Request to Increase Tile Drain Loan Amount' for information, noting that County Council previously considered correspondence regarding this subject matter at the May 15, 2024 Council meeting and subsequently received it for information; and

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

**Carried**

**7.b Correspondence, Egis and LEA Consulting Ltd. 'Notice of Online Public Information Centre #2 - Preliminary Design and EA for Highway 401 from Cty Rd 28 to Hamilton Rd, Port Hope'**

**Committee Resolution 2024-11-04-759**

Moved by Councillor John Logel

Seconded by Warden Brian Ostrander

"**That** the Public Works Committee receive the correspondence from Egis and LEA Consulting Ltd. regarding 'Notice of Online Public Information Centre #2 for the Preliminary Design and Environmental Assessment for Highway 401 from County Road 28 (Ontario Street) to Hamilton Road, Port Hope' for information; and

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

**Carried**

**8. Staff Reports**

**8.a Public Works - Quarter 3, 2024 Financial Analysis**

Jennifer Heslinga, Accounting Services Manager / Deputy Treasurer

**Committee Resolution 2024-11-04-760**

Moved by Warden Brian Ostrander

Seconded by Councillor John Logel

"**That** the Public Works Committee receive the 'Public Works - Quarter 3, 2024 Financial Analysis' for information; and

**Further That** the Committee recommend that County Council receive the Quarter 3, 2024 Financial Analysis for information."

**Carried**

**8.b Report 2024-137 'Traffic Calming in Hamlets Update'**

Peter Deshane, Infrastructure Manager

**Committee Resolution 2024-11-04-761**

Moved by Councillor John Logel

Seconded by Warden Brian Ostrander

**“That** the Public Works Committee receive Report 2024-137 ‘Traffic Calming in Hamlets Update’ for information; and

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

**Carried**

**8.c Report 2024-138 'Snowmobile Association Land Use Agreements'**

Peter Deshane, Infrastructure Manager

**Committee Resolution 2024-11-04-762**

Moved by Warden Brian Ostrander

Seconded by Councillor John Logel

**“That** the Public Works Committee, having considered Report 2024-138 ‘Snowmobile Associations Land Use Agreements’, recommend that County Council direct staff to enter into Land Use Agreements with the Great Pine Ridge Snowmobile Association, the Percy Boom River Rats and the Ganaraska Snowmobile Club for the use of County right of ways for snowmobile trail crossing, and hereby authorize the CAO and Treasurer, with the advice of the Municipal Solicitor, to approve and execute such Land Use Agreements and any documents required to give effect to those agreements.”

**Carried**

**8.d Report 2024-139 'Back-up Power Generation for Public Works Depots'**

Brooke Tackaberry, Manager Road Operations

**Committee Resolution 2024-11-04-763**

Moved by Councillor John Logel

Seconded by Warden Brian Ostrander

**“Whereas** at the October 16, 2024 County Council meeting, Council adopted the recommended motion from the September 30, 2024 Public Works Committee meeting to direct staff to bring forward a report to a future Committee / Council meeting regarding ‘Cobourg Yard Fuel System’;

**Now Therefore Be It Resolved That** the Public Works Committee, having considered Report 2024-139 'Back-up Power Generation for Public Works Depots', recommend that County Council direct staff to continue to seek funding to carry out the proposed upgrades to the backup power systems at the Cobourg Depot, followed by the Morganston Depot."

**Carried**

**8.e Joint Operations Base Feasibility Needs Study - Presentation**

Denise Marshall, Director Public Works  
Willie Reyms, Project Manager  
Brooke Tackaberry, Manager Road Operations  
Todd Farrell, Natural Heritage Manager  
Susan Brown, Chief Northumberland Paramedics

**Committee Resolution 2024-11-04-764**

Moved by Warden Brian Ostrander  
Seconded by Councillor John Logel

"**That** the Public Works Committee receive the presentations regarding 'Joint Operations Base (JOB) Feasibility / Needs Study' for information; and

**Further That** the Public Works Committee recommend that County Council receive the PowerPoint presentations for information."

**Carried**

**9. Other Matters Considered by Committee**

N/A

**10. Media Questions**

**11. Closed Session**

*[Council recessed in Closed Session at 2:48 p.m. until 2:54 p.m.]*

**Committee Resolution 2024-11-04-765**

Moved by Warden Brian Ostrander  
Seconded by Councillor John Logel

"**That** this Committee proceed with the next portion of the meeting being closed to the public at 2:47 p.m.; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Sections 239.(2.c) and (2.f) in order to address matters pertaining to a proposed or pending acquisition or disposition of land by Northumberland County and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Public Works), and that Jennifer Moore, Denise Marshall, Darrell Mast, Matthew Nitsch, Carol Coleman, Maddison Mather, and Cheryl Sanders remain present."

**Carried**

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

**Committee Resolution 2024-11-04-766**

Moved by Warden Brian Ostrander

Seconded by Councillor John Logel

"**That** this Committee rise from Closed Session at 3:05 p.m.; and

**Further That** the confidential resolution moved in Closed Session regarding matters pertaining to a proposed or pending acquisition or disposition of land by Northumberland County and advice that is subject to solicitor-client privilege, including communications necessary for that purpose(Public Works), is hereby referred to the Public Works Committee, which refers it to County Council for adoption."

**Carried**

**13. Next Meeting - Monday, December 2, 2024 at 1:00 p.m.**

**14. Adjournment**

- The meeting adjourned at 3:06 p.m.



# Joint Operations Base Feasibility/ Needs Study

Planning and Inspection Services/  
Health & Safety Emergency Planning/ Paramedics

# Presentation Overview

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1. Department Overviews
2. Staffing Complement
3. Current Working Conditions
4. Current Challenges
5. Looking Ahead
6. Operational and Cost Efficiencies
7. Benefits of a JOB
8. Summary





# Planning and Inspection Services

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- ▶ Planning and Inspection Services consist of 2 division:
  - Land Use Planning
  - Inspection Services
- ▶ Implements and updates the County Official Plan in accordance with Provincial legislation
- ▶ Coordinates and makes policy recommendations for member municipal official plans
- ▶ Reviews development applications
- ▶ Provides general land use planning advice to municipalities, residents and businesses
- ▶ Inspects plumbing services for all member municipalities

# HSEP Overview

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- ▶ Health and Safety Emergency Planning (HSEP):
  - ▶ Promotes and maintains a safe and healthy work environment
  - ▶ Provides health and safety training to staff
  - ▶ Prepares for and responds to emergencies
  - ▶ Assists member municipalities before, during and following emergency events



# Paramedics Overview – Slide 1

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**911 Paramedics** play a critical part in ensuring comprehensive emergency medical care, from initial response and treatment to ongoing community health support along with providing leadership in emergency scenarios in Northumberland County.



## Paramedics Overview – Slide 2

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**Community Paramedics** deliver non-emergency in-home health care directly to residents in need. These preventative care programs support vulnerable community members and seniors in the community, while also helping to manage the high demand for emergency services, hospitals and clinics.



# Staffing Complement

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## **Planning and Inspection Services**

- ▶ 7 full-time staff and 2 part-time staff at 600 William Street
  - Anticipate a new full-time Planner position in 2026

## **Health and Safety Emergency Planning**

- ▶ 5 full-time staff and 2 part-time Occupational Health Nurses at County Headquarters

## **Paramedics**

- ▶ Currently there are 21 full-time office staff and 149 Paramedics
- ▶ Office based staff are located at 600 William Street
- ▶ Paramedics provide response from six response stations across the County

# Current Working Conditions – Slide 1

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## **Planning and Inspection Services**

- ▶ Staff share workstations, telecommuting is required as not enough space is available at 600 William Street
- ▶ Limited space available for drawing review
- ▶ Very limited storage space for drawings and documents from inspection services

## **Health & Safety Emergency Planning**

- ▶ Staff share workstations, telecommuting is required as not enough space is available at County Headquarters
- ▶ Red Cross trailer and other emergency management supplies are stored in an ambulance bay at Port Hope Paramedic base due to lack of storage space at County headquarters and 600 William St.

# Current Working Conditions – Slide 2

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## 911 Paramedics

- ▶ 911 paramedics are currently dispatched from six response stations: Brighton, Campbelford, Cobourg, Colborne, Port Hope and Roseneath
- ▶ Fleet of 14 ambulances, 5 emergency response vehicles and a community support vehicle
- ▶ Rural area of geography – 5-10-15 km/min radius of response times. In the center rural area of the County East and West (Rice Lake) it is challenging to meet the call response time requirements mandated by the Ministry of Health – Emergency Health Services Branch



# Current Working Conditions – Slide 3

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## 911 Paramedics continued

- ▶ Limited storage capacity available at 600 William St for supplies and inventory.
- ▶ Logistics team is utilizing a room in the garage area which has restricted the garage for emergency vehicles.





# Current Working Conditions – Slide 4

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## Community Paramedics

- ▶ 2 storage sheds at 600 William St for 4 Community Paramedic vehicles others are left outside in environmental conditions.
- ▶ No lunch or crew room available.
- ▶ Shared office space for Community Paramedics administration and frontline Paramedics
- ▶ Inefficiency due to increased transport times west to come back to Cobourg and out again. Centralized JOB would mitigate.

## Looking ahead

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- ▶ The County is expected to grow by at least 30,000 people by 2051
- ▶ Planning and Inspection services and HSEP, as well as other departments such as Corporate Services will need additional staff to meet the demands of this growth
- ▶ With continued population growth, increasing call volumes and an aging population will continue to see an increase in demand for services required. The number of calls has increased by 19% between 2013 and 2023
- ▶ The current office space is insufficient for the current number of staff and will worsen over the next 10 years

# Operational Efficiencies

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- ▶ Moving all Public Works staff to a new JOB would allow Planning and Inspections, HSEP, Corporate Services, Economic Development and Communication's teams additional office space at County Headquarters and 600 William Street, improve efficiency by having staff at a single location and avoid the cost of additional office rental space
- ▶ To improve response time to the northwest portion of the County, Paramedics will need either a new Paramedic Base or to co-locate at the new JOB
- ▶ There are expected to be some reduction in maintenance cost for the ambulances that are on standby at the JOB

# Benefits of a JOB Planning and HSEP - Slide 1

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- ▶ The largest benefit will be additional office space at the current County facilities
- ▶ Allow for an Alternate Emergency Operations Centre located outside of Cobourg and away from the Primary Emergency Operations Centre (EOC) and could also be shared as an alternate for the member municipalities effectively eliminating the 7 alternate EOC's providing for cost efficiencies to each municipality
- ▶ Emergency response supplies and equipment can be moved to the JOB to allow space for an additional ambulance in Port Hope to support growth

# Benefits of a JOB Planning and HSEP - Slide 2

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- ▶ Increased storage capacity would allow for more cots/bedding/hygiene kits for evacuation shelters
- ▶ Adequate storage to provide evacuation shelters and emergency supports for up to 72 hours for residents.



# Benefits of a JOB – Paramedics

## Slide 1

- ▶ Improved response times by co-locating a Paramedics base within the JOB
- ▶ Reduced travel time for ambulance maintenance
- ▶ Cost savings on 3<sup>rd</sup> party maintenance contracts for ambulance maintenance by providing some maintenance at JOB
- ▶ The property may allow for future growth and the need for a Paramedics headquarters should the location be centralized.
- ▶ Community Paramedics will be able to dispatch a couple units from the JOB to better serve the rural residents of the County from a West base including office space to complete administrative tasks

# Benefits of a JOB – Paramedics

## Slide 2

- ▶ By collocating a new 2 bay ambulance base within the JOB there would be significant cost savings as a standalone base is estimated at \$3 million. We could expect an estimated 10-20% construction cost savings due to economies of scale and reduced duplication of infrastructure.



Frontenac Paramedics station completed 2024



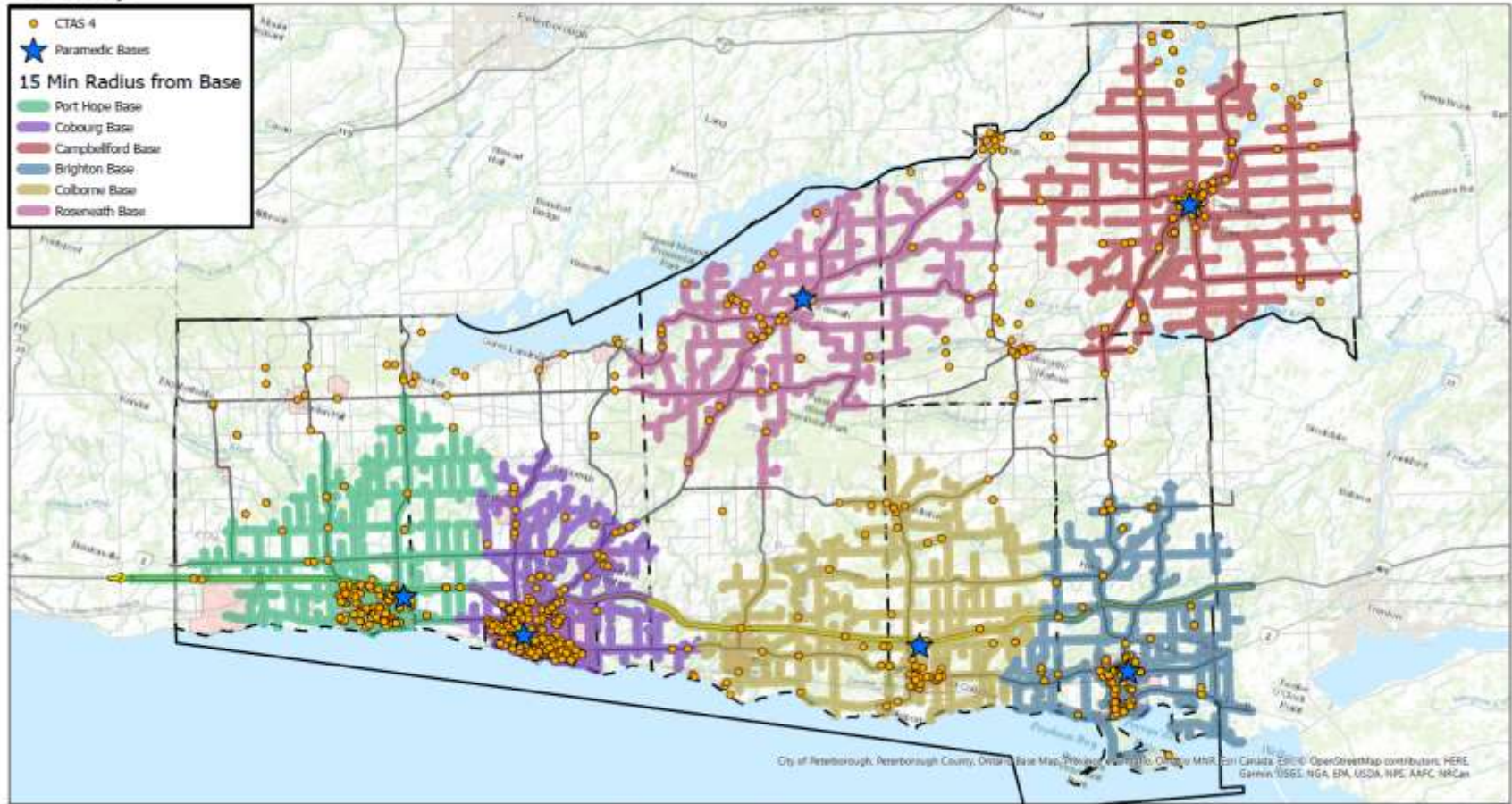
# Benefits of a JOB – Paramedics

## Slide 3

## Northumberland Paramedics

CTAS 4 - 15 Min Radius from each base

2023



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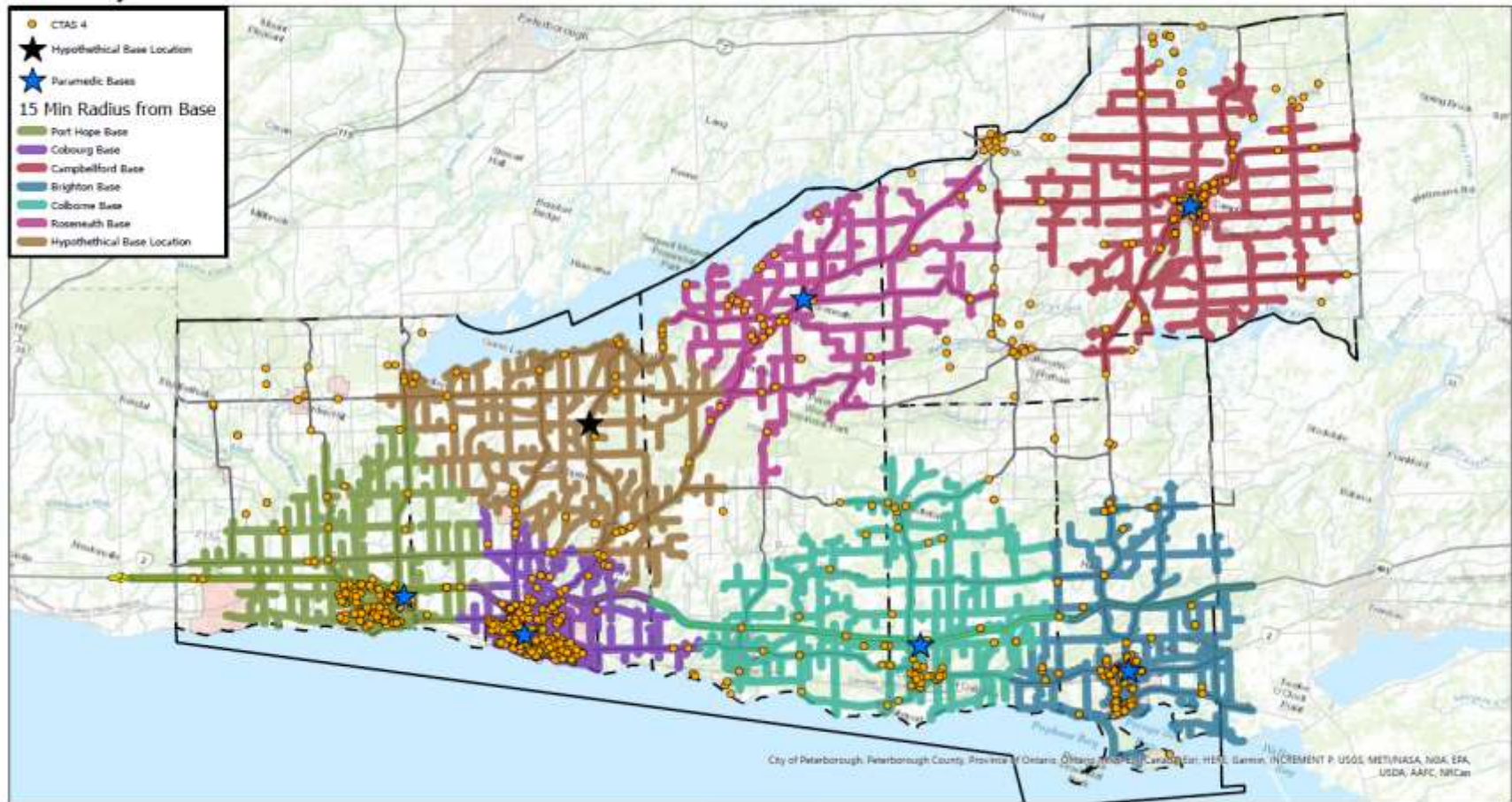
# Benefits of a JOB – Paramedics

## Slide 4

### Northumberland Paramedics

CTAS 4 - 15 Min Radius from each base

2023



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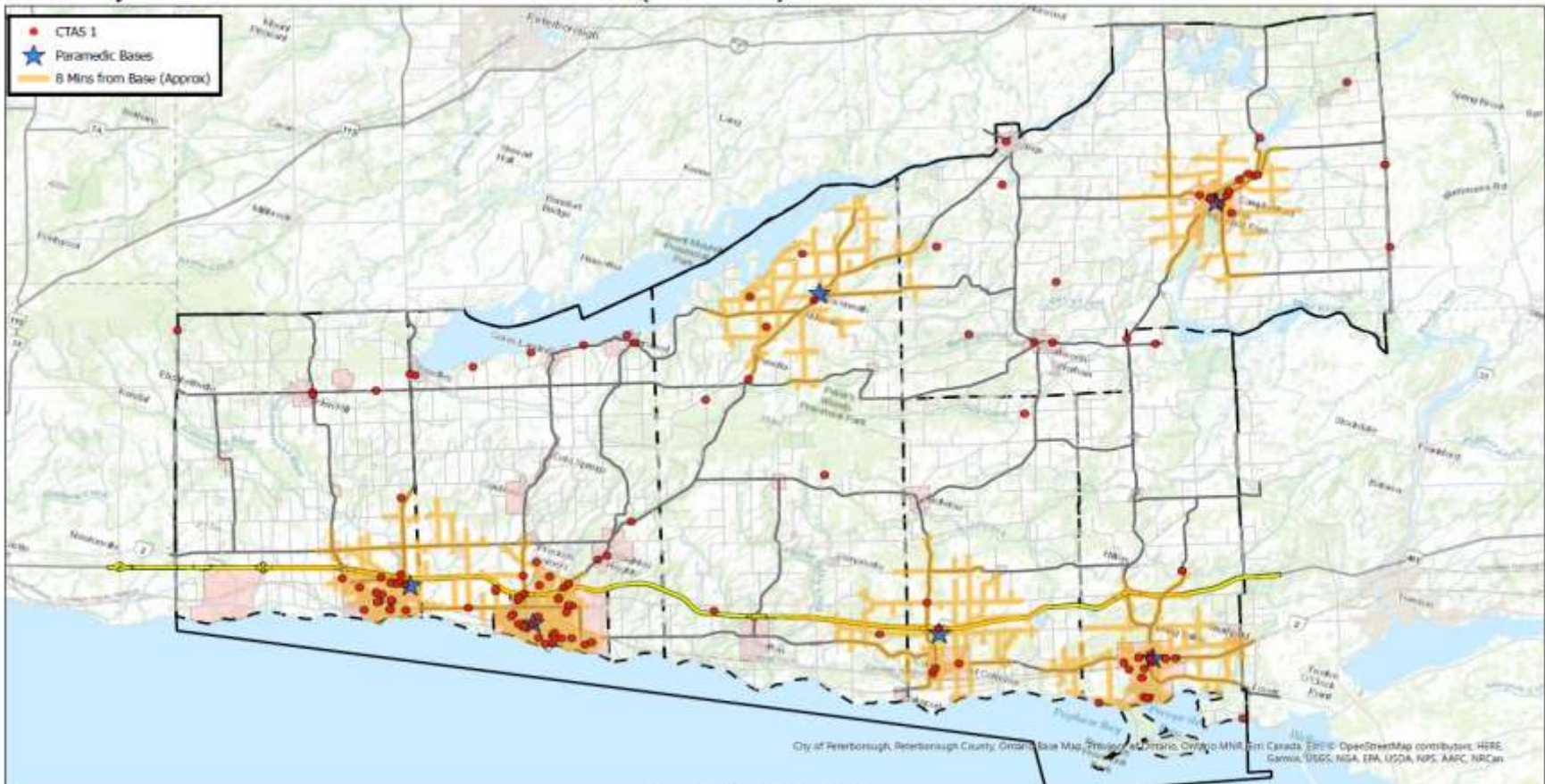
# Benefits of a JOB – Paramedics

## Slide 5

## Northumberland Paramedics

CTAS - 1 (on Arrival) - 8 Min from Base

2023



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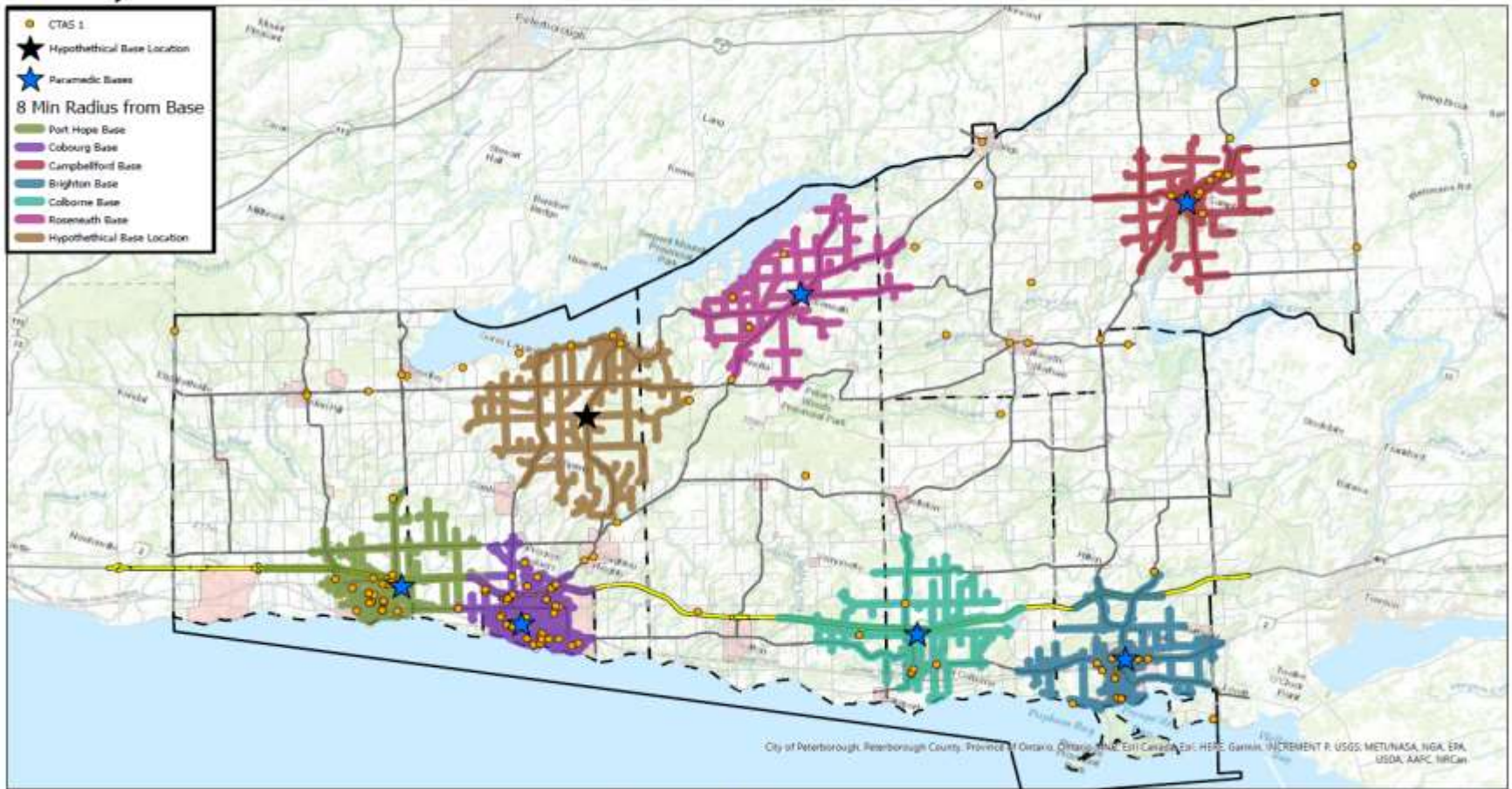
# Benefits of a JOB – Paramedics

## Slide 6

### Northumberland Paramedics

CTAS 1 - 8 Min Radius from each base

2023



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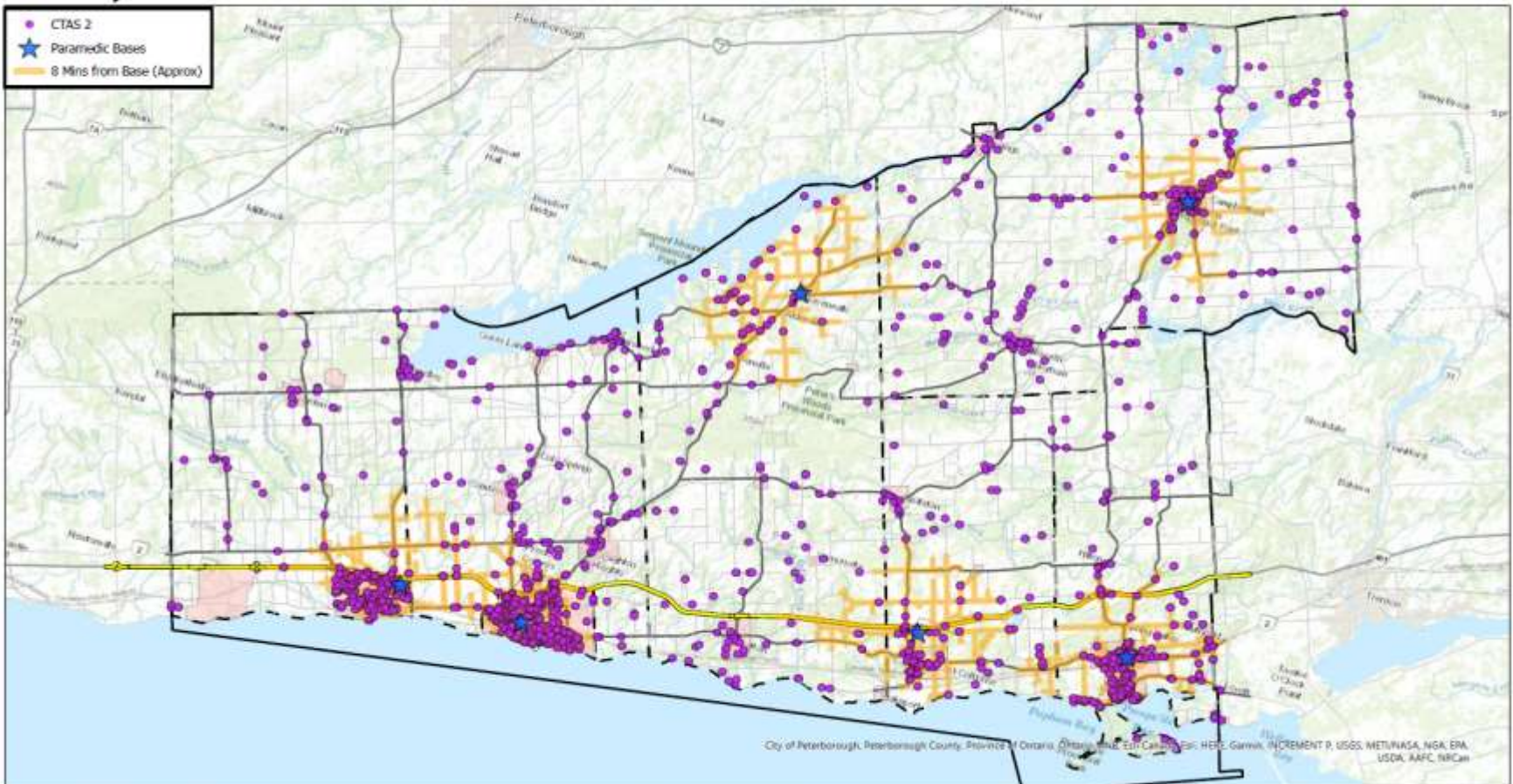
# Benefits of a JOB – Paramedics

## Slide 7

### Northumberland Paramedics

CTAS 2 - 8 Min Radius from each base

2023



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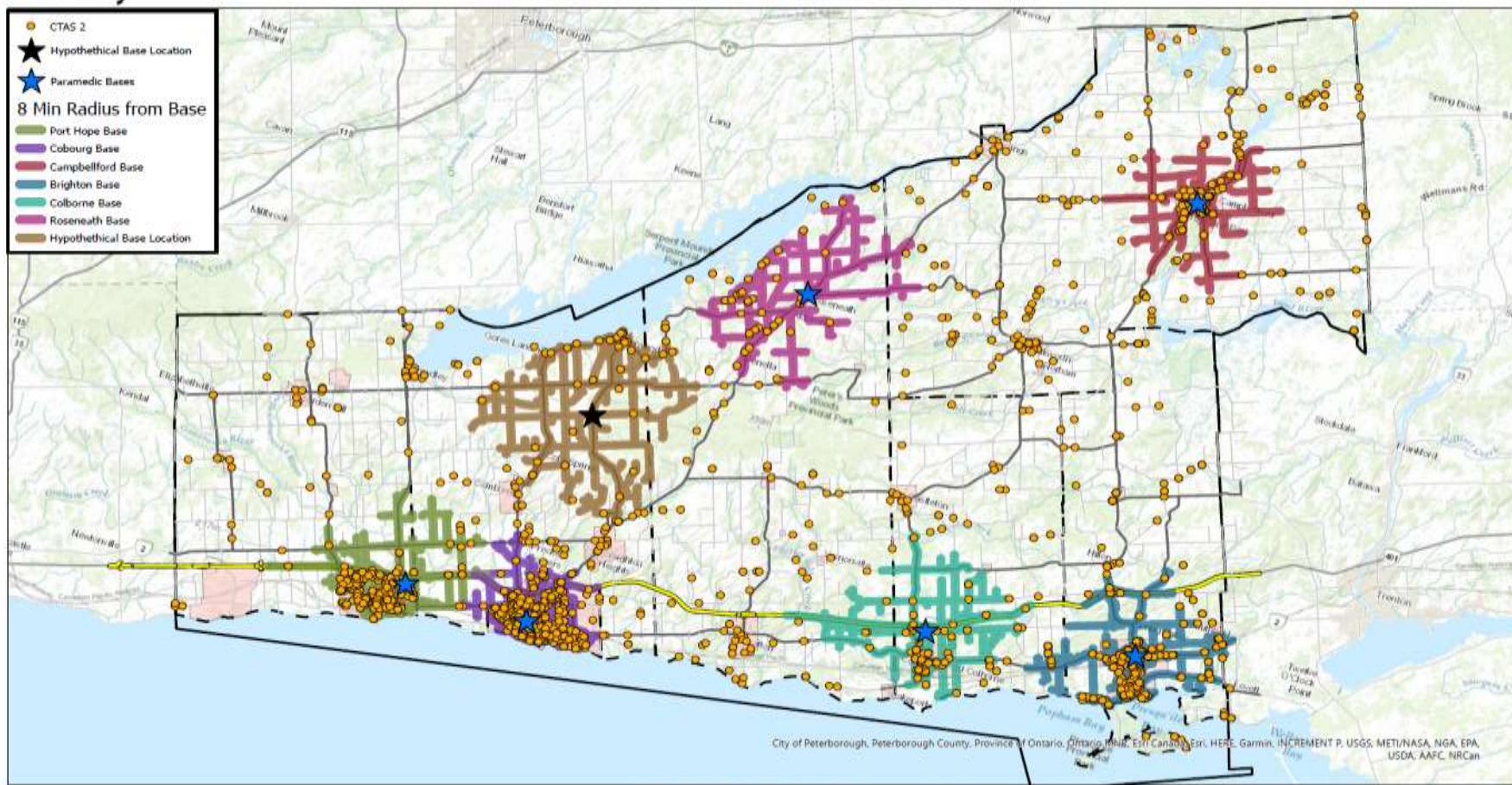
# Benefits of a JOB – Paramedics

## Slide 8

### Northumberland Paramedics

CTAS 2 - 8 Min Radius from each base

2023



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# Summary – Slide 1

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- ▶ In summary a new Joint Operations base will assist in aiding the need for more office space for other County departments along with:
  - 1. Providing Space for Growth:** It offers additional room for expanding other departments and by moving Public Works department, enhancing operational efficiency and community services.
  - 2. Reduces Maintenance Costs:** By performing ambulance repairs on-site, it lowers maintenance expenses and generates cost savings that can be reinvested into community programs.

## Summary – Slide 2

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- 3. Improves Response Times:** It streamlines paramedic operations, leading to decreased response time for the Northwest and increases the zone coverage (radius of our 5-10-15 km radiuses for response times) which contributes to a safer, thriving community.
- 4. Propels Sustainable Growth:** By consolidating resources and improving operational efficiency, the new base supports long-term, sustainable growth, ensuring that infrastructure and services can adapt to future demands.



**The Corporation of the County of Northumberland**  
**Social Services Committee**  
**Minutes**

**November 6, 2024, 9:30 a.m.**  
**Council Chambers**  
**555 Courthouse Road, Cobourg, ON K9A 5J6**  
**Hybrid Meeting (In-Person and Virtual)**

Members Present: Chair John Logel  
Deputy Warden Olena Hankivsky

Members Regrets: Warden Brian Ostrander

Council Members  
Present (non-voting): Councillor Mandy Martin (*attended virtually*)

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**1. Notices**

**1.a Accessible Format**

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**1.b Meeting Format**

This Committee Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

**2. Call to Order**

Chair John Logel called the meeting to order at 9:31 a.m.



**2.a Territorial Land Acknowledgement**

**3. Approval of the Agenda**

**Committee Resolution 2024-11-05-796**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the agenda for the November 6, 2024 Social Services Committee be approved."

**Carried**

**4. Disclosures of Interest**

- No disclosures

**5. Delegations**

N/A

**6. Business Arising from Last Meeting**

N/A

**7. Communications**

**7.a Correspondence, Ontario's Big City Mayors (OBCM), Regional Municipality of Waterloo 'Solve the Crisis Campaign'**

**Committee Resolution 2024-11-05-797**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the Social Services Committee, having considered the correspondence from Ontario's Big City Mayors (OBCM) and the Regional Municipality of Waterloo regarding 'Solve the Crisis Campaign', recommend that County Council pass a separate resolution in support of the Solve the Crisis Campaign at the November 20, 2024 County Council meeting."

**Carried**

**7.b Correspondence, Haliburton, Kawartha, Pine Ridge District Health Unit 'National Framework for a Guaranteed Livable Basic Income'**

**Committee Resolution 2024-11-05-798**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the Social Services Committee receive the correspondence from the Haliburton, Kawartha, Pine Ridge District Health Unit regarding 'National Framework for a Guaranteed Livable Basic Income' for information; and

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

**Carried**

**8. Staff Reports**

**8.a Community and Social Services - Quarter 3, 2024 Financial Analysis**

Matthew Nitsch, Director Finance / Treasurer

**Committee Resolution 2024-11-05-799**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the Social Services Committee receive the 'Community & Social Services - Quarter 3, 2024 Financial Analysis' for information; and

**Further That** the Committee recommend that County Council receive the Quarter 3, 2024 Financial Analysis for information."

**Carried**

**9. Other Matters Considered by Committee**

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

**Committee Resolution 2024-11-05-800**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the Social Services Committee receive the July 24, 2024, August 28, 2024, and September 25, 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."

**Carried**

**9.b Proclamation, 'National Housing Day' - November 22, 2024**

**Committee Resolution 2024-11-05-801**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the Social Services Committee recommend that County Council proclaim November 22, 2024 as 'National Housing Day' in Northumberland County at the November 20, 2024 County Council meeting."

**Carried**

**10. Media Questions**

**11. Closed Session**

**Committee Resolution 2024-11-05-802**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** this Committee proceed with the next portion of the meeting being closed to the public at 9:58 a.m.; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239.(2.k) in order to address matters pertaining to confidential negotiations (Community & Social Services), and that Jennifer Moore, Glenn Dees, Maddison Mather, and Cheryl Sanders remain present; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239.(2.c) and (2.k) in order to address matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (Community Housing and Supports), and that Jennifer Moore, Glenn Dees, Rebecca Carman, Willie Reynes, Maddison Mather, Cheryl Sanders, and Emily Corkery remain present."

**Carried**

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

**Committee Resolution 2024-11-05-803**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** this Committee rise from Closed Session at 10:25 a.m.; and

**Further That** the confidential resolution moved in Closed Session regarding confidential negotiations (Community & Social Services), is hereby referred to the Social Services Committee, which refers it to County Council for adoption."

**Carried**

**Committee Resolution 2024-11-05-804**

**Moved By** Deputy Warden Olena Hankivsky

**Seconded By** Chair John Logel

"**That** the confidential resolution moved in Closed Session regarding a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (Community Housing and Supports), is hereby referred to the Social Services Committee, which refers it to County Council for adoption."

**Carried**

**13. Next Meeting - Wednesday, December 4, 2024 at 9:30 a.m.**

**14. Adjournment**

- The meeting adjourned at 10:26 a.m.

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## Report 2024-122

**Report Title:** Transfer of Thompson Bridge from Northumberland County to the Municipality of Trent Hills

**Committee Name:** Public Works

**Committee Meeting Date:** September 30, 2024

**Prepared by:** Madison Williams  
Engineer-in-Training  
Public Works

**Reviewed by:** Peter Deshane, C.E.T., rcsi  
Manager of Infrastructure  
Public Works

Carol Coleman, P.Eng  
Associate Director of Engineering  
Public Works

Denise Marshall, P.Eng  
Director of Public Works  
Public Works

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** October 16, 2024

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

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### Recommendation

"Whereas County Council postponed the consideration of By-law 06-2024 being a By-law to Transfer Ownership of and Jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills to fall 2024 at the January 24, 2024 County Council meeting;

**Now Therefore Be It Resolved That** the Public Works Committee having considered Report 2024-122 ‘Transfer of Thompson Bridge from Northumberland County to the Municipality of Trent Hills’, recommend that County Council approve the transfer of Thompson Bridge from the County of Northumberland to the Municipality of Trent Hills; and

**Further Be It Resolved That** the Committee recommend that County Council enact a by-law at the October 16, 2024 Council meeting to transfer the Thompson Bridge from the County of Northumberland to the Municipality of Trent Hills.”

---

## **Purpose**

The purpose of this report is to seek County Council approval to transfer the ownership of Thompson Bridge from Northumberland County to the Municipality of Trent Hills.

## **Background**

Through discussions at the November 1, 2021 Public Works Committee meeting and as per resolution 2021-11-17-789 from the November 17, 2021 County Council meeting, staff was directed to move forward with the replacement of two County structures located on member municipality roadways, being Thompson Bridge in the Municipality of Trent Hills and Loomis Bridge in the Municipality of Brighton. As part of the ownership transfer, the County is responsible for the full replacement cost of Thompson Bridge and the Municipality of Trent Hills will be responsible for the long-term maintenance and future capital costs.

Thompson Bridge was replaced in 2023 as part of the annual County approved budget. The bridge was replaced with a new modular pre-engineered steel girder bridge set on new foundation and substructure. The roadway approaching the bridge was upgraded with new guiderail, hot mix asphalt and embankment rock protection.

Previously a report was brought to County Council in January 2024 to transfer the ownership of Thompson Bridge from Northumberland County to the Municipality of Trent Hills. Staff were directed to postpone the transfer of the bridge until all deficiencies from construction were addressed.

In May of 2024, Northumberland County, the Municipality of Trent Hills and the contract administrator met with the contractor to discuss any outstanding deficiencies. The contractor addressed the deficiencies in May 2024 to the satisfaction of the contract administrator, the County of Northumberland and the Municipality of Trent Hills.

## **Consultations**

The updated drawings and specifications were provided to the Municipality of Trent Hill’s staff for review prior to issuing for Tender in February 2023.

The Municipality of Trent Hills was updated throughout the construction of the bridge and consulted afterwards for input on any outstanding deficiencies.

The Municipality of Trent Hill’s staff will be provided the as-built drawings for the bridge.

## **Legislative Authority / Risk Considerations**

As an upper tier municipality, the County may remove a highway or a portion of a highway which includes any bridge/structure forming part of that highway and transfer the highway to the lower tier municipality in accordance with the following sections of the Municipal Act:

Section 52 (4) of the Municipal Act, 2001, S.O. 2001, c.25 provides that an upper-tier municipality may remove a highway, including a boundary line highway, from its system.

Section 52 (5) of the Municipal Act, 2001, S.O. 2001, c. 25 provides that if a highway is removed from an upper-tier highway system, it is under the jurisdiction of the lower-tier municipality in which the highway is located. 2001, c. 25, s. 52 (5).

The County continues to be responsible for the new bridge and any associated risk and liability until the legal transfer is completed.

### **Discussion / Options**

N/A

### **Financial Impact**

Thompson Bridge was replaced in 2023 as part of the annual County approved budget. The project had a 10% statutory holdback that was released in January 2024. The project also has a 2.5% maintenance holdback that is set to be released after the 24-month period which will end in November 2025. There are no further costs to the County other than legal fees to transfer the bridge.

### **Member Municipality Impacts**

As per Council resolution 2021-11-17-789, County Council resolved to transfer ownership of Thompson Bridge to the Municipality of Trent Hills upon construction completion. The Thompson Bridge replacement was completed on November 21, 2023.

Once Thompson Bridge is transferred to the Municipality of Trent Hills, they will be responsible for the long-term capital planning and maintenance of the bridge. The Municipality of Trent Hills may contact the County up until November 2025 if any defects arise that may be related to the bridge replacement and the County will address the defects under the maintenance holdback.

### **Conclusion / Outcomes**

Staff recommend that County Council transfer the ownership of Thompson Bridge from the County of Northumberland to the Municipality of Trent Hills.

### **Attachments**

1. Report 2024-122 ATTACH 1 'By-law XX-2024 being a By-law to transfer ownership of and jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills'

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**A By-law to Transfer Ownership of and Jurisdiction over the  
Thompson Bridge from the Corporation of the County of  
Northumberland to the Corporation of the Municipality of Trent Hills**

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**Whereas** Section 11 of the Municipal Act, 2001, S.O. 2001, c.25 provides broad authority to municipalities to pass by-laws respecting certain matters, subject to certain restrictions, including by-laws respecting public assets, highways, and structures; and

**Whereas** Subsection 52(4) of the Municipal Act, 2001, S.O. 2001, c.25 provides an upper-tier municipality may remove a highway, including a boundary line highway, from its system; and

**Whereas** Subsection 52(5) of the Municipal Act, 2001, S.O. 2001, c.25 provides that if a highway is removed from an upper-tier highway system, it is under jurisdiction of the lower-tier municipality in which the highway is located; and

**Whereas** the Municipality of Trent Hills is a lower-tier municipality forming part of the County of Northumberland, which is an upper-tier municipality; and

**Whereas** the County of Northumberland is presently the owner of Thompson Bridge, a public structure including the 30 m of roadway in each direction from the end of the deck, located on Skinkle Road, approximately 1.55 km north of County Road 29 in the Municipality of Trent Hills, located in lot 24 concession 4 of Trent Hills, forming a part of PIN 51189-0051; and

**Whereas** the County has recently completed the replacement of the Thompson Bridge to restore the bridge back to good condition and the County deems it appropriate and necessary to transfer the ownership of and jurisdiction over Thompson Bridge to restore connectivity to the Municipality of Trent Hills' road network; and

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:



1) **That** Thompson Bridge, a public structure including the 30 m of roadway in each direction from the end of the deck, located on Skinkle Road, approximately 1.55 km north of County Road 29 in the Municipality of Trent Hills, located in lot 24 concession 4 of Trent Hills, and forming a part of PIN 51189-0051; is hereby transferred to the Municipality of Trent Hills and added to the Municipality's highway system.

2) **That** this By-law shall come into force and take effect on October 16, 2024.

**That** By-law No. XX-2024 be introduced and be deemed to be read a first, second and third time and passed, signed and sealed this 16<sup>th</sup> day of October 2024.

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**Brian Ostrander, Warden**

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**Cheryl Sanders, Deputy Clerk**

June 7, 2024

Brian Ostrander, Warden, Northumberland County

Dear Mr .Ostrander,

I am writing to provide Northumberland County with an update on the work of Haliburton, Kawartha, Pine Ridge District Health Unit (HKPRDHU) towards merging with Peterborough Public Health (PPH).

In February 2024, following the decision to pursue a voluntary merger, a Joint Merger Steering Committee (JMSC) was established with PPH. The JMSC has equal representation from both boards of health and is focused on governance level decisions needed to support work towards a merger. Initial discussions focused on determining the composition of a new merged board of health and the equalization of municipal contributions to the new public health agency. The JMSC oversaw the development of a business case proposal, including a proposed three-year merger budget, that was submitted to the Ministry of Health on April 2, 2024.

The Ministry of Health has communicated that approvals of health unit merger business cases will likely occur during the summer of 2024. Once the business case and budget have been approved, a regulatory amendment will be required under the *Health Protection and Promotion Act* to legally establish the new board of health.

Importantly, both HKPRDHU and PPH have clearly articulated to the Ministry of Health that should sufficient funding not be provided, the decision to merge will be rescinded. Both boards of health are committed to maintaining programs and services throughout the merger transition and in supporting our public health workforce with sufficient resources to do this properly.

Should the Ministry of Health approve the business case, and provide sufficient funding for the proposed merger, the new legal entity is scheduled to come into existence on January 1, 2025. The proposed representation from Northumberland County for the new board of health is two representatives, one less than your current representation. These representatives will be needed to support work towards the merger in the months leading up to the transition in addition to routine board of health meetings for HKPRDHU. We kindly request that you confirm the representatives in Sept 2024 if the merger is formally approved so we can proceed with the preparatory activities on governance.

.../2



**Port Hope Office**  
200 Rose Glen Rd.  
Port Hope, ON  
L1A 3V6

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Box 570  
191 Highland St., #301  
Haliburton, ON  
K0M 1S0

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Lindsay, ON  
K9V 3L5

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 [info@hkpr.on.ca](mailto:info@hkpr.on.ca)

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Brian Ostrander  
June 7, 2024  
Page 2

I would like to emphasize again that you can expect no immediate changes to existing partnerships or the public health programs and services that we deliver.

As always, we value your dedicated partnership and look forward to ongoing collaboration as we work to build a more cohesive, local public health system that delivers progress on population health outcomes while reducing health inequities.

We will continue to provide updates on this journey as it progresses. Please don't hesitate to connect with me, your municipal board representatives or Dr. Bocking if you have any questions.

Sincerely,

David Marshall  
Chair, Board of Health  
Haliburton, Kawartha, Pine Ridge District Health Unit



August 6, 2024

The Honourable Sylvia Jones  
Deputy Premier/Minister of Health  
Government of Ontario  
[sylvia.jones@ontario.ca](mailto:sylvia.jones@ontario.ca)

Dear Minister Jones,

In follow-up to your correspondence from May 29, 2024, thank you for your expressed support of the work that the boards of health for Peterborough Public Health (PPH) and Haliburton, Kawartha, Pine Ridge District Health Unit (HKPRDHU) have initiated regarding a proposed voluntary merger.

Our team has been working diligently with staff from the Ministry of Health staff on laying the groundwork for the voluntary merger proposed in the PPH/HKPRDHU business case submitted April 2, 2024. We continue to see this voluntary merger, when funded adequately, as an opportunity to improve the service delivery of public health for residents of our regions.

We are writing to make you aware of concerns that have arisen regarding the Province's commitment to providing a specific budget as we've outlined in our submitted business case for years 2 and 3. This is needed for assurance that the Province is fully funding the merger. The business case and funding proposal submitted to the Ministry of Health on behalf of PPH/HKPRDHU included a 3-year budget. From the public announcements made by yourself, as well as the preamble provided by the Ministry of Health in the business case template, we understand that a 3-year budget for the full merger period will be approved. We also understand that there would be flexibility built into the budget to enable boards of health to refine costs and respond to emerging priorities throughout the 3-year merger transition time period. From Ministry of Health staff communication, we have recently come to learn that a full 3-year budget may not be approved at the outset. Instead, communication has indicated that an annual budget for fiscal year 2024/25 will be approved.

Both boards of health passed resolutions stating an intent to merge was subject to sufficient funding being provided by the Province. The communication that initial approval will be for only fiscal year 2024/25 has left both boards with uncertainty and concern as to the Province's commitment to fully fund all merger related costs for three years and whether municipalities could risk incurring increased costs in subsequent years.

We look forward to receiving confirmation from the Province regarding funding and approval to move forward. We urge you to include in this letter assurances that merger costs will be covered for the 3-year merger fund period, as previously communicated. We request that the language will include sufficient specificity as to the costs that will be covered to reassure our municipal representatives that they will not face financial burdens associated with the merger.

On receipt of the funding letter, both boards will meet to ensure that they are comfortable that sufficient funding has been committed by the Province to proceed successfully with the merger. The boards of health would also like to note that they retain the right to withdraw from the merger if they feel that the funding amount and assurance for 3-years specified in the letter are not sufficient, and that they will communicate their final decision to the Ministry in writing after careful review of the funding letter.

.../2

We would also like to impress upon the Ministry of Health, the urgency in which clearly communicated approval is needed. Our horizon for completing the necessary work to set a new entity up for success, while minimizing disruption to ongoing service delivery, is slowly diminishing the closer we approach the Province's January 1, 2025 implementation date. The implementation date may need to be revisited should approval not be received soon enough to allow successful implementation of merger activities that are required before January 1, 2025. We request to hear from you by no later than early September to allow our best success in implementing the merger.

Our boards of health are committed to working with you to achieve your objective of strengthening the public health system in Ontario through merging and increasing our capacity. We continue to believe this is an important investment for public health in our communities and truly appreciate the support that the Ministry of Health is providing to realize our shared goal of protecting and promoting the health of people and communities across our geographies.

We look forward to continued collaboration with the Ministry of Health and the timely communication of approved sufficient funds to ensure the success of this proposed merger.

Sincerely,



Councillor Joy Lachica  
Chair, Board of Health  
Peterborough Public Health



David Marshall  
Chair, Board of Health  
Haliburton, Kawartha, Pine Ridge District Health Unit

cc: Dr. Kieran Moore, Chief Medical Officer of Health  
Local Members of Provincial Parliament  
Local Councils

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## Report 2024-148

**Report Title:** 2025 Meeting Schedule - County Council and Standing Committee Meetings

**Committee Name:** Corporate Support

**Committee Meeting Date:** November 5, 2024

**Prepared by:** Cheryl Sanders  
Deputy Clerk  
Corporate Services

**Reviewed by:** Maddison Mather  
Manager Legislative Services / Clerk  
Corporate Services

Lisa Ainsworth  
Director  
Corporate Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** November 20, 2024

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

---

### Recommendation

**That** the Corporate Support Committee receive Report 2024-148 '2025 Meeting Schedule - County Council and Standing Committee Meetings' for information, noting that the 2025 Meeting Schedule will be brought forward to the December 18, 2024 County Council meeting for Council's approval; and

**Further That** the Committee recommend that County Council identify this item for separate discussion at the November 20, 2024 County Council meeting; 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 County Council with the proposed 2025 meeting schedule for County Council and Standing Committee meetings.

## **Background**

Each year, the draft annual meeting schedule is brought forward to the November County Council meeting for review. The final annual meeting schedule is then brought forward to the December County Council meeting for approval.

The proposed 2025 meeting schedule follows the same rotation schedule and meeting times / lengths for Standing Committee meetings as the 2024 meeting schedule.

However, staff recommend that no Committee meetings take place on the National Day for Truth and Reconciliation (Tuesday, September 30, 2025) in order to allow Council Members and staff the opportunity to attend National Day for Truth and Reconciliation community events. Committee meetings that fall on this date would be shifted to the Thursday of that Committee cycle.

## **Consultations**

Staff reviewed the 2025 meeting schedule with the Chief Administrative Officer, Director of Corporate Services, the County's Management Operating Committee (MOC), and the Northumberland Clerks and Records Management Group.

## **Legislative Authority / Risk Considerations**

Legislative authority provided by the *Municipal Act, 2001* and the Northumberland County Council Procedural By-law.

There are no risk considerations.

## **Discussion / Options**

N/A

## **Financial Impact**

N/A

## **Member Municipality Impacts**

Efforts are made to ensure that County Council and Standing Committee meetings do not conflict with Member Municipalities' meetings. Thus, County staff reviewed the 2025 Meeting Schedule with the Northumberland Clerks and Records Management Group on August 29, 2024 and October 17, 2024.

## **Conclusion / Outcomes**

Staff recommend that the Corporate Support Committee receive this report for information, noting that the 2025 Meeting Schedule will be brought forward to the December 18, 2024 County Council meeting for Council's approval. Staff also recommend that County Council identify this item for separate discussion at the November 20, 2024 County Council meeting and receive the report for information.

## **Attachments**

- 1) Report 2024-148 ATTACH 1 '2025 Meeting Schedule - County Council and Standing Committee Meetings'



# January 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 <i>(STAT)</i> <i>New Year's Day</i>	2	3	4
5	6	7	8	9	10	11
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.	<i>EOWC Inaugural Meeting (TBC)</i>	<i>EOWC Inaugural Meeting (TBC)</i>	
12	13	14	15	16	17	18
19	20	21	22	23	24	25
<i>ROMA Conference</i>	<i>ROMA Conference</i>	<i>ROMA Conference</i>	County Council 9:30 a.m.			
26	27	28	29	30	31	

# February 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			
9	10	11	12	13	14	15
16	17	18	19	20	21	22
	(STAT) Family Day		County Council 9:30 a.m.			
23	24	25	26	27	28	

# March 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			
9	10	11	12	13	14	15
16	17	18	19	20	21	22
			County Council 9:30 a.m.			
23	24	25	26	27	28	29
30	31					
OGRA Conference	Public Works 1:00 p.m. – 3:00 p.m.  OGRA Conference					

# April 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.  <i>OGRA Conference</i>	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.  <i>OGRA Conference</i>			
<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
			County Council 9:30 a.m.		(STAT) Good Friday	
<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>
	(STAT) Easter Monday					
<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>			

# May 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			
11	12	13	14	15	16	17
18	19	20	21	22	23	24
	(STAT) Victoria Day		County Council 9:30 a.m.			
25	26	27	28	29	30	31

# June 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			
8	9	10	11	12	13	14
15	16	17	18	19	20	21
			County Council 9:30 a.m.			
22	23	24	25	26	27	28
29	30					

# July 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
		(STAT) Canada Day	Summer Recess	Summer Recess	Summer Recess	
6	7	8	9	10	11	12
	Summer Recess	Summer Recess	Summer Recess	Summer Recess	Summer Recess	
13	14	15	16	17	18	19
	Summer Recess	Summer Recess	Summer Recess	Summer Recess	Summer Recess	
20	21	22	23	24	25	26
	Summer Recess	Summer Recess	Summer Recess	Summer Recess	Summer Recess	
27	28	29	30	31		
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m. Finance & Audit 11:00 a.m. – 12:30 p.m. Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m. Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			

# August 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9
	(STAT) Civic Holiday					
10	11	12	13	14	15	16
			County Council 9:30 a.m. <i>(Note: Meeting 1 week early due to AMO Conference)</i>			
17	18	19	20	21	22	23
AMO Conference (TBC)	AMO Conference (TBC)	AMO Conference (TBC)	AMO Conference (TBC)			
24	25	26	27	28	29	30
31						



# September 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	<b>1</b> <i>(STAT)</i> <i>Labour Day</i>	<b>2</b> Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	<b>3</b> Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.	<b>4</b> Public Works 1:00 p.m. – 3:00 p.m.	<b>5</b>	<b>6</b>
<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
			<i>OEMC Conference</i> <i>(TBC)</i>	<i>OEMC Conference</i> <i>(TBC)</i>	<i>OEMC Conference</i> <i>(TBC)</i>	
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
			County Council 9:30 a.m.			
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b>				
	Public Works 1:00 p.m. – 3:00 p.m.	<i>National Day for Truth and Reconciliation</i>				

# October 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
			Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.		
<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
	(STAT) Thanksgiving		County Council 9:30 a.m.			
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>
<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	

# November 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			
9	10	11	12	13	14	15
		(STAT) Remembrance Day				
16	17	18	19	20	21	22
			County Council 9:30 a.m.			
23	24	25	26	27	28	29
30						

# December 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	Public Works 1:00 p.m. – 3:00 p.m.	Community Health 9:00 a.m. – 10:30 a.m.  Finance & Audit 11:00 a.m. – 12:30 p.m.  Corporate Support 2:00 p.m. – 4:00 p.m.	Social Services 9:30 a.m. – 11:30 a.m.  Ec Dev, Tourism & Planning 1:00 p.m. – 3:00 p.m.			
<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
			County Council 9:30 a.m.			
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
			½ Day STAT Christmas Eve	(STAT) Christmas Day	(STAT) Boxing Day	
<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>			
			½ Day STAT New Years Eve			

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## Report 2024-144

**Report Title:** Community Grant Policy

**Committee Name:** Finance and Audit

**Committee Meeting Date:** November 5, 2024

**Prepared by:** Matthew Nitsch  
Director of Finance/Treasurer  
Finance

**Reviewed by:** Darrell Mast  
Municipal Solicitor  
Legal Services

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** November 20, 2024

**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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### Recommendation

**“That** the Finance and Audit Committee, having considered Report 2024-144 ‘Community Grant Policy’, recommend that County Council adopt the Community Grant Policy at the November 20, 2024 County Council meeting; and

**Further That** the committee recommend that County Council direct staff to develop the necessary procedures to accompany and implement the Community Grant Policy.”

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### Purpose

To outline a new Community Grant Policy that will address requests from eligible organizations/groups for financial support and seek Council approval to adopt the policy.

### Background

Historically, Northumberland County has not received very many requests for community grants. The grant requests that have been received have been reviewed and responded to by County Council on a case-by-case basis.

On June 19, 2024 council passed resolution 2024-06-19-438 directing staff to bring forward a draft Community Grant Policy to a future meeting of the Finance and Audit Committee meeting for consideration.

### **Consultations**

A review of community grant policies adopted by other municipalities was conducted in advance of writing the Northumberland policy. Some elements of those policies have been included in the draft policy.

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

Pursuant to Section 107 of the Municipal Act, 2001 Council has the legislative authority to provide grants as follows:

“Despite any provision of this or any Act relating to the giving of grants or aid by a municipality, subject to Section 106, a municipality may make grants, on such terms as to security and otherwise as the Council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that Council considers to be in the interests of the municipality.”

### **Discussion / Options**

The draft community grant policy outlines the scope of the proposed program, fundamental principles as well as eligibility and ineligibility for community grants. If the policy is approved by council, staff will need to establish the procedures to accompany and implement the policy.

### **Financial Impact**

Community grants are not a mandatory expenditure for Northumberland County, but they may assist charities, non-profits, and community organizations that undertake activities that support the strategic direction and values of Northumberland County.

Any funds allocated to community grants will reduce the amount available for mandatory programs.

### **Member Municipality Impacts**

A Northumberland Community Grant Policy does not have a direct impact on member municipalities. Some of the Northumberland member municipalities have their own community grant policies and procedures.

### **Conclusion / Outcomes**

It is recommended that the Finance and Audit committee recommend that County Council adopt the Community Grant Policy at the November 20, 2024 County Council meeting and that the committee recommend that County Council direct staff to develop the necessary procedures to accompany and implement the Community Grant Policy.

## **Attachments**

1. Report 2024-144 ATTACH 1 'Northumberland County Community Grant Policy (Draft)'
2. Report 2024-144 ATTACH 2 'Council Resolution 2024-06-19-438'



## COMMUNITY GRANT POLICY (Finance – 2024-01)

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**Policy Type: Finance**

**Subsection:**

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**Policy Title: Community Grant Policy**

**Policy Number: Finance 2024-01**

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**Policy Approved By: Northumberland County Council**

**Effective Date: November 20, 2024**

**Reviewed: County Council Meeting – November 20, 2024**

**Revised:**

**Applicable To: Organizations or groups (registered charities, non-profit organizations, and community agencies/groups) making requests for financial support from Northumberland County that meet the eligibility requirements set out in this policy.**

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## Community Grant Policy Statement

Northumberland County recognizes the role philanthropy plays in strengthening our community and that the benefits of such acts ultimately improve the quality of life for all residents. Therefore, annually, through the budget process, Council will determine an amount they deem appropriate to be given to charitable/not-for-profit organizations or groups for initiatives that are complimentary to the County's mandate and uphold the County's strategic pillars for the community which are:

- Innovate for Service Excellence
- Ignite Economic Opportunity
- Foster a Thriving Community
- Propel sustainable Growth
- Champion a Vibrant Future

## Definitions

**Grant** – A cash or in-kind contribution that is awarded by Northumberland County for specified purposes to an eligible recipient.



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**In good standing** – An organization, group or individual that either does not owe money to Northumberland County (for property taxes or other County services) or; if money is owed to the County, payments are current and in compliance with any applicable agreement with the County.

**In-Kind Contributions** - The provision of County property/facilities, materials, or resources to an applicant. This type of contribution does not include the provision of cash funds to, or on behalf of the applicant. While cash funds are not provided in relation to In-Kind Grants, it is recognized that such grants will involve either an expense or loss of revenue for the County.

### Objective(s)

1. This policy outlines the scope, goals, objectives and guidelines for accessing Community Grants that are designed to invite, evaluate and distribute funds to philanthropic community organizations or groups.
2. To provide County funds within budgetary limits to an eligible applicant(s) as defined under eligibility below for approved community-based activities that align with a specific granting priority.
3. To ensure that all grant related activities and projects are administered and operated in a fiscally responsible manner by well organized, competent and properly structured organizations or groups.
4. To ensure accountability and transparency on the part of community organizations requesting and receiving approval for grant assistance and from the County in its administration of community-based grants.
5. To build and advance the self-sustainability and effectiveness of the not-for-profit sector by providing an appropriate level of support that strengthens the capacity of community organizations to deliver programs and services to the local community.

### Authority

Pursuant to Section 107 of the Municipal Act, 2001 Council has the legislative authority to provide grants as follows:

“Despite any provision of this or any Act relating to the giving of grants or aid by a municipality, subject to Section 106, a municipality may make grants, on such terms as to security and otherwise as the Council considers appropriate, to any person, group or body, including a fund,

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within or outside the boundaries of the municipality for any purpose that Council considers to be in the interests of the municipality.”

### Scope

This policy governs community-based grants to support initiatives that benefit the Northumberland County community and are aligned with the County’s strategic values and goals.

This policy is not applicable to individuals or organizations that receive funding (or financial support) through other programs administered by Northumberland County.

Cash and in-kind contributions will be awarded through the Community Grant program. Tax increment-based grants or proposals for the waiver, reduction and/or the forgiveness of property taxes will not be considered.

### Procedures (Guidelines)

#### 1.0 Principles

- 1.1 To evaluate each application or request on its own merit and ensure that all applications and/or requests are evaluated fairly and equitably utilizing criteria-based assessments.
- 1.2 Community grants issued by the County are designed to be supplemental to the overall requirements necessary to carry out a project for which an applicant is seeking grant assistance. Community-based grants should not be considered a primary source of assistance for a project or initiative.
- 1.3 Approved grants can only be used for a project or initiative that satisfies all requirements of the Ontario Human Rights Code and/or the Charter of Rights and Freedoms.
- 1.4 Grant funding or assistance is not guaranteed. All grant programs or initiatives are subject to funding availability and are conditional on approval of the annual operating budget by Council. Council reserves the right to cancel or alter the Community Grant policy as needed and without notice.

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- 1.5 The County reserves the right to restrict the number of applications submitted by a single organization in a calendar year based on the amount of funding or type of grants already awarded to the same community organization.
- 1.6 Approved grants are not to be regarded as a commitment for future assistance and/or ongoing financial support.
- 1.7 Applicants may be required to demonstrate that they have fully explored alternate and/or other funding sources such as: private donors, federal and provincial grant programs.
- 1.8 Applicants who have or will have funding from alternate sources must disclose other grants or funding sources for the proposed project under grant consideration from the County in their application.
- 1.9 No application for a community grant can be for more than 25% of the total annual budget allocation for community grants unless specifically authorized by council.
- 1.10 In-kind grants must be compliant with all relevant legislation and legal agreements.

## 2.0 Eligibility

- 2.1 Not-for-profit corporations, non-profit organizations, registered charities, volunteer groups, and community clubs are eligible to be considered for grant assistance. Eligibility requirements are subject to change without notice at the discretion of Council.
- 2.2 Applicants must be in compliance with all conditions and requirements contained in the Ontario Human Rights Code and the Charter of Rights and Freedoms.
- 2.3 Applicants must be located in Northumberland County and/or must serve Northumberland County in its catchment area. Applicants that can demonstrate that the proposed project will have a significant benefit to Northumberland County residents may also be considered for a grant.
- 2.4 Applicants must be able to demonstrate financial need and how denial of grant assistance would impact their ability to carry out the project or initiative for which they are seeking grant assistance from the County.

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- 2.5 Organizations or groups that apply for a Northumberland community grant must be in good standing with the County and must not have past due debts to Northumberland County.
- 2.6 Organizations that have agreements with Northumberland County for the provision of services may apply for community grants as long as the proposed project or initiative doesn't duplicate the service that is already being provided.

### 3.0 Ineligibility

- 3.1 Any project, organization or group that falls under the scope or jurisdiction of another municipality, the Federal Government, the Provincial Government and/or demonstrates a better alignment with another grant funding organization.
- 3.2 Any project located or being held outside of the boundaries of Northumberland County unless there is a demonstrated benefit to Northumberland County residents as outlined in 2.3.
- 3.3 Funding or projects to raise money for core operating expenses, debt servicing costs, travel and accommodation expenses, or providing payments to a third party and/or any other activity that does not uphold the County's strategic values or align with its strategic goals.
- 3.4 For-profit entities, individuals and commercial ventures or other individual-specific projects, such as individual athletic competitions, religious or faith-based groups.
- 3.5 Projects or initiatives that received a Northumberland County community grant within the previous three (3) granting cycles.

### 4.0 Process

- 4.1 Northumberland County council will approve an amount to be set aside for the Community Grant Program each year during the annual budget process.
- 4.2 Staff will collect, review, and evaluate grant applications and then award grants (up to the approved budget amount) based on a set procedure that ensures a fair and transparent process.

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- 4.2.1 Grant applications will be considered on the merits of the application, relevant to the county's strategic priorities and annual budget consideration.
  - 4.2.2 Applications will be assessed in terms of the need for the project or initiative, benefit to the community, financial viability, cost effectiveness, and achievable goals.
- 4.3 Staff will report back to council annually on the grants that are approved.

### 5.0 Accountability/Liability

- 5.1 Those approved for a grant will be held accountable for the expenditure of the funds in accordance with the stated objectives and goals.
- 5.2 The funds awarded are not transferrable between projects, organizations or groups. The awarded funds must be used for the specific purposes outlined.
- 5.3 If the project, initiative or event does not go forward, the grant shall be returned.
- 5.4 A final project/initiative report is required to be submitted to the County within 30 days of the project/initiative end date or agreed upon date by the recipient and the County representative. This report will include details on how the funds were used to meet the goals of the project/initiative, its' positive impact on the community and how Northumberland County was recognized.
- 5.5 Northumberland County is not liable for the success or failure of the funded project or initiative. The County cannot be held liable for any error, omission, or act of the event/project organizer or its members.

### 6.0 Terms and Conditions of Grants

- 6.1 Successful grant recipients ("Grantees") will be subject to terms and conditions relating to the grant. All Grantees will be expected to acknowledge their agreement to be bound by the following terms and conditions:
  - 1. Confirmation by the Grantee that the information contained in the Grant Application and supporting documentation is true and correct in every respect.

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2. Confirmation that the Grant shall be used by the Grantee for the activities set out in the application.
3. The Grantee shall immediately notify the County, if the funds cannot be used for the approved activities, or if all or part of the Grant funds has not been spent after completion of the activities. The County may, at its sole discretion, permit the Grantee to use the remaining Grant funds for a different, related purpose, or may require their immediate return.
4. The Grantee shall be solely responsible for complying with all laws, regulations, by-laws and other governmental directives or orders in the course of spending the Grant.
5. The Grantee shall indemnify and hold harmless the County against any claims, costs, causes of action, fines, or any other losses or other penalties the Grantee or County suffers relating to the giving of the Grant to the Grantee.
6. The Grantee shall acknowledge and agree that the County's provision of the Grant does not and is not intended to create any partnership, agency, joint venture, or any similar relationship between the Grantee and the County and the County shall in no way be held responsible for the success or failure of any programs, events or other endeavors supported by the Grant, which shall be the sole responsibility of the Grantee and that the provision of the grant does not include any warranty or guarantee on behalf of the County.
7. The Grantee may be required to obtain or provide proof or insurance acceptable to the County.
8. The Grantee shall notify the County immediately, in writing, of its impending or actual bankruptcy, insolvency, appointment of a receiver, dissolution, cessation of carrying on business or bulk sale of assets.
9. The Grantee shall acknowledge the financial support of the County in all publicity material related to the services and the Grant.
10. The Grantee shall immediately notify the County, in writing, if any of the information provided by the Grantee to the County is determined to be inaccurate in any material respect, or if there has been any material adverse change in any of the information provided to the County in support of the Grant.

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11. The Grantee must comply with all the reporting requirements as outlined in this Community Grant Program Policy and such additional requirements as may be reasonably required by the County.
12. The Grantee consents to the County using information regarding the details of the grant awarded, including the name of the Grantee, the activities carried out and the community impact of the activities in reports and on the County's website and other relevant media, provided that the County shall not release any information, including financial information and personal information of the Grantee, its members or Board members, which is confidential pursuant to the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

### Review

Initial Review – Finance and Audit Committee Meeting (November 5, 2024)

- Regular County Council Meeting (November 20, 2024)

### Attachments

N/A

### Acknowledgement and Agreement

I, \_\_\_\_\_, acknowledge that I have read and understand the **XX Policy** of County of Northumberland. Further, I agree to adhere to this policy and will ensure that employees working under my direction adhere to this policy. I understand that if I violate the rules or procedures outlined in this policy, I may face disciplinary action up to and including termination of employment.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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Witness: \_\_\_\_\_

**Date of new or revised policy:**

DRAFT



# Council Resolution

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Moved By J. Lloyd  
 Seconded By M. Martin

Agenda Item 10 Resolution Number 2024-06-19- 438


Council Date: June 19, 2024

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held June 3, 4 and 5, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Public Works Committee, Item 9.a, 'Radio Communications Tower Project' - Verbal Update – Held by Councillor Jibb

And Further That the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote Requested by \_\_\_\_\_  
 Councillor's Name

  
 Carried \_\_\_\_\_  
 Warden's Signature

Deferred \_\_\_\_\_  
 Warden's Signature

Defeated \_\_\_\_\_  
 Warden's Signature

## Finance & Audit Committee Resolution

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**Committee Meeting Date:** June 4, 2024

**Agenda Item:** 9.a

**Resolution Number:** 2024-06-04- 389

**Moved by:** Ward M Ostrander

**Seconded by:** Concetta Martin

**Council Meeting Date:** June 19, 2024

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**“That** the Finance and Audit Committee recommend that County Council direct staff to develop a policy for funding community agencies and initiatives based on the following fundamental principles including;

- Community agency must provide services within Northumberland County or to Northumberland County residents;
- Services must align with Northumberland County’s services and core values; and

**Further That** the Committee recommend that County Council direct staff to incorporate best practices from other municipalities with a community grant program into the development of a Northumberland County community grant policy; and

**Further That** the Committee recommend that County Council direct staff to bring forward the draft policy to a future Finance and Audit Committee meeting for consideration.”

**Carried** 

\_\_\_\_\_  
Committee Chair’s Signature

**Defeated** \_\_\_\_\_

\_\_\_\_\_  
Committee Chair’s Signature

**Deferred** \_\_\_\_\_

\_\_\_\_\_  
Committee Chair’s Signature

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## Report 2024-145

**Report Title:** 2025 Budget Update

**Committee Name:** Finance and Audit

**Committee Meeting Date:** November 5, 2024

**Prepared by:** Matthew Nitsch  
Director of Finance/Treasurer  
Finance

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** November 20, 2024

**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 Finance and Audit Committee, receive Report 2024-145 ‘2025 Budget 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 council with an update on the 2025 budget process.

This report provides a summary of the levy impact of the 2025 budget that was adopted by County Council through the 2024 – 2026 multi-year budget process.

New items have been identified that Council should consider for inclusion in the 2025 budget. Staff have conducted a review and identified savings/changes that offset these new pressures.

### Background

On December 13, 2023 County Council adopted its first multi-year budget (covering the years 2024 through 2026) with the approval of resolution 2023-12-13-894 and the adoption of By-law 41-2023.

The Municipal Act and the County Multi-Year Budget Policy allow for the adoption of a multi-year budget. The budget must be reviewed and re-adopted by council annually. Subsequent years of a multi-year budget can be adjusted if the change falls into one of the following categories:

1. New or Changed Legislation/regulation – A new or changed legislation or regulation with a financial impact to the municipality.
2. New Council Direction – A new Council direction that has transpired after the approval of the multi-year budget.
3. Cost or Revenue Driver – Cost or Revenue Driver – A corporate or service area budget adjustment as a result of changes in economic conditions and/or federal and provincial government funding changes.
4. New Funding Opportunities – Any announcement of new funding opportunities that would benefit The County to participate in and may require additional spending/funding to qualify.
5. Carryovers – Any carryovers as approved by Council in the annual Carryover bylaw.

### **Consultations**

Staff have identified new items (since the original adoption of the 2024 – 2026 budget) that meet the required criteria in the multi-year policy and should be considered for inclusion in the 2025 budget.

The finance team has worked with the County departments to review the 2025 budget and identified savings, changes to project schedules, and changes to assumptions, and other significant items.

The senior leadership team has met to discuss the 2025 budget, review the identified items and come up with a plan to stay within the original levy increase that was adopted for 2025.

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

The Municipal Act, 2001, Sections 289 and 291

## Discussion / Options

The following is a summary of the levy impact in the 2025 budget as adopted in the 2024 – 2026 multi-year budget process:

	<u>\$</u>	<u>% of Levy</u>
2024 Levy	\$74,097,987	
2025 Levy	<u>\$81,981,976</u>	
Increase	\$7,883,980	10.64%
Estimated Growth	<u>\$1,481,960</u>	<u>2.00%</u>
<b>2025 Levy Increase (after growth)</b>	<b>\$6,402,020</b>	<b>8.64%</b>

As presented during the 2024 budget deliberations, there were some significant known items that were having an impact on the levy increase in the 2025 budget. A reminder of these items is included in the chart below.

	<u>\$</u>	<u>% of Levy</u>
The first GPL & NCAM debenture payment (2 payments per year starting in 2026)	\$3,228,207	4.36%
2025 Issue papers approved during the 2024-2025 budget process	\$1,125,208	1.52%
Dedicated Infrastructure Levy increase	\$740,980	1.00%
Dedicated Housing Levy increase	<u>\$740,980</u>	<u>1.00%</u>
<b>Total</b>	<b>\$5,835,375</b>	<b>7.88%</b>
Salaries and Benefits (Assumptions for union increases, Merit, COLA, and benefit inflationary increases) Please note that some County positions are covered by specific funding and are not paid for by the levy.	\$2,460,720	3.32%*

The following items have been identified since the adoption of the 2024 – 2026 multi-year budget. These items will impact 2025 (and beyond) and will be presented for Council’s consideration.

	<b>\$</b>	<b><u>% of Levy</u></b>
New Public Works Issue Paper – Digital Mobile Radio System	\$100,000	0.13%
New Public Works Issue Paper – Security System Improvements	\$162,500	0.22%
Treatment Bed Program (Pilot included in 2024 only)	\$241,029	0.33%
310 Division Operating costs (estimated)	\$500,000	0.67%
Updated Salaries and Benefits	<u>\$275,000</u>	<u>0.37%</u>
<b>Total</b>	<b>\$1,278,529</b>	<b>1.73%</b>
<b>Potential levy increase (after growth) with new items</b>	<b>\$7,680,549</b>	<b>10.37%</b>

The following items are savings, additional revenue, and other adjustments that will reduce the levy requirement in 2025.

	<b>\$</b>	<b><u>% of Levy</u></b>
GPL Staffing Agency fee savings	\$100,000	0.13%
Increased Waste Revenue (Bag tags and tipping fees)	\$50,000	0.07%
External Services reduction (HSEP)	\$13,500	0.02%
Reduction in transfers to reserves (Ec Dev)	\$20,000	0.03%
Increased OCIF Allocation (Transportation base levy reduced to offset)	\$625,351	0.84%
473 Ontario Street Housing Project modified schedule (construction financing interest costs)	\$470,468	0.63%
Elgin St Housing Project (debenture less than anticipated)	\$70,000	0.09
<b>Total</b>	<b>\$1,349,319</b>	<b>1.82%</b>
<b>Potential levy increase (after growth) with new and offsetting items</b>	<b>\$6,331,230</b>	<b>8.54%</b>

### **Financial Impact**

It is not possible to calculate the actual impact of a potential 2025 levy increase on the taxpayer because there are variables that have not been finalized. However, an 8.54% levy increase is estimated to cost the owner of the median home in Northumberland approximately \$148.00 more on the County portion of their tax bill.

### **Member Municipality Impacts**

There is no direct impact to member municipalities but the County levy increase impacts the overall levy increase to Northumberland property taxpayers that also includes the local municipal and education components.

### **Conclusion / Outcomes**

It is recommended that this report be received for information.

### **Attachments**

1. Report 2024-145 ATTACH 1 'Report 2023-139 Finance '2024 – 2026 Draft Budget and Long Term Plan'
2. Report 2024-145 ATTACH 2 'Resolution 2023-12-13-894'
3. Report 2024-145 ATTACH 3 'By-law 41-2023 – A By-law to Adopt the Estimates of General Purposes for the Municipal Corporation'
4. Report 2024-145 ATTACH 4 '2024 Budget Deliberations Discretionary Spending Summary'

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## Report 2023-139

**Report Title:** 2024 - 2026 Draft Budget and Long-Term Plan

**Prepared by:** Matthew Nitsch  
Director of Finance/Treasurer  
Finance

**Approved by:** Jennifer Moore, CAO

**Special Council Meeting Date:** December 6, 2023

**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 County Council receive Report 2023-139 ‘2024 – 2026 Draft Budget and Long-Term Plan and PowerPoint presentation for information.”

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### Purpose

This report provides an overview of the 2024 - 2026 draft budget. It also summarizes a 7-year long-term financial forecast, key financial trends including reserve, and debt projections.

*Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.*



## Executive Summary

Northumberland County's draft 2024 annual levy increase can be broken down into several components. These include growth, our established Dedicated Infrastructure Levy, a proposed new dedicated levy for housing and homelessness initiatives, items that have been referred to deliberations, and the base levy amount.

The 2024 draft budget proposes an annual levy increase to the existing taxpayer (after growth) of 6.36% as shown below.

### Levy Increase

Total levy increase	8.36%
Growth (estimated)	2.00%
Levy increase after growth	6.36%
Dedicated Infrastructure Levy (DIL) (on target)	1.07%
Levy increase after Growth and DIL (compared to 4% target)	5.29%
Proposed Dedicated Housing Levy (DHL) (New)	1.00%
Kingston University Hospital Foundation Request (Deliberation item)	0.07%
Commuter Connect Program (Deliberation item)	0.22%
Base Levy increase after growth, DIL, DHL, and Deliberation items	4.00%

**The owner of the median assessed home in Northumberland would pay an estimated \$1,461 on the County portion of their property taxes based on the current 2024 proposed budget. This is an increase of approximately \$88.55.**

The dedicated infrastructure levy is based on 3.0% of the 2023 levy – as directed by council. Given the prior year dedicated infrastructure levy had been calculated at 2.0%, the incremental increase to the dedicated infrastructure levy results in a further overall year-over-year increase to the total levy in 2024 of 1.07%.

Staff are proposing a new Dedicated Housing Levy for housing and homelessness initiatives. County Council has indicated that these initiatives are a top priority. Northumberland has two housing projects currently underway, and staff are investigating other potential opportunities. However, levy dollars will be required to support future projects and a dedicated levy would help raise funding for future projects without having to cut service levels in other areas. The proposed DHL is calculated based on 1.0% of the 2023 base levy.

The 2024 proposed base levy increase is higher than the 4% target set by council because of the proposed Dedicated Housing Levy (1%). The remaining difference is because of the proposals for Kingston University Hospital Foundation (0.07%) and for continuation of the Commuter Connect Program (0.22%).

Inflationary pressures continue to have a significant impact on the County budget. The larger items related to inflation are the increase in the Waste Department collection contract, the full

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year impact of the 2023 Non-union salary increases, Merit, COLA, and union increases. These items represent an increase to the levy of approximately 6.7%. In addition to inflationary pressures, the levy is impacted by approximately 0.4% for a loss in Federal Non-profit subsidy. The issue papers identified through the budget process represent a further increase in levy of approximately 6.1%.

These pressures are partially offset by a reduction in levy due to the closure of the Material Recycling Facility of approximately 2.2%, a reduction in contributions to the GPL & NCAM reserve of 1.5%, and other savings and efficiencies that amount to approximately 2.2%.

The 2025 and 2026 draft budgets propose annual levy increases to the existing taxpayer (after growth) of 7.91% and 7.79% respectively - as shown below.

<b>Levy Increase</b>		
	<b><u>2025</u></b>	<b><u>2026</u></b>
Total Levy	9.91%	9.79%
Growth (estimated)	2.00%	2.00%
Levy increase after growth	7.91%	7.79%
Dedicated Infrastructure Levy (DIL) (on target)	0.13%	0.19%
Levy increase after Growth and DIL (compared to 4% target)	7.78%	7.60%
New Proposed Dedicated Housing Levy (DHL)	0.59%	0.67%
Base Levy increase after growth, DIL, and DHL	7.19%	6.93%
Amount above targets (\$2,363,973 and \$2,384,309)	3.20%	2.94%

**While it is challenging to estimate the actual impact on the taxpayer in 2025 and 2026, because there are number of variables that can change, the owner of the median home in Northumberland would pay an estimated \$1,606 in 2025 and \$1,764 in 2026 on the County portion of their property taxes based on the proposed budget. This is an increase of approximately \$144.98 and \$157.32 respectively.**

The dedicated infrastructure levy continues to be calculated based on 3.0% of the prior year levy – as directed by council. Because the base levy amount increases, it results in a 0.13% increase in 2025 and a 0.19% increase in 2026 due to the DIL.

The calculation for the proposed Dedicated Housing Levy increases to 1.5% of the prior year levy in 2025 and 2.0% of the prior year levy in 2026. This results in an overall increase to the levy of 0.59% in 2025 and 0.67% in 2026.

The main reason the proposed budget for 2025 and 2026 is above the target is because debt servicing payments for the GPL & NCAM project start in 2025. We will make two payments a year on this debt. It is estimated that each payment will be \$3.12M with the first payment happening in 2025 and then two payments happening each year starting in 2026. This means

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that the levy is increasing by \$3.12M (or 4.2%) in 2025 and again by \$3.12M (or 3.8%) in 2026 because of these debt payments. This is partially offset by the Construction Funding Subsidy that is approximately \$1.0M in 2025 and then \$1.3M in 2026 and going forward. There is a Construction Funding Subsidy Top-up program that would have meant an additional \$2.3M in funding annually but Northumberland is not eligible for this funding because our construction started before April 1<sup>st</sup>, 2022. Lobbying the Province for the CFS Top-up for our project has been unsuccessful to date.

Higher interest rates are a significant risk for the GPL & NCAM project. The current rate for a 25-year debenture with Infrastructure Ontario is 5.11%. Based on the economic outlook, a rate of 4.11% has been used in the draft budget. For reference, the difference in the total interest costs over the life of the debt between a rate of 5.11% and 4.11% amounts to \$16.7M.

We continue to see inflationary pressures in 2025 and 2026 for things like fuel, insurance, and salaries and benefits. The increase from proposed issue papers in 2025 and 2026 is \$2.1M and \$600K, respectively.

Staff have found some efficiencies to try to offset the increases in 2025 and 2026, but the pressure from the GPL & NCAM debt payments is too large to overcome without eliminating several issue papers and/or cutting service levels.

## **Background**

### **Budget Process and Schedule**

The County budget process commenced in July 2023 after staff received direction from the Finance and Audit Committee, and subsequently Council, to target a base levy increase of 4.0% for the 2024 to 2026 budget years. Within the long-term financial planning model for the years 2027-2033 Council approved utilization of an annual base levy rate increase of 4.0%. Further, that the annual dedicated infrastructure levy be calculated annually at 3.0% of the prior year's levy for 2024, 2025, and 2026 and then increase to 4.0% for the duration for the long-term plan. The approval for target levy increases typically derived from economic indicators provided Finance staff the direction to commence drafting budgets with all departments based on a known expectation from Council. Initiating the budgetary cycle in June/July facilitates enough time for Council budget deliberations in December with sufficient opportunities for review and discussion amongst staff, management, and Council. The timing will allow early tendering of projects and purchases and ideally provide more advantageous pricing. This also allows 2024 initiatives to move forward with funding in place and demonstrates ongoing improvements in the budget process and long-term planning.

The 2027-2033 long term financial plan is built on annual base levy increases of 4.0% after assessment growth and the dedicated infrastructure levy. Over the 12 years leading up to the 2023 budgetary cycle, the County had relatively stable levy increases after more than a decade of volatility in the County tax rates. Council approved a higher target base levy increase of 5% in 2023 to address the pressures from historically high inflation. Inflation has remained high during 2023 and Council has set a target base levy increase of 4% for the 2024 to 2026 budget years

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in recognition of this. Balancing fiscal responsibility with that of homeowner affordability and for maintaining standards for all County services were key considerations in establishing the target. This year's draft budget process continued to focus on long term financial needs and challenges within the model. Unrealistic tax increases focusing on the current budget year in isolation has significant impact on financial capacity over the long-term. One of the core objectives of the long-term model is to ensure stable modest annual increases over the long term by avoiding volatility caused from trying to gain ground with large increases in future years because of unrealistic increases over the short term.

Beginning in 2012, staff developed a 10-year long-term financial plan for each County department under the Long-Term Financial Planning Framework. The long-term plan includes operating revenues and expenditures as well as capital. It projects levy impacts as well as the changes to debt levels and reserves over that 10-year period. This is becoming common practice among municipalities with many going as far as formally adopting multi-year budgets aligned with the term of Council. The 2024-2026 budget includes an additional seven years of projections through 2033. Staff revise the forecast each year to include changes in Provincial funding, economic indices, refining estimates based on new information and legislation, prioritizing projects, adding the details of recently approved master plans, and using reserves to achieve a stable annual levy increase where warranted and in alignment with the County Reserve Policy. This year the long-term plan continues to specifically earmark levy dollars dedicated to capital throughout the 10 years as was introduced and adopted within the model commencing with the 2016 budget. Council provided staff with direction to target a dedicated infrastructure levy based on 3% of the prior year levy in each of the years 2024 to 2026 and 4% in years 2027 to 2033 of the long-term forecast.

The draft 2024-2026 budget and long-term financial plan is aligned with the County's Strategic Plan 2023 - 2027. The existing strategic plan identifies five strategic priorities:

1. Innovate for Service Excellence
2. Ignite Economic Opportunity
3. Foster a Thriving Community
4. Propel Sustainable Growth
5. Champion a Vibrant Future

The draft budget funds the continuation of all current programs and services although some specific programs will see minor modifications that are the result of changes to Provincial service delivery models, subsidies and/or program guidelines and legislation as well as a continual drive to ensure the best value for the programs delivered by the County. It also identifies financial resources to advance initiatives identified in the strategic plan such as plans to promote economic innovation and prosperity. Each department has prepared Business Plans and Issue Papers that clearly map their plans and projects to the corporate strategic plan. The detailed Business Plans will be available to the public on the County website, or in printed copy upon request, in December 2023 immediately following the initial budget presentation to Council.

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Preliminary draft budgets were developed by each division over the summer months. Issue Papers were reviewed at the departmental Standing Committee meetings the week of September 4<sup>th</sup> and departmental draft budgets the week of October 30<sup>st</sup>. Budget deliberations are scheduled for a special Council meeting on December 6<sup>th</sup>. The draft budget was consolidated by the Finance department who worked closely with each division and sought input from Standing Committees to make adjustments, find efficiencies and meet the general targets set in the previously endorsed 10-year plan. Staff have worked to bring the draft budget to Council as early as possible to ensure 2024 projects can be started early in the new year.

The 2024–2026 Budget is Northumberland County’s first multi-year budget. Northumberland’s multi-year budget policy lays out the process for preparing and approving a multi-year budget. If approved, council will be approving the 2025 and 2026 budgets “in principle” and will have to re-adopt those budgets each year. There will be a streamlined budget process for 2025 and 2026 where potential changes to the budget are identified and presented to council. Changes must be material and comply with the multi-year budget policy. Examples of acceptable items would be changes to legislation and/or funding, unforeseen changes to cost drivers, a change in council priorities, other unforeseen events. These changes will be vetted by senior staff and presented to council, in addition to a presentation that gives an overview of what is contained in the budget that was approved in principle. Council will have an opportunity to debate and make changes before re-adopting the budget each year.

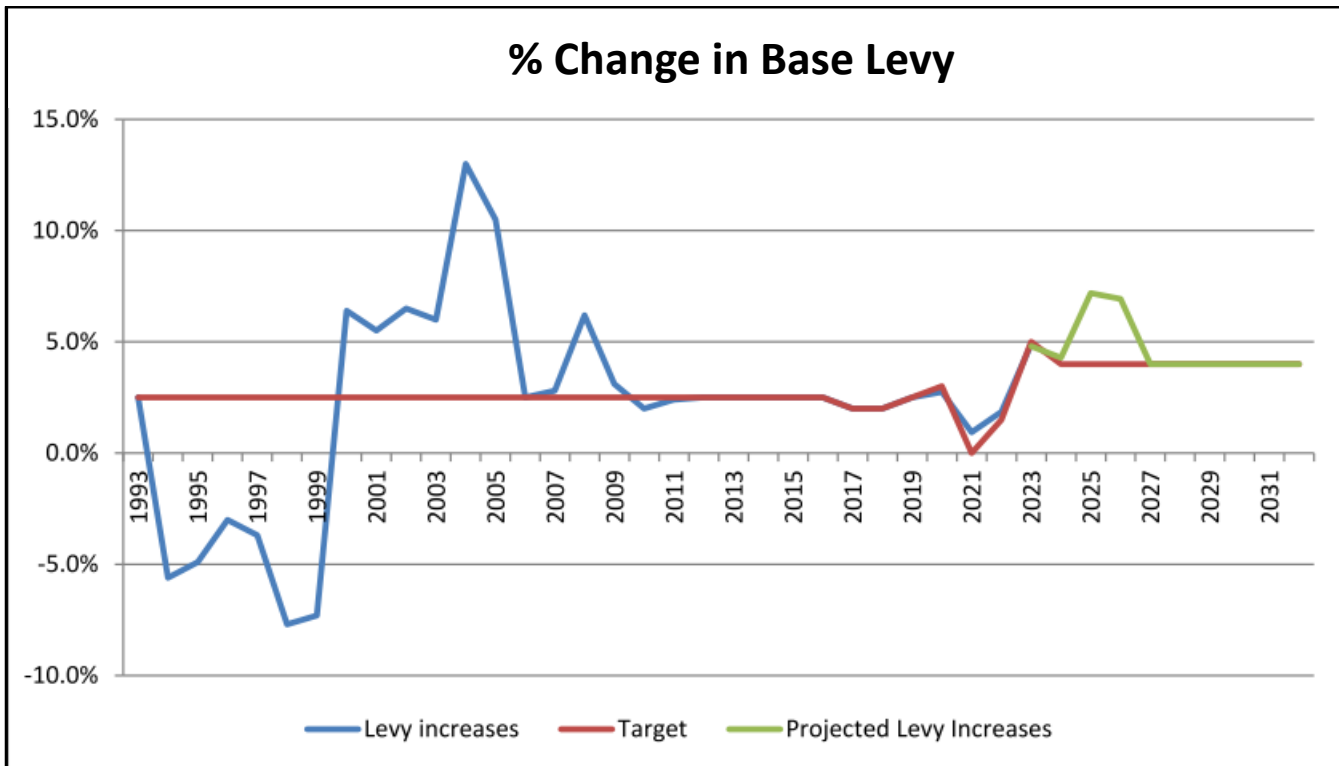
## **Long Term Financial Planning Framework**

Recognizing the multiple priorities identified within the County’s 2023-2027 Strategic Plan, staff annually prepare a ten-year financial planning model in accordance with methodologies derived under an adopted Long-Term Financial Planning Framework (LTFPF).

The County has adopted a financial strategy within this framework that is focused on long term needs and challenges as opposed to focusing solely on the current budget year levy impact. In order to ensure consistent and modest levy increases over time, this framework adopts a philosophy of establishing a targeted annual increase for the current budget year’s budget and the seven-year forecast.

In prior years the County experienced significant volatility in annual levy decreases/increases. Since adopting the LTFPF, the County has primarily realized stable annual levy increases and this approach carries forward within the long-term financial model. Actual increases over the past few years have proven insufficient to keep pace with inflation resulting in a spike in the 2023 budget and 2024 draft budget recognizing the need to gain some ground on an eroded base levy as displayed below:

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\* Prior to 2020, the Base Levy excluded the Dedicated Infrastructure Levy; however, included the annual increase for the Transportation Construction Program. Effective 2021, calculation methodology changed whereby the base levy also excludes the annual increase for the Transportation Construction Program now treated as Dedicated Infrastructure Investments. The 2020 target was set by Council as inclusive of the Base Levy and Dedicated Infrastructure Investments. 2021 Target represents Council request for feasibility review of a 0.0% increase.

This chart helps to display how each year is interlinked and how decisions focusing on the short term can impact on future years. In the '90's, the County experienced levy rate reductions and then in subsequent years implemented significant increases trying to rebuild operating and capital budgets particularly considering Provincial downloads. In conjunction with this, reserves were depleted as a means for financing routine capital items and in some instances, projects were completed and recorded as unfinanced capital within the Financial Statements. Working capital was minimal and the operating line of credit was frequently utilized to maintain cash flow requirements.

Prudent long-term focused planning under the existing framework allows for improved financial positioning by building upon reserves towards thresholds as identified through the County Reserve Policy. Minimization of debt servicing costs is achieved with the issuing of debt for only larger, non-routine capital projects or projects where debt is available at preferential rates in alignment with the County Debt Policy allowing project funds to be stretched further. Striving towards a more sustainable financial model, escalation of annual capital budgets is a key priority.

The County continues to work towards addressing the infrastructure deficit. Much of the infrastructure the County owns was downloaded from the province in the form of roads, bridges and social housing. In many instances, this infrastructure is nearing the end of useful life and is

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inefficient and costly to operate and maintain. The County currently has two Asset Management Plans. The first plan was adopted several years ago and is still in place for most non-core assets. In 2022, a new Asset Management Plan, specific to core assets (road network, bridges/culverts and storm sewer) was approved by Council. The current Asset Management Plans combined indicate that the County should be spending \$32.9M per annum on infrastructure; however, the long term model anticipates spending below this threshold even though major capital projects such as the Golden Plough Lodge (GPL) and Northumberland Archives and Museum (NCAM) Redevelopment, a new Trent River Bridge, Social Housing expansion initiatives such as the Elgin Park Redevelopment project and a consolidated operations facility are included within the current financial plan. In 2016, the County introduced a dedicated infrastructure levy. Even with the implementation of this special purpose levy, infrastructure spending is only marginally gaining ground relative to the asset management plan. Adoption of a County-wide D.C. has increased financial capacity towards advancing expansion related infrastructure projects within the Transportation Department given the significant funding gap identified in this area.

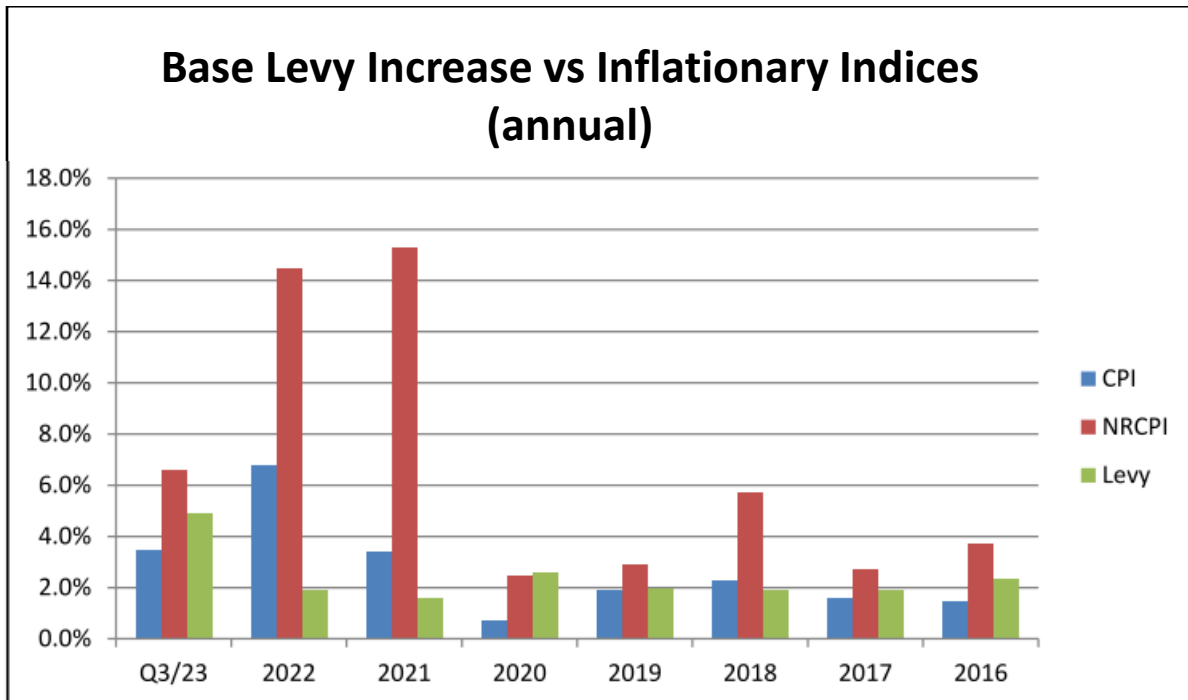
The index used for the base levy increase (after growth and dedicated infrastructure investment) in the current long-term model (2027-2033 is based on 4.0% as approved by Council). In the 2023 budgetary cycle, the long-term plan model was developed based on a 3% base levy target (after growth and the dedicated infrastructure investment). When establishing the index, it is important that this be aligned with actual economic factors that impact municipal spending and are representative of the types of expenditures incurred. Under the LTFFP, the index utilized in the model is reviewed annually. The Consumer Price Index (CPI) is a measure that is often suggested for municipal budgeting and forecasting. However, this is not necessarily indicative of the composition of spending incurred by most municipalities depending upon geographic location and the types of services provided. A significant proportion of County expenditures are related to capital and external services which can be more accurately predicted based on construction price indexes. These indexes reflect the changes in costs for construction materials and both skilled and unskilled labour. Also, of significant proportions within the composition of costs for the County are salaries/wages and benefits, utilities and insurance. The weighting of these expenditures as comprised within the overall County budget must be considered in deriving a realistic targeted increase under the LTFFP.

The chart below displays that, although the levy increases (after growth) had been fairly aligned with CPI, commencing in 2021 the levy was markedly less than CPI with a significant variance occurring in 2022. Inflationary measures for 2020 represent an anomaly and are skewed because of the economic impacts from the COVID-19 pandemic. The CPI rose only 0.7% (annual change) in 2020. In 2021, inflation rose sharply driven by global supply chain constraints and heightened consumer demand resulting in the CPI indicator reaching 3.4%. CPI rose further in 2022 to 6.8% with pressures from geo-political conflicts. In 2023 inflation has slowed and the latest indicator for CPI at October 2023 represents a 3.1% increase (12-month change). CPI reached its peak of 8.1% in June 2022 reflective of the largest yearly change in the index since January 1983.

The chart further displays that the levy has not been keeping pace with inflationary pressures related to construction type activities as measured by the Non-residential Building Construction Index in any of the years presented, being particularly dramatic in the years 2021 and 2022.

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The chart clearly displays the significant disconnect in the current and prior year for the levy increase in relation to both CPI and the Non-residential Building Construction Index:



Levy increases below inflation erode financing capacity over the longer term. Given the variation between actual levy increases and inflation in the years 2021 and 2022, the levy going into the 2024 budgetary year has already realized a significant decline in purchasing power that could be further entrenched if not at least keeping pace in 2024 and onwards. The County has extraordinary capital construction projects within the long-term model. Projects such as the new Trent River Bridge and the expansion and redevelopment of the Northumberland County Housing Corporation (NCHC) stock inclusive of the Ontario Street Development project and placeholders for further housing development projects, a new Brighton Emergency Services Base and a placeholder for a Consolidated Operations facility will experience significant cost escalations based on inflation as evidenced by the trend for the Non-residential Construction Price Index. This is in addition to the base annual Transportation construction program for tangible capital assets anticipated to total in excess of \$140M and other capital type projects within the ten-year model. While the dedicated infrastructure levy is assisting in making modest gains towards specifically reducing the infrastructure deficit, based on the trend, unevenly rising inflation is exasperating the problem.

The LTFPF provides for ease of budgeting in that subsequent budget years are already populated in detail with capital items identified. The further out in the forecast the greater the level of uncertainty with high level assumptions for items such as projected capital costs, interest rates, etc. However, in the short-term horizon, assumptions and capital items are more accurately identified and provide for an 'off the shelf' budget for the subsequent budget year.

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Each year as staff enters into a new budgetary cycle, the upcoming budget forecast year as well as the long-term model is examined in detail for savings and efficiencies. Each department evaluates their operating and capital needs independently of the overall County budget target. Department managers and directors discuss needs and priorities throughout the budget process.

The current draft budget is Northumberland County's first multi-year budget after the approval of a multi-year budget policy in 2022. Multi-year budgets are permitted by the Municipal Act and are used by a number of municipalities across the province. A multi-year budget will formalize our long-term planning process and streamline the work required on an annual basis to prepare a detailed budget as only a few changes are made to reflect unforeseen budgetary items. This policy provides the framework and defines the approach and processes to be used for multi-year budget planning and Council approvals.

Incorporated within the 2024-2026 Budget and the long-term financial plan for the fourth year are D.C. revenues. Council formally authorized staff to commence processes for the undertaking of a D.C. Background Study. Further, this was formally identified within the Council approved County Strategic Plan (2019-2023) as a specific objective. Identified as such under the Sustainable Growth Priority to 'Evaluate a County-wide Development Charge' and ensure 'growth pays for growth'. Ultimately, the County adopted By-law 2020-36 effective October 1, 2020 imposing County-wide D.C.'s. After completion of several statutory requirements leading up to the adoption of the County-wide D.C., Bill 197, the COVID-19 Economic Recovery Act, 2020 received Royal Assent. Changes to the D.C. Act because of this allow municipalities to recover discounted D.C.'s for certain services that previously had in place a statutory 10% reduction. As a result, staff requested and received Council authorization to amend the County D.C. By-law and the associated Background Study. The County-wide D.C. By-law was amended August 25<sup>th</sup> 2021 under By-law 25-2021. D.C.'s are one-time fees levied by municipalities on new residential and non-residential lands to help pay for a portion of the growth-related capital infrastructure. The purpose of D.C.'s are to ensure that new development pays its proportionate share of the capital costs required to service the associated new development. It is common practice for municipalities in Ontario to utilize D.C.'s, thereby, ensuring that the capital cost of providing services to new development is borne by the development receiving the benefit.

Legislative amendments resulting from Bill 23, More Homes Built Faster Act have significant impacts to D.C. revenues in the long-term model with most of these amendments having come into effect upon Royal Assent on November 28, 2022. Of most significance to the County of the amendments is the removal of housing as an eligible D.C. service. The County's current D.C. Background Study identifies two specific housing projects, those being the Elgin Park Redevelopment Project and the 473 Ontario Street Development Project. The DC study projected approximately \$2.4M in total D.C. revenues for these two housing projects. Bill 23 eliminated the majority of this revenue for these projects.

This change under the Act, coupled with cost escalations and increased debt servicing costs from higher interest rates, makes the 473 Ontario Street project more challenging to finance. This is also a loss of revenue for future social housing expansion projects that would come forward for consideration aligned with the Northumberland County Affordable Housing Strategy.

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This strategy has set goals to increase the supply of housing at various levels of affordability. It's estimated that over 250 new affordable housing units in Northumberland may be at risk over the next 2 – 7 years.

At the time of the change, the impact to the County-wide D.C. charge for a single and semi-detached residential dwelling was nominal in relation to the total cost of a new home going from \$3,848 to \$3,109 for a reduction of \$739; however, the total impact in lost financial capacity for County Community Housing expansion initiatives is significant at \$2.4M.

Some of the other notable amendments under the Act that will create other financial challenges include the removal of studies as an eligible D.C. item for sourcing D.C. revenues and new statutory exemptions for affordable and attainable units that would require the County to fund the D.C. reserve equal to the amount of these exemptions from a non-D.C. source.

## **Consultations**

In previous budget cycles, staff have facilitated various combinations of Financial Framework Open Houses and surveys. The intent was to educate and engage the public on the County's services and budgetary processes and to provide for public engagement and input into the County's annual budget and long-term financial plan. Despite communication of the open houses via social media, the County website, newspapers, radio and media advisories participation was limited with 11 and 5 attendees at the last open houses facilitated in the years 2017 and 2018, respectively. The number of survey responses received was 2 and 1 in the years 2017 and 2018, respectively with a markedly improved participation level in 2019 at 374 respondents dropping down to 54 in 2020. Recognizing the limited participation for open houses and the extensive staff time required for planning and facilitating these, Council authorized under Council Report 2018-55 that the stakeholder consultation process be restricted to a budgetary survey only effective commencing with the 2020 budgetary cycle and staff recommended an enhanced on-line engagement via the Join In Northumberland project page for the 2022 budget. To this end, an interactive budget simulation tool was piloted as an opportunity to improve staff and Council's understanding of resident and stakeholder needs, expectations, and priorities for investment of the 2022 County Budget. The level of public response was modest with only 77 people completing the simulation. With limited success, Council directed staff to not facilitate the simulation tool for future years budget engagements.

Northumberland County adopted a new strategic plan in 2023. The plan required extensive public engagement that was facilitated through the Communications department. Because of this extensive engagement, it was decided that we would not conduct a separate budget survey. The feedback gathered during the strategic plan consultations has been factored into the departmental business plans and issue papers.

## Discussion

### 2024 - 2026 Budget Overview, and Economic Outlook

The 2024 draft budget proposes an overall levy increase of 8.36%. After growth, the increase to the existing property owner is 6.36%. The dedicated infrastructure levy represents an increase of 1.07% to the levy. **After growth and the dedicated infrastructure levy, the increase to the existing homeowner is 5.29%** The target for the base levy increase was set by Council at 4.0%; therefore, the proposed budget, as currently drafted, is above this target by 1.29%.

The overage of 1.29% is caused by the proposed new dedicated housing levy \$668,904 (1.0%) and the amounts for the Kingston University Hospital Foundation request \$46,000 (0.07%) and the estimate of the extension of the Commuter Connect program (Durham line) \$150,000 (0.22%).

The increase in the dedicated infrastructure levy at 1.07% is a modest increase for infrastructure investment, considering the County's infrastructure deficit and current inflation within the construction industries. Growth is estimated at 2.00% pending final property tax roll return for the 2024 year.

Inflationary pressures and high interest rates continue to be challenges for Northumberland County. After historically high inflation in 2022, inflation has gradually slowed in 2023 and was at 3.1% (on a year-over-year basis) in October 2023 and above the inflation target of 2.0% as set by the Bank of Canada (BOC) in monetary policy. After aggressively raising interest rates in 2022, the Bank of Canada has kept rates high through 2023 in an attempt to bring inflation in check. The overnight lending rate remained at 5% after the BOC's latest interest rate announcement on Oct 25<sup>th</sup>. In the banks October Monetary Policy Report they indicate that they believe that the Canadian economy is approaching a balance point. They expect that inflation will stay around 3.5% until the middle of 2024 before dropping to 2.5% and then finally to their target of 2% in 2025.

Interest rates are a significant risk for Northumberland County because we will be taking on long term debt in the form of an Infrastructure Ontario debenture when the GPL & NCAM project is complete. The principal amount of this debenture is expected to be \$97M and the term is 25 years.

Many of the goods and services purchased by the County move independently of the general rate of inflation as determined by a consumer basket of goods; therefore, CPI is not indicative of inflationary pressures experienced by the County. Expenditures such as insurance for the County are impacted by other factors not typical of household consumers and far exceed the headline CPI index. The annual Non-residential Building Construction Index in the 3<sup>rd</sup> quarter of 2023 was 6.6%. This is a decrease from the 14.5% and 15.3% that it was in 2022 and 2021 respectively. This index is a better measure of costs related to County infrastructure construction projects. Inflation of Non-residential construction costs has put a lot of pressure on the County's construction activities, with price escalations driving tender awards to come in over budget. These price escalations represent a significant risk to the County with several major construction projects contemplated in the near term and within the long-term financial plan.

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The County will continue to need to monitor these inflationary pressures and revise levy assumptions within the long-term model appropriately in order to deliver programs and services and simultaneously invest in infrastructure and contribute to reserves for the considerable future needs. In addition to inflationary pressures related to construction activities. As the County budget becomes more restrictive, the possibility of incurring an annual deficit becomes more prevalent and is a concern recognizing many items that impact annual results are uncontrollable. This places strain on reserves from the perspective of limited annual surpluses and greater likelihood of utilization should a deficit position occur.

As a full service upper-tier municipality, the County is responsible for several mandated services that receive funding from various Provincial ministries. The 2024 budgeted proportionate share of revenues from grants and subsidies is significant at 38%. Fiscal challenges at the Provincial level are at risk to likely impact the County over future years as the province strategizes towards reducing the overall deficit.

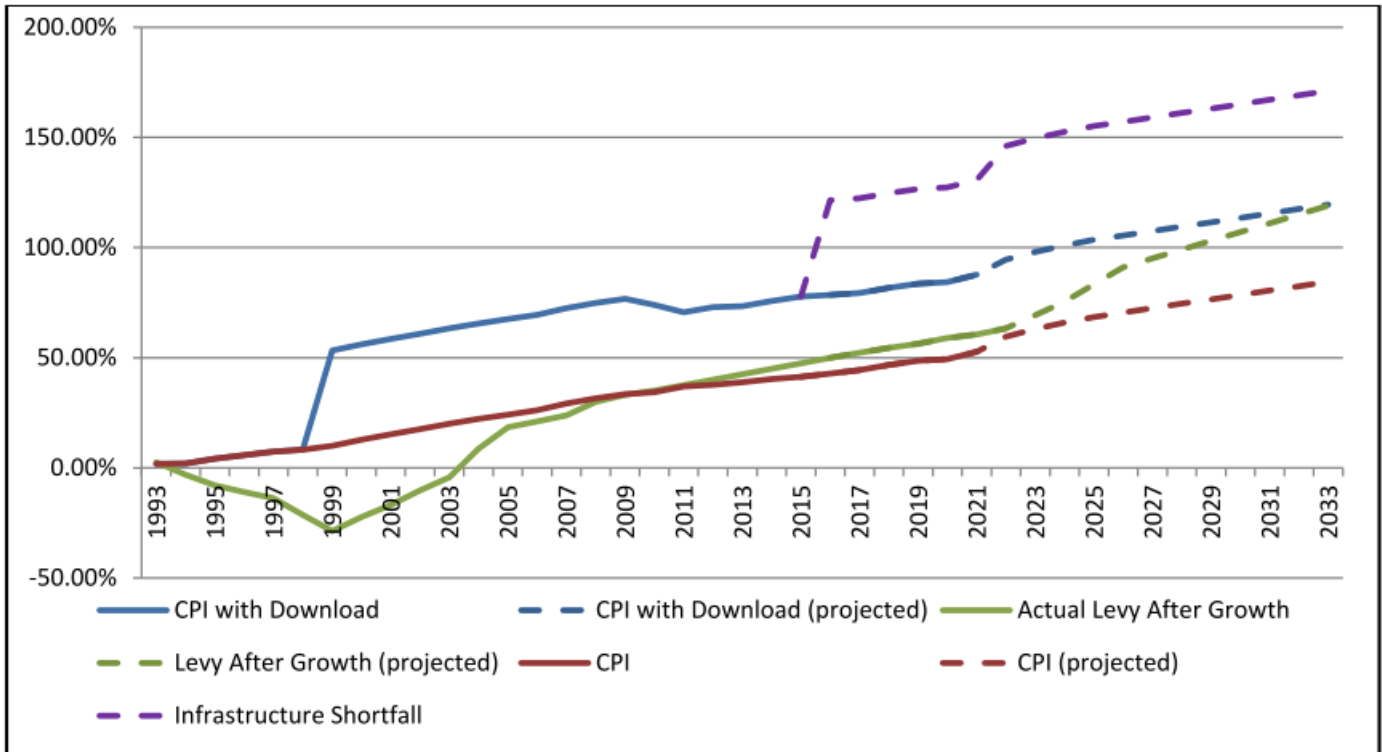
In 2021, the area hospital foundations of Northumberland Hills Hospital and Campbellford Memorial Hospital requested that the County provide an annual grant towards funding identified capital initiatives. To this end, Council committed to an annual contribution of \$250,000 over five years. This grant was paid out in 2023 and is reflected in the 2024-2026 budget.

The County has not fully re-established sustainable capital budgets for all departments such as transportation, waste and social housing. The ongoing trend of heightened inflationary pressures within the economy for construction type activities, as evidenced by the Non-residential Construction Price Index, will make it increasingly difficult to continue to limit tax levy increases without impacting capital intensive programs or seeing the infrastructure deficit worsen.

The chart below has been included in budget presentations over the past several years. It continues to be relevant as it provides a clear picture of the actual changes in the County levy compared to inflation and program changes. The green line shows the major decrease in the County levy through the 1990's when budgets were slashed across all departments. However, program responsibilities such as County Roads stayed the same, so by 2000 the County's programs were all seriously underfunded. From 1998-2001, a range of former Provincial and Federal programs, such as Social Housing, several roads and EMS, were downloaded to the County with significant financial costs. From 2000-2005, the levy increases were steep as Council struggled to meet its responsibilities to fund and operate all of the former and new downloaded services. The red line represents the Consumer Price Index (CPI) and shows how, theoretically, the County levy should have been increased to sustain its original program responsibilities only. The blue line is a theoretical line showing how the levy should have been increased from 1993 to today to handle both the original and downloaded program responsibilities. The purple dashed line reflects the additional investment in capital that was recommended based on the County's original 2014 Asset Management Plan and, in 2022, the newly approved Asset Management Plan specific to the incremental impact from updates to the valuations to required investments for core assets (road network, bridges / culverts and storm sewer). While this chart shows significant financial challenges in the past, the County is much more financially stable as we have made up much of the ground previously lost.

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## Levy vs Consumer Price



We have continued to project stable increases over the next several years. The proposed increases in 2024 to 2026 make up some ground for years where increases have not been in line with inflation. The increases to the DIL, the addition of proposed DHL, and the 4% levy target set by Council for the long-term plan have adjusted the trajectory of the projected green levy line above. However, there is still a significant spread between the projected levy and what is required to meet our overall infrastructure needs. Construction inflationary pressures make it more challenging to address the shortfall in infrastructure funding. Increases that don't keep pace with inflation will continue to erode financial capacity in future years.

The Federal Gas Tax is the primary source of infrastructure funding available to the County and included a one-time doubling up of funds in 2019 and again in 2021. The Province introduced formula based OCIF funding in 2015 and announced under their Fall Economic Statement last year that the OCIF formula-based funding model has now been redesigned. The announcement indicated the funding will be enhanced, effectively doubling the funding envelope province-wide over the next 5 years. Application based funding programs are sporadic and require competition with other municipalities. In an environment where almost all municipalities are in need of infrastructure investments, the competition is fierce to chase relatively small pots of funding. Therefore, the level of annual increases is being reconsidered for future budgets as we develop plans to reach sustainable funding levels for both operating and capital budgets.

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The County continues to monitor program, legislative and funding decisions being made by the Provincial government. The draft budget reflects decisions to the extent possible up to the point of finalization of the draft budget.

The 2024-2026 draft budget (**cash basis**) is as follows:

	<b>2022 (M\$) Budget</b>	<b>2023 (M\$) Budget</b>	<b>2024 (M\$) Draft</b>	<b>2025 (M\$) Draft</b>	<b>2026 (M\$) Draft</b>
Revenue					
Levy	63.2	68.0	73.9	81.2	89.1
Grants & Subsidies	47.4	60.2	59.6	66.4	62.2
Other Revenue	<u>20.5</u>	<u>22.8</u>	<u>25.9</u>	<u>33.3</u>	<u>34.9</u>
Total Revenue	131.1	151.0	159.4	180.9	186.2
Borrowing					
Debenture/Construction Financing	44.7	47.3	40.3	8.9	11.2
Internal Borrowing	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Borrowing	44.7	47.3	40.3	8.9	11.2
Total Revenue & Borrowing	175.8	198.3	199.7	189.8	197.4
Expenditures					
Operating	111.3	127.2	140.4	145.3	148.8
Capital	67.6	75.8	67.4	55.0	44.8
Debt Principal Repayment	<u>1.7</u>	<u>1.2</u>	<u>1.1</u>	<u>2.4</u>	<u>4.1</u>
Total Expenditure	180.6	204.2	208.9	202.7	197.7
Reserves					
Transfer to Reserve	6.9	9.2	9.7	12.0	12.4
Transfer from Reserve*	<u>(11.7)</u>	<u>(15.1)</u>	<u>(18.9)</u>	<u>(24.9)</u>	<u>(12.7)</u>
Net Change in Reserves	(4.8)	(5.9)	(9.2)	(12.9)	(0.3)
Total Expenditures & Reserves	175.8	198.3	199.7	189.8	197.4

\* Inclusive of prior year carryover items

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The 2024-2026 draft budget (**accrual basis**) is as follows:

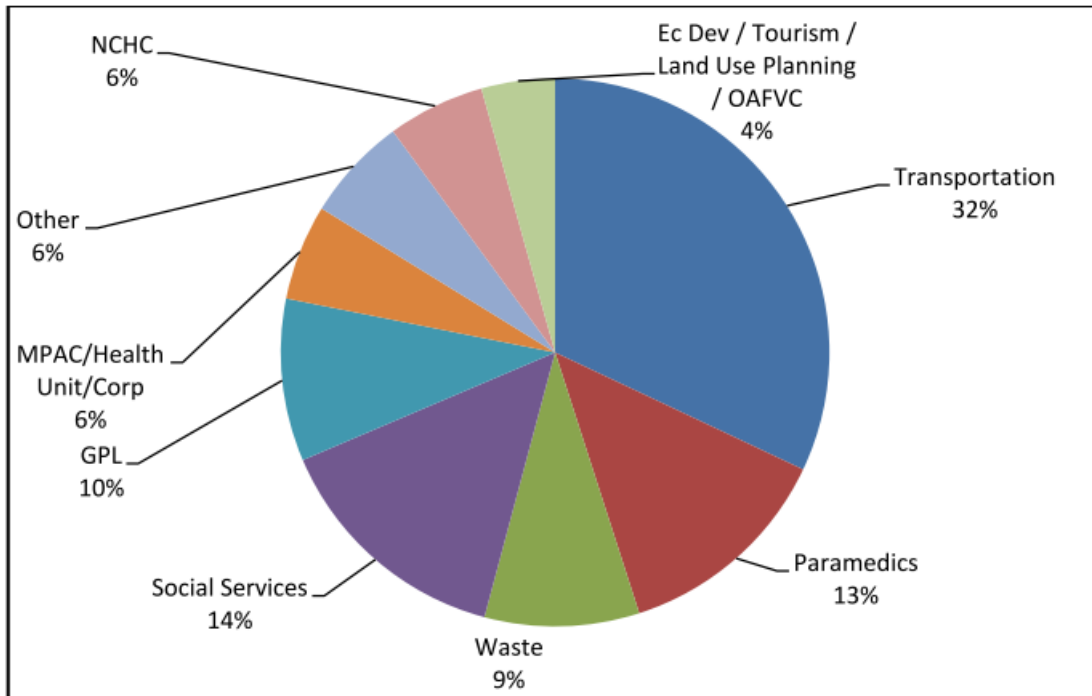
	<b>2022 (M\$) Budget</b>	<b>2023 (M\$) Budget</b>	<b>2024 (M\$) Draft</b>	<b>2025 (M\$) Draft</b>	<b>2026 (M\$) Draft</b>
Cash Budget	175.8	198.3	199.7	189.8	197.4
Less:					
Debt Principal Repayment	1.7	1.2	1.1	2.4	4.1
Capital	67.6	75.8	67.4	55.0	44.8
Internal Borrowing	0	0	0	0	0
Debenture/Construction Financing	<u>44.7</u>	<u>47.3</u>	<u>40.3</u>	<u>8.9</u>	<u>11.2</u>
	(114.0)	(124.3)	(108.8)	(66.3)	(60.1)
Add:					
Amortization	9.4	9.5	9.7	9.8	10.0
Future Employee Benefits Liability	0.4	0.4	0.4	0.4	0.4
Landfill Post Closure Liability	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
	10.4	10.5	10.7	10.8	11.0
Accrual Based Budget	72.2	84.5	101.6	134.3	148.3

## Levy

Each County department is funded through multiple sources. The proposed \$73.9M levy is split across the County operating departments as outlined in the graph below. Approximately 32% of the levy is directed to the department as the Federal Gas Tax is the only other significant source of revenue for roads maintenance and construction projects. Paramedics require 13% of the levy to fund the County's portion of operating costs as well as capital. The Waste division receives about 9% of the levy – which will be reduced from the prior year after the closer of the MRF. Waste has other sources of revenue such as bag tags and tipping fees. About 14% of the levy goes to the Community and Social Services department with the NCHC garnering a further 6%. The GPL is allocated 10% of the levy and we have now stopped the contribution to reserves towards the redevelopment of the facility. The GPL receives a Provincial subsidy and accommodation revenue from residents in addition to the levy. A further 6% of the levy funds the County's required payments to the Health Unit and MPAC. The balance of the levy funds various smaller departments including Economic Development, Tourism, Natural and Cultural Heritage, Land Use Planning and Emergency Planning and Health and Safety.

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## 2024 Levy by Department



The support departments (Human Resources, Finance, Information Technology, Facilities, Corporate Management, Records Management, Communications, and Legal Services) are funded through internally allocated charges to each operating department. Each department is charged as follows:

Corporate Department	Allocation Method
IT	Number of computers by department
HR	Number of employees in each department
Finance	Percent of total County budget
Corporate Management	Percent of total County budget
Facilities	Percent of office space used by each department
Communications	Percent of total County budget
Clerk	Percent of total County budget
Legal Services	Percent of total County budget

## Revenue

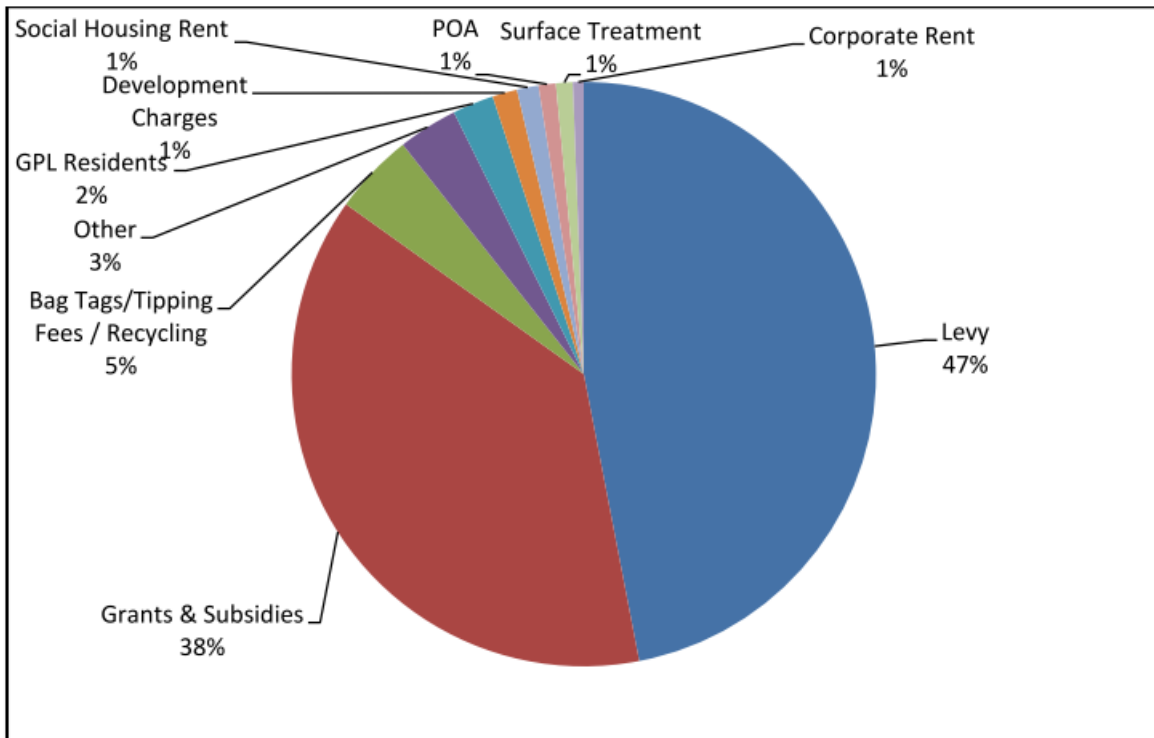
The County funds its programs, services and infrastructure through a number of sources. The largest single source of revenue is property taxes or the tax levy at 47%. An additional 38% of County operations are funded by grants and subsidies from the Provincial and Federal governments. Several departments generate significant revenue for their programs through rents, accommodation fees for long term care, fees such as bag tags and tipping fees, the new

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contract with Circular Materials Ontario to administer the waste collection contract for recyclables, and Provincial Offences fines. Although Provincial Offences revenues have not quite recovered to pre-pandemic level based on ticketing volumes, the budget assumes this will occur in 2024. The 2024 draft budget represents the fourth year with D.C.'s representing 1.4% of revenues within the year. The D.C. revenue in the year primarily reduces debt requirements for previously identified projects and increases financing within the Transportation Department towards addressing the infrastructure deficit gap for expansion related projects. The relative proportion of revenue sources is fairly consistent with previous years.

### 2024 Revenue Sources



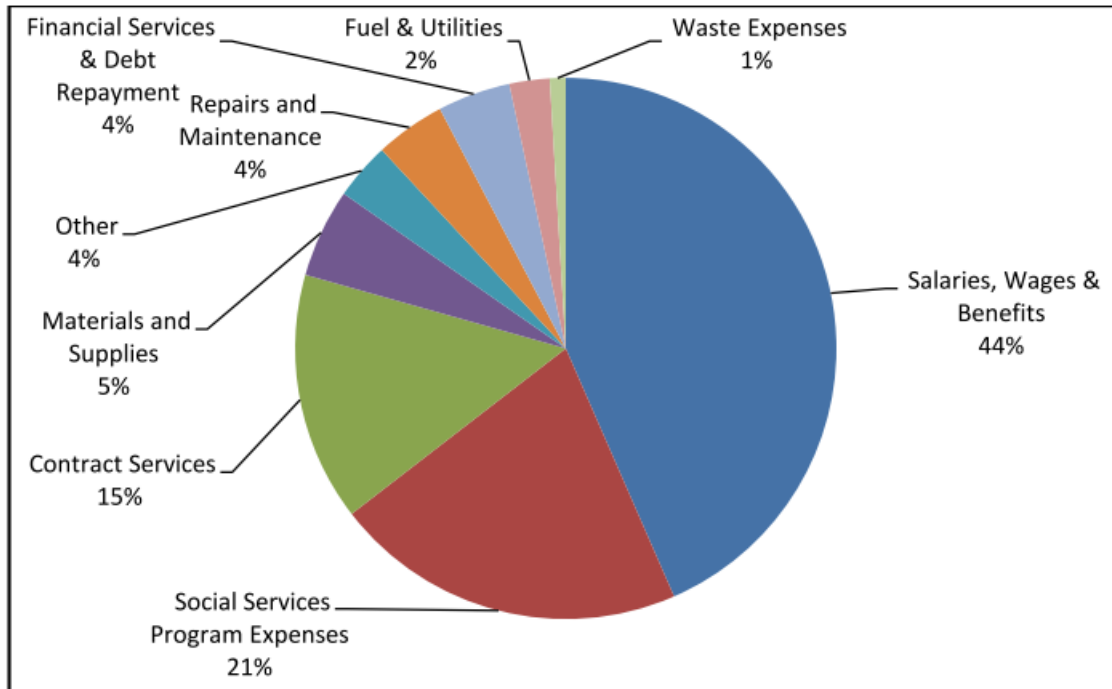
### Expenditures

In 2024, approximately 44% of operating expenditures will be spent on staffing costs due to the fact that many services provided by the County are labour intensive such as long-term care and paramedics. Salaries and benefits relative portion of expenditures remains fairly consistent year over year. About 21% of the County’s operating budget is spent on Social Services programs although a significant portion of these costs are flow-through dollars and are funded directly by the Province. The County spends 15% of their operating costs on contract/external services which include all forms of contract services including waste collection, engineering, auditing, legal, repairs and maintenance and a number of other specialized services. External services also include annual fees to the Municipal Property Assessment Corporation (MPAC) and the Health Unit, as well as Fire Dispatch services, and Court Security. External transfers include the annual hospital grants amounting to \$250,000 as approved by Council for a 5-year period commencing in 2021. Materials and supplies account for 5% of operating expenditures and

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consist of medical supplies, raw food for the long-term care home, sand and salt for roads, maintenance materials, office supplies and many other goods required for County operations. The balance of operating expenditures includes repairs and maintenance, fuel, utilities, waste expenses (primarily leachate management) and debt servicing.

### 2024 Operating Expenditures



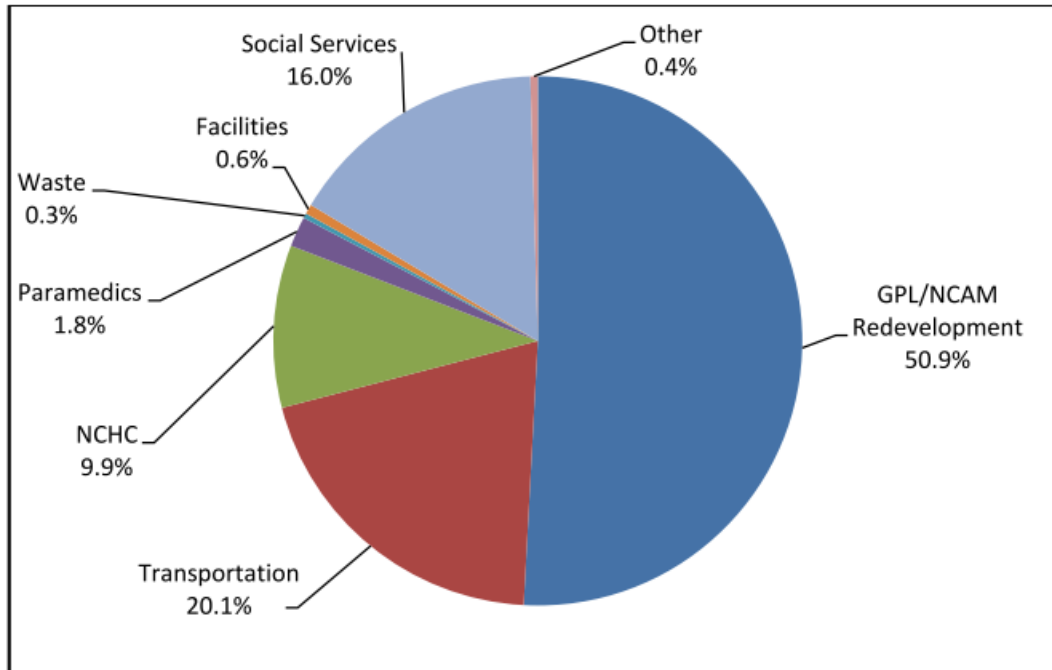
The majority of the capital expenditures will be directed to the GPL/NCAM Redevelopment project at 51% with construction continuing for the multi-year project. The next largest proportion of capital expenditures occurs within the Transportation department at 20%. This department manages the vast majority of the County’s infrastructure. The NCHC and the Facilities Department also manages a significant portion of the County assets. In 2023, the NCHC completed construction on phase 1 of the Elgin Park Redevelopment project and will begin construction on phase 2 of the project. This work represents a 10% share of the capital budget. The balance of the capital budget will be spent primarily in Paramedics, Facilities Waste, Planning, Natural Heritage, and Information Technology Management.

Key capital projects & purchases in 2024 include:

- Continuation of the GPL/NCAM Redevelopment project
- Continuation of the Elgin Park Redevelopment project
- Initial costs for the Ontario Street Development project
- Roads and bridge work
- Equipment and fleet replacement in Transportation, Waste & Paramedics
- Social Housing and corporate building upgrades and equipment replacement

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## 2024 Capital Expenditures



Since 2009, the revised Public Sector Accounting Board (PSAB) standards have been in place. These standards required that clear definitions of capital be adopted by municipalities. Capital is generally defined as new, replacement or betterment projects or purchases greater than \$5,000 with a useful life of more than one year. Where high value purchases are made to improve or expand upon an existing asset, it is measured against specific criteria to determine whether it will be recorded as a capital or operating expenditure. Examples of the criteria include extending the useful life of the asset and the value of the improvements relative to the total value of that asset.

The Province requires that all municipalities have Council approved Asset Management Plans established to be eligible for any infrastructure funding programs. The County's Asset Management Plans clearly identify and prioritize the critical infrastructure needs of the County. The County has implemented asset management software to ensure asset data is kept current for effective decision making. In addition to the financial data management and reporting, this software has many other tools that assist with or link into GIS mapping, customer service issues tracking and asset maintenance processes. The software is fully integrated with the County's existing GIS system. In addition to this, the implementation of this asset management software included customization to fully integrate financial data from the County's financial ERP system ensuring all relevant asset costing is available for analytics and linked to GIS mapping data. User acceptance training and end-user training were completed in 2018 and the software went live in 2019. Life cycle modeling commenced in 2020 as the next phase in this project towards development of a new Asset Management Plan under the County's Asset Management Policy that was approved by Council in 2019. Phase I of the plan update to address core infrastructure assets was completed in 2022 with Council approval of a new Asset Management Plan for these specific assets on June 15, 2022.

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## Tax Impact

Each year it is difficult to balance the need to increase property taxes to ensure the continuation of service and maintenance of assets with the challenging economic circumstances of the County. The EOWC identified in a white paper some of the challenges faced by rural Eastern Ontario when setting tax rates which include:

- Almost 90% of the local assessment is residential
- Average personal earnings are less than the Provincial average
- One in five people are a senior citizen
- Lower share of income from employment earnings
- Lower share of the workforce with college or university education
- Lower shelter costs for owned homes but there are longer more expensive commutes
- Larger share of homes needing major repairs

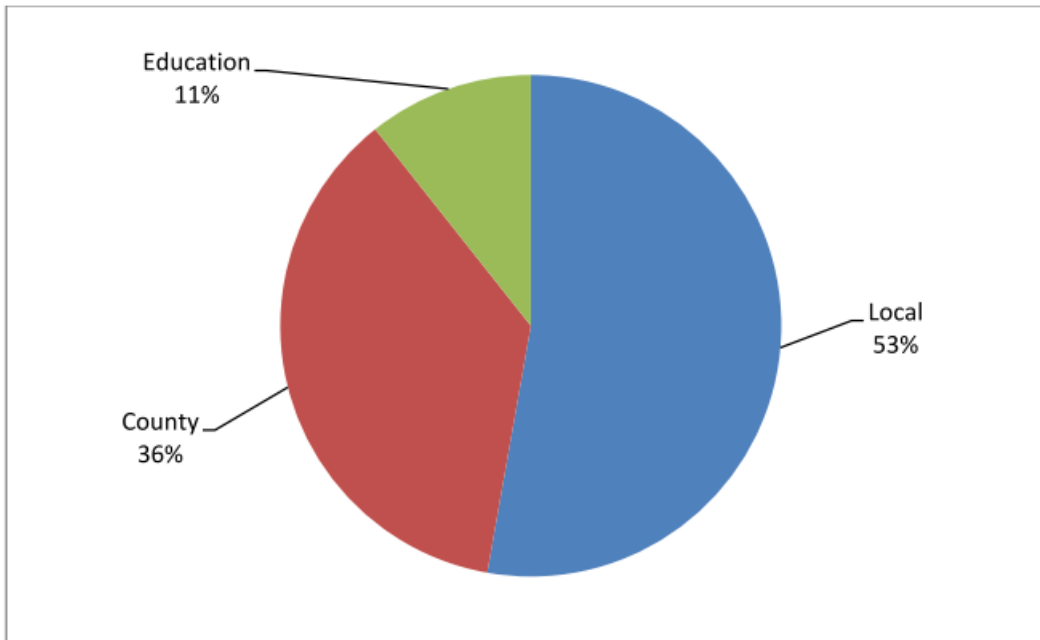
While these factors make it difficult to increase property taxes, they also support the need for sustainable programs and services delivered by municipal governments. Further, the balancing of immediate and future needs is critical to setting reasonable and appropriate rates to balance current and future budget considerations. The overall **estimated** tax impact from the County increase for 2024 is approximately \$89 for the median single-family home or \$7.42 per month.

There are several factors that go into the estimated tax calculation that make it very difficult to predict accurately into the future. However, the estimated tax impacts from the levy increases in the draft 2024-2026 budget for 2025 and 2026 are approximately \$144.98 and \$157.32 respectively.

Property taxes have three components: Municipal (local), County and Education. The portion of the property tax bill allocated to the County varies across the seven member municipalities. The County and Education tax rates are the same across all seven member municipalities. However, the local municipal tax rates vary by municipality depending on the types of programs and services offered. On average, the local municipalities account for just over half of a property tax bill at 52.8% with the County and Education making up the balance at 36.5% and 10.7% respectively. In recent years, the education tax rate in Northumberland has declined modestly. This has resulted in a slight shift in the proportionate split of local tax dollars. On average, local municipalities have been the primary beneficiary.

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## How Are Property Taxes Allocated?



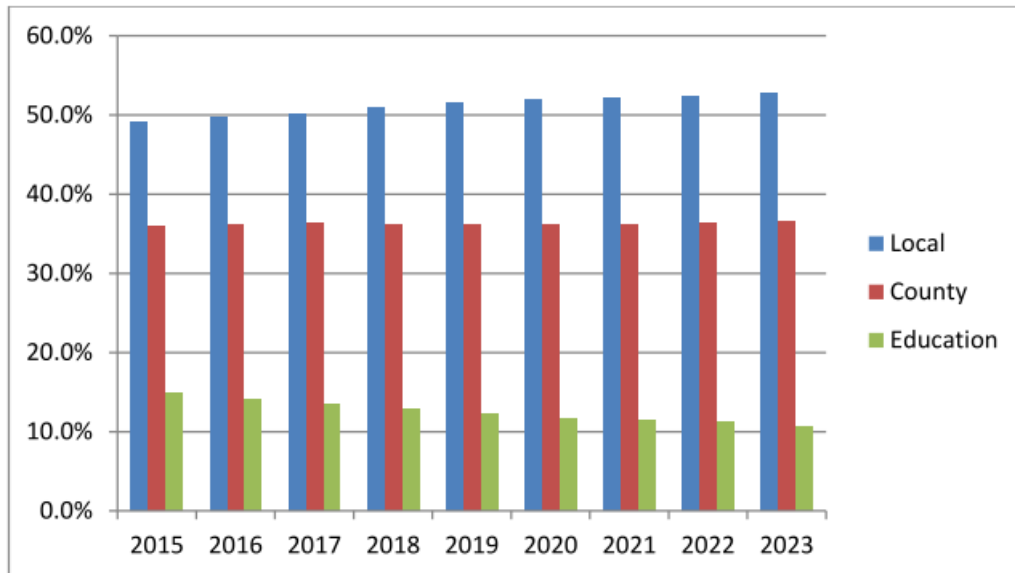
## 2023 Tax Rate Split

	Local	County	Education
Port Hope (Ward1)	60.7%	30.4%	8.9%
Cobourg	57.3%	33.0%	9.6%
Trent Hills	55.0%	34.9%	10.2%
Cramahe	54.3%	35.4%	10.3%
Port Hope (Ward 2)	53.2%	36.2%	10.6%
Brighton	50.5%	38.3%	11.2%
Alnwick/Haldimand	46.6%	41.5%	12.1%
Hamilton	44.8%	42.7%	12.5%
<b>Average 2023</b>	<b>52.8%</b>	<b>36.5%</b>	<b>10.7%</b>
Average 2022	52.5%	36.3%	11.3%
Average 2021	52.2%	36.2%	11.6%
Average 2020	52.0%	36.2%	11.8%
Average 2019	51.5%	36.2%	12.3%
Average 2018	51.0%	36.2%	12.9%
Average 2017	50.2%	36.3%	13.5%
Average 2016	49.7%	36.1%	14.2%
Average 2015	49.1%	36.0%	14.9%

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The allocation of the municipal tax dollar was fairly consistent between 2015 and 2023. The slightly lower education tax rate continued to create a small amount of tax room for the lower tier municipalities and the County. During this time, overall, the ongoing reduction in the education tax rate saw more of the proportionate share of each property tax dollar shift from education to the member municipalities.

**Relative Share of Property Tax Dollars**



The draft budget would see the actual County residential tax rate increase to an **estimated** 0.005577767 from 0.00523979 based on current tax policy. **The final tax roll information is not yet available, and the tax rate will change when the final data is published by MPAC. Further changes could be realized once the tax policies for 2024 are approved in the new year subsequent to budget approval and final lower-tier and education tax rates are pending.** On a four-year cycle, MPAC reassesses all properties within Ontario. In 2016, MPAC provided reassessment valuations based on a valuation date of January 1, 2016. This represents an update from January 1, 2012 valuations. The current value assessment (CVA) from the 2016 reassessment was utilized for property taxation calculations in the four-year taxation cycle of 2017-2020 with any increases to property values phased-in equally over the four-year period towards full CVA.

The Ontario Government postponed the 2020 Assessment Update due to the COVID-19 pandemic. On Aug 16<sup>th</sup>, 2023 the province amended the Assessment Act to extend the postponement of the province-wide reassessment. The government also announced that it will conduct a review of Ontario’s property assessment and taxation system. The details of that review are currently unknown.

Property assessments for the 2024 property taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2023 taxation year). This means that any shifts in taxation burden between property tax classes as a

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result of changes in property assessment values to reflect current market conditions will not be realized. The most recent median home value based on the 2023 returned tax roll in Northumberland County per MPAC to be used for property tax calculations is \$262,000 (valuation date of January 1, 2016). Given the property valuations currently used by MPAC are based on a valuation date of January 1, 2016, they do not reflect current market values. However, these are the valuations that are used for calculating property taxation, and as such, the median valuation from the returned roll is used to calculate the estimated annual tax increase. Utilizing these median values, a typical property owner would see their annual property tax for the County portion increase by approximately \$88.55. It is important to note that these estimates are based on the median household and the actual impact will depend on the assessment of each individual property. Properties are assessed by MPAC and many factors are considered in determining a property's assessed value.

The County levy is allocated to each of the member municipalities based on weighted assessment. Growth does not occur consistently across the municipalities and changes in assessment values can vary among the municipalities as well. Therefore, each year the weighted assessment is recalculated to determine the distribution of the levy across the municipalities. Based on the preliminary tax roll data and the existing County tax policies, the distribution will be approximately as follows:

### **Levy Distribution by Municipality**

	%	\$
<b>Alnwick/Haldimand</b>	9.80%	7,236,082
<b>Brighton</b>	12.92%	9,543,799
<b>Cobourg</b>	23.84%	17,609,156
<b>Cramahe</b>	6.83%	5,040,680
<b>Hamilton</b>	12.98%	9,589,092
<b>Port Hope</b>	19.41%	14,333,489
<b>Trent Hills</b>	14.22%	10,498,967
<b>County Total</b>	<b>100%</b>	<b>73,851,265</b>

County staff initiated a formal tax policy review as authorized by Council under resolution 2017-03-15-61. Further to this, Council directed staff to report on findings of the policy review and options for tax policy changes under resolution 2017-10-11-222. The results of the policy review were presented to County Council on October 18, 2017.

There were several factors that highlighted the need for a formal tax policy review. The County tax policies had remained fairly constant for over a decade. In 2017, the Ministry of Finance made a number of changes to statutes within the property taxation legislative framework increasing flexibilities for municipal tax policy setting. Reassessment of properties by MPAC resulted in a shift in the proportion of assessment and taxation burden across property classes commencing in 2017. Various individuals and organizations have contacted staff and Councilors requesting changes to tax policy as it applies to an applicable tax class of interest to them.

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Information provided within the tax policy review was considered in adoption of the property taxation policies for 2020 as the final year aligned with the four-year MPAC assessment cycle of 2017-2020. The announcement from the Province that the 2020 MPAC Assessment Update had been postponed provided a unique opportunity for further refinement of tax policy in 2021 in the absence of reassessment tax shifts that would normally occur. As a result of this, County staff, in conjunction with the Northumberland County Treasurers Inter-Municipal Working Group, completed a review of tax policies in 2021. Recommendations that were approved by Council included elimination of the reduction program for the commercial and industrial vacant/excess land subclasses. In 2023, County Council approved a reduction in the Multi-residential tax ratio from 2.0 to 1.8 based on the recommendation from the Treasurers Inter-Municipal Working Group and the expectation that a reduction in this ratio is likely to be mandated.

Given that the province has further postponed the 2020 MPAC Assessment Update such that tax rates will continue to be calculated based on January 1, 2016 property valuations in 2024, staff and member municipal Treasurers will consider the possibility for further refinements to tax policy. If pursued, modeling will be provided to Council based on the 2024 returned tax roll so that potential impacts to property owners in all tax classes as a result of any policy changes are fully understood subsequent to budget approval. Further, the Treasurers Inter-Municipal Group had an assessment roll audit conducted in 2023 to ensure accuracy in the assessment base and highlight any anomalies in individual property assessments.

## **Departmental Summaries**

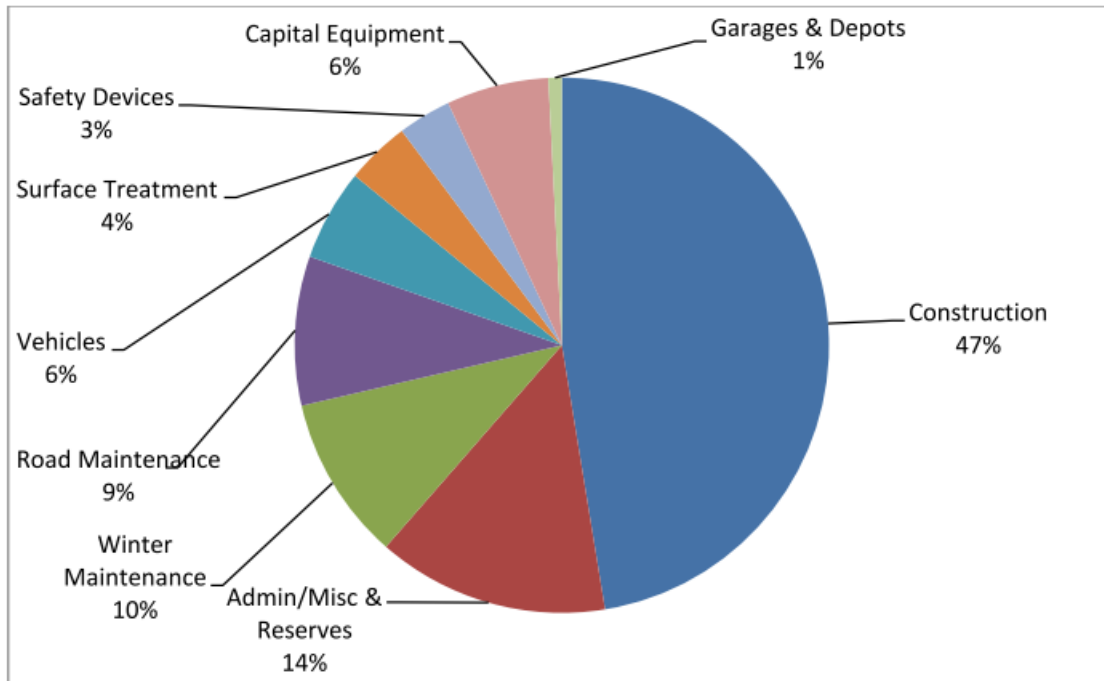
Below is a brief overview of the draft budget for the major County departments. For more detail, please review the department business plans and Issue Papers in the budget books.

### **Transportation**

The Transportation department draft budget is \$34.5M. This includes road maintenance for winter and summer, surface treatment and construction activities. The department is primarily funded by the levy but also receives Federal Gas Tax funding and Ontario Infrastructure Funding (OCIF). As announced in the Province's 2021 Fall Economic Statement, the OCIF formula-based funding model has been redesigned. The announcement indicated the funding will be enhanced, effectively doubling the funding envelope Province-wide over 5 years. The 2024 draft budget currently has OCIF formula-based funding budgeted for \$1.3M. The department also receives full cost recovery for providing surface treatment services to the member municipalities.



## Transportation Expenditures



The dedicated infrastructure levy has been directed to the Transportation department because they are responsible for the majority of the county's assets. The majority of the dedicated levy to date has been put in reserve for future bridge construction.

Transportation has an issue paper to increase the amount of the contribution to reserve for their equipment replacement strategy from \$875K to \$1.08M in 2024 and \$2M in 2025 and beyond. The supply chain issues that started with the pandemic have had a significant impact on our ability to replace equipment. 50% of our heavy vehicles are 10 years or older and 40% of the light and medium duty trucks are over 7 years old. Maintaining these aging vehicles is resulting in increased repair costs and risking our operations with more frequent breakdowns. There are 3 staffing issue papers in Transportation. These are: Roads Operations Staffing, Roads Operations Supervisor and a paper for Converting a part time Contract Administrator to Full Time.

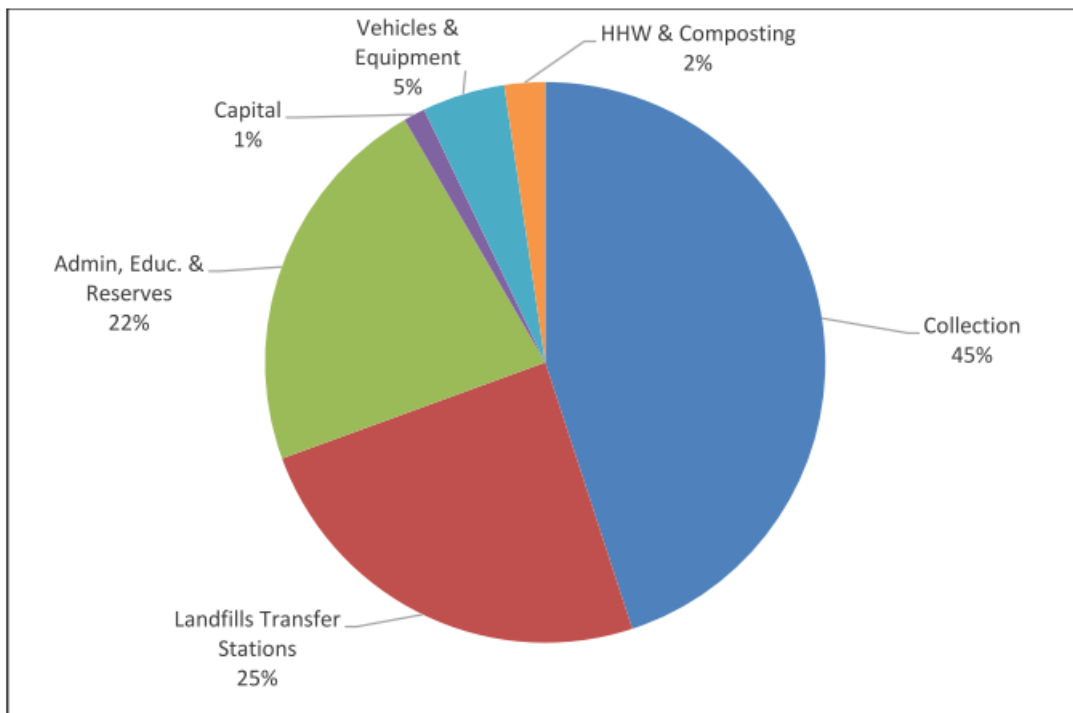
## Waste Services

The Waste Services draft budget is \$16.0M. This includes operations, curbside collection, Community Recycling Centre operations, closed landfill monitoring, and Household Hazardous Waste. The Waste department is able to generate revenue for its operations through bag tag sales and tipping fee revenue. Bag tag and tipping fee revenue is expected to remain flat compared to 2023. Financial pressures will continue well into the future as the County implements the commitments identified within the 2014 Waste Master Plan, experiences limited funding from the Province and continued risk of instability in non-tax revenues.

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The MRF will cease operations at the end of 2023. This will mean the elimination of the operating cost, but also the loss of the revenues that the MRF generated through the sale of recyclables and diversion funding. Northumberland has also entered into an agreement with Circular Materials Ontario (CMO) to continue to administer the recycling portion of the collection contract. The net impact of all of these changes is a reduction in the levy requirement of approximately \$1.5M. This savings has been redirected in the draft 2024 budget to offset other pressures. The proceeds from the sale of the MRF will be set aside in reserve to offset MRF severance costs and for future capital requirements.

### Waste Expenditures



The Waste department has three proposed issue papers. There is an annual recurring Issue Paper to request the purchase of capital equipment fully funded by reserves in 2024 recognizing that an annual reserve contribution has been established for financing annual equipment replacements. An issue paper is proposed for the replacement of scale house buildings in Brighton and Seymour. There is also an issue paper for an asphalt shingle and dimensional lumber diversion program.

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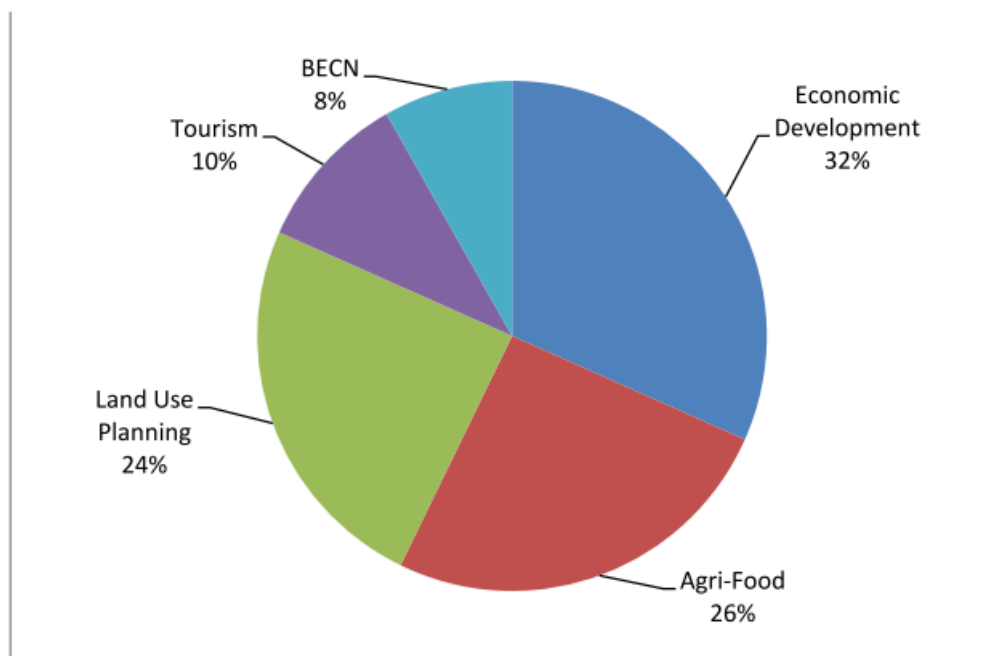
## Economic Development, Land Use Planning & Tourism

The draft Economic Development budget for 2023 is \$5.0M. This includes the economic development and tourism operations as well as the Ontario Agri-Food Venture Centre (OAFVC), the Business and Entrepreneurship Centre (BECN) and Land Use Planning and Plumbing and Septic inspections. This department's operations are funded primarily by the County levy with some small contributions from grants, permits and revenues from the OAFVC. The OAFVC has contract staff required to facilitate operations of the centre and the budget assumes extension of these contracts as required resourcing to support activities and clientele.

The departments have submitted the following seven Issue Papers:

- Government/Community Relations Officer
- OAFVC Building and Equipment Renewal
- Technology Reserve Fund (BECN)
- Technology Reserve Fund (Tourism)
- Planning Intern/Co-op Student
- Planner
- Vehicle Replacement for Inspection Services

### Economic Development, Land Use Planning & Tourism Expenditures



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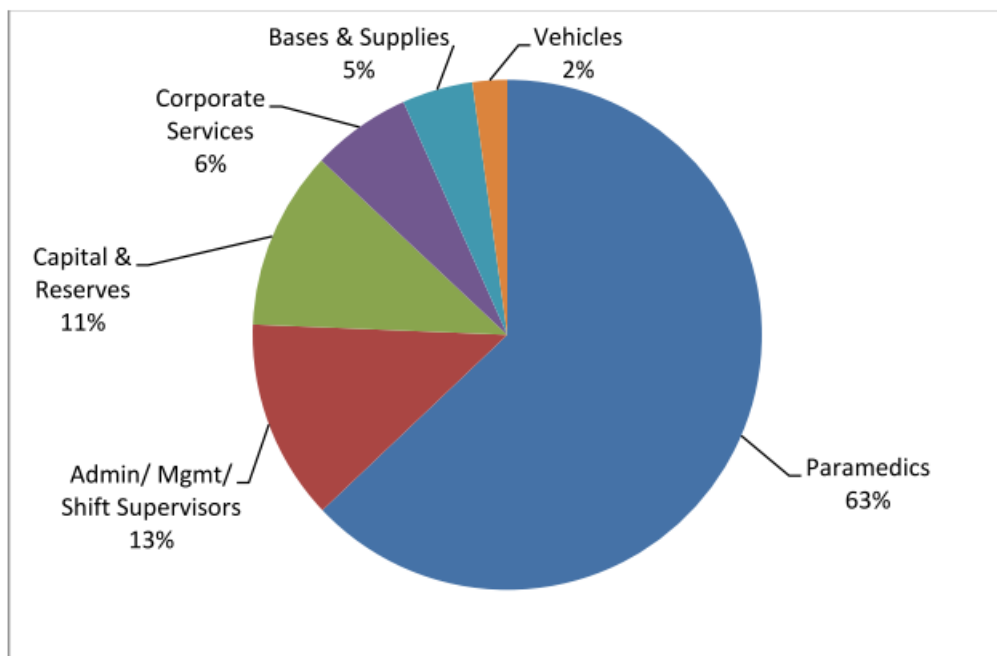
## Northumberland Paramedics

The proposed 2024 budget for the Paramedics department is \$22.3M. This includes the operation of six bases and a fleet of ambulances and emergency response vehicles. Paramedic operations costs are funded 50% by the County levy and 50% from the Provincial subsidy. Capital costs and reserves contributions are funded solely by the County levy with the asset amortization being subsidized by the Province.

The Paramedics department has included five issue papers in the draft 2024 - 2026 budget. They are:

- Additional 12 Hour Crew and Ambulance
- Peer Support Team
- Student (2) Operations/Admin
- Upstaffing Requirements
- ERV Medic Addition and Vehicle

### Northumberland Paramedic Expenditures



## Golden Plough Lodge

The GPL draft 2024 budget is \$24.0M, excluding the GPL Redevelopment costs. The GPL provides nursing, dietary, housekeeping, maintenance, life enrichment programs and accommodations to the residents. In addition to the levy attributed to the GPL, funding is received through the Provincial per diem subsidy and resident accommodation revenue. However, the Provincial funding is not projected to be adequate to fund the increasing patient acuity needs and levels of care. Funding has been enhanced through a Supplementary Staffing

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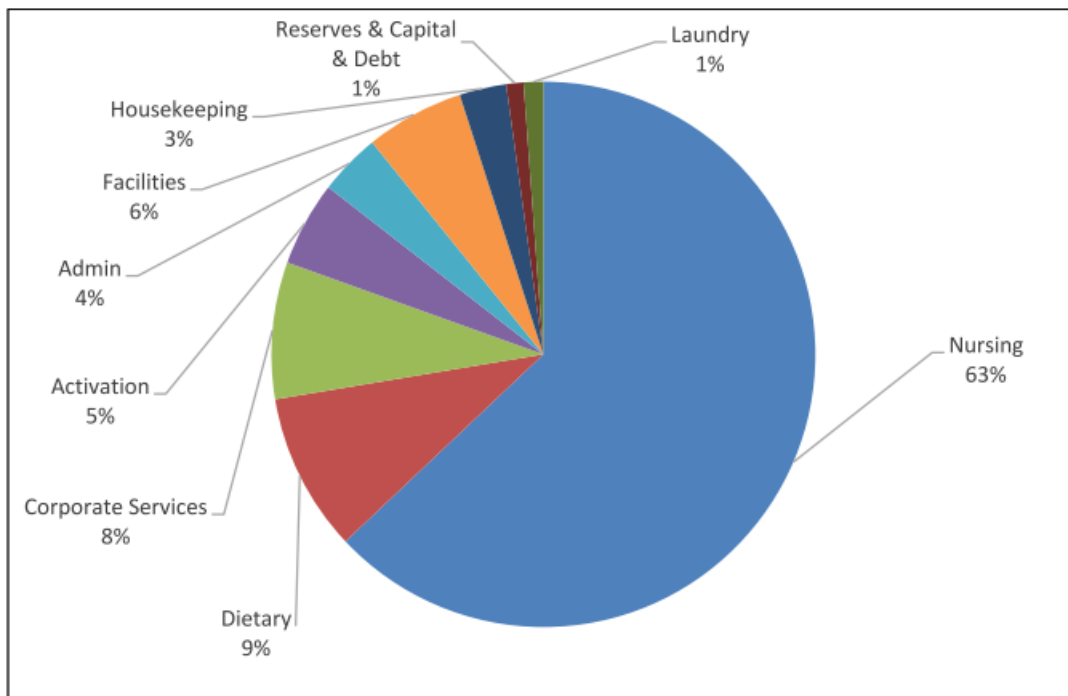
Funding Model to facilitate phasing in towards 4 hours of direct care per resident per day by 2024/25 and this been reflected in the current year budget and long-term plan along with the PSW wage enhancement which has been made permanent.

The GPL is required by the Province to rebuild the facility with those redevelopment works currently underway. The GPL will increase in size from a 151-bed facility to 180 beds based on a Development Agreement secured with the Ministry of Long-Term Care for the ongoing funding of the additional beds and this is reflected within the 2024-2026 budget and long-term plan.

The GPL has submitted seven issue papers and many are related to the change in operations in moving to the new building during the 2024-2026 budget timeframe. The full list of issue papers is:

- Direct Care Staffing
- Life Enrichment Staffing
- Environmental Services Staffing
- Logistics Coordinator
- Environmental Services Reserve Strategy
- Dietary Services Reserve Strategy
- Dietary Services Future Staffing

### GPL Expenditures

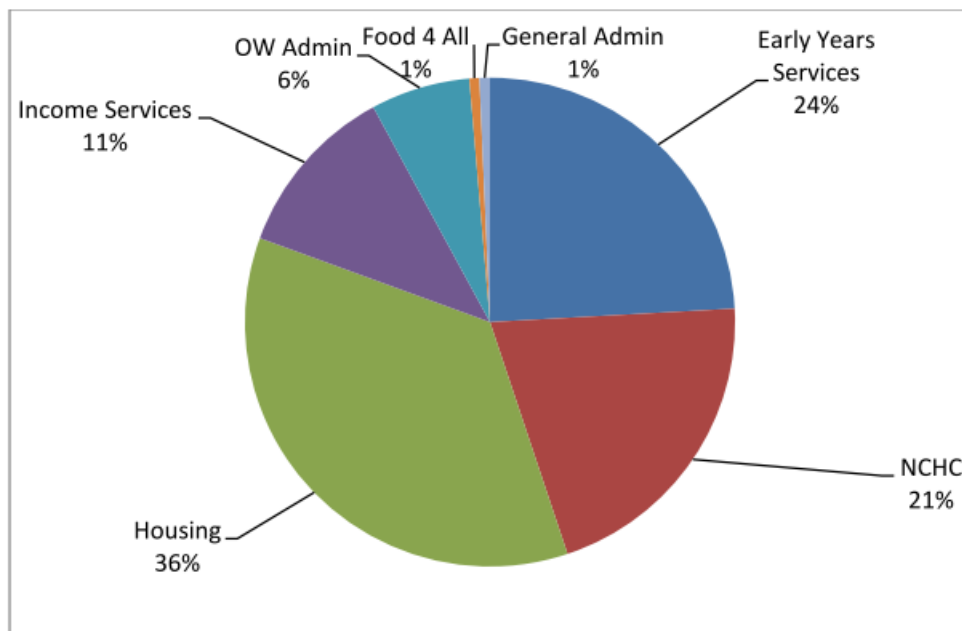


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## Community, Social Services & Northumberland County Housing Corporation

The Community & Social Services draft 2024 budget is \$63.2M. This includes the NCHC, Community Services, Customer Service, Early Years Services, the new Canada-Wide Early Learning and Child Care System which is a fully funded program, Housing Services, the Food 4 All warehouse and administrative services. The Housing proportionate share of expenditures has increased because of the 473 Ontario Street project. Sources of revenue are primarily Provincial subsidies and social housing rent. A significant portion of the Community & Social Services revenues come via funding from Provincial Ministries, many of which are for mandatory programs and comprise of a cost sharing component by the County.

### Community & Social Services Expenditures



The Community & Social Services department is proposing six Issue Papers in the 2024-2026 budget. They are:

- Investment in Housing Reserve
- NCHC Capital Repair Funding
- Community Housing Building Condition Audits
- Made in Northumberland Rent Supplement Program
- Housing Project Implementation Supervisor
- Financial Housing Specialist (Captured in Finance Budget)

### Support Services & Corporate Departments

The corporate and support departments include a number of smaller support departments: Finance (Finance/Procurement, Court Services/POA), Corporate Services (Natural and Cultural Heritage, Emergency Planning and Health & Safety, Human Resources/Payroll, and Legislative

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Services), Information Technology (inclusive of Information/Records Management), Communications and Facilities. These departments are primarily funded through allocations to the various operating departments. Additionally, corporate includes County expenditures for the Health Unit and MPAC classified as External Services and Hospital Grants classified as External Transfers within the budget.

**A summary of Issue Papers for all County Departments is included as an attachment to this report.**

### **Staffing Budget Requests and Resourcing Challenges**

Included in the 2023 budget are Issue Paper proposals for staffing requests. The requests have all been reviewed and discussed at the senior leadership level and vetted to ensure alignment with strategic goals, that supports cannot be transferred or provided from other areas and to legitimize and substantiate needs and anticipated outcomes.

Overall, the recruitment landscape continues to be a challenge for all employers. In the first three quarters of 2023, Human Resources had completed 193 recruitments. During 2023, the competition between employers for talent is still high. So far in 2023, the County has had 41 positions that had to be reposted more than once, in some cases several times. Additionally, due to the lack of applicants/qualified applicants, the County has had to reduce the thresholds for some positions and 'underfill' the positions. Staff have also seen the need to create development positions and provide internal growth opportunities to bring staff up to a higher level and continue to look for opportunities to promote municipal jobs in the school settings. A primary way to enhance the importance and availability of municipal jobs is to hire summer students to provide them with direct, hands-on experience in a municipal setting.

Ongoing vacancies place a considerable amount of added workload and stress on staff and lead to elevated levels of fatigue and burn-out, resulting in long term absences compounding the workload issues. The amount of time spent on recruitment has remained high at 23.5 hours per recruitment which equates to 3,435 hours (close to 2 FTE's). Given the current recruitment landscape, individuals are 'job-hopping' such that they are not staying long term with employers and we continue to see a significant number (15) of candidate declining job offers in 2023. Offers are being declined in the final stages of the recruitment process even though compensation etc. has been clearly defined throughout the process. Additionally, many individuals are requesting 100% remote work and relocation costs which has proven detrimental in the County's ability to secure new recruits.

As the County grows, there are increased demands placed on staff based on volume of work in many instances. Further to that, and of greater impact, is the expanded scope of complexity for many of the County's operations, programs and initiatives which has placed significantly more burden on staff. This is in conjunction with often addressing other needs with staffing shortages creating further risks for retention of staff. To ensure resilience, mitigating staff risks is essential towards achieving strategic goals. As staff turnover increases, effective resiliency based on lost knowledge base is significantly compromised.

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Expanded funding programs and the roll out of new programs such as the Canada-wide Early Learning and Child Care System and Community Paramedicine create extensive work loads. Projects such as the public, private partnership and new Municipal Services Corporations for expanding broadband and the innovative partnership to expand social housing at the 473 Ontario Street Project are examples of many very complex initiatives that are impacting on the County's ability to provide effective resourcing to see these projects come to fruition. The County has been successful in acquiring funding for many projects such as the ones noted above. Ensuring they are completed is critical to realize the funds and the benefits they attribute to the community as a whole both economically and socially. and implementing new legislation, expanded Provincial reporting requirements on existing and new programs continue to outpace the level of resourcing available.

Several departments have requested summer student or intern/co-op positions. This enables the County to provide direct hands-on experience to potential new employees, provide insight into municipal governance jobs and build future talent. Several requests are as a result of new funding, enhanced service delivery requirements, improved safety/supervision, and new program delivery.

Issue Paper requests for staffing address the following:

- Workload & capacity
- Significant risk of fatigue and burnout
- Staff are, rightfully so, placing more focus on work-life balance
- Turn over due to excessive workloads
- Employees focusing on their own tasks as opposed to fulfilling multiple roles

Staffing Issue Papers are summarized under criteria as noted below:

Provincial & legislatively driven changes

- Housing Financial Specialist (2024)
- GPL Direct Care Staffing (2024)
- GPL Life Enrichment Staffing (2025)
- GPL Environmental Services Staffing (2025)

Environment & Sustainability

- Natural Heritage Technician (2024)

Ensuring the County is appropriately staffed to meet service delivery needs & responding to overall growth

- 12-hour Ambulance Shift (2024)
- IT Technical Support Analyst (2024)
- GPL Logistics Coordinator (2024)
- Project Manager (2024)
- Communications Officer Capital Projects (2024)
- GPL Dietary Services Staffing (2025)
- IT Service Desk Analyst (2025)

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- 12 Hour Emergency Response Vehicle Shift (2026)
- Planner (2026)

#### Workload & Capacity

- Housing Services Supervisor (2024)
- Payroll Supervisor (2024)
- Operator 1 (2024)
- Roads Supervisor (2024)
- Construction Contract Admin (2024)
- Legal/Legislative Services Assistant (2025)

#### Business Security & Efficiency

- Information Technology Cybersecurity Analyst (2024)
- Securities Infrastructure Specialist (2024)

Summer Students (assist with workload capacity during peak vacation periods; introduces future employees to municipal sector employment opportunities; creates a pipeline of new hires with potential to alleviate ongoing recruitment challenges)

- Paramedic Dept (2) Operations & Admin
- Information Technology Client Services Intern (annual year-round student)
- Communications Intern (annual year-round student)
- Planning Intern/Co-op Student

### 10-Year Financial Plan

The development of a long-term financial plan is essential to ensuring the ongoing financial sustainability of the County and its assets. A long-term plan requires staff to identify future needs and create a financial roadmap to ensure those needs will be met without creating volatile and unexpected tax increases. A thorough understanding of long-term needs and related costs is essential to achieving sustainable infrastructure and services. The financial plan developed by staff projects an approximate annual 4.0% increase for continuing operations within the years 2027-2033 as well as dedicated infrastructure investments through the dedicated infrastructure levy.

The strategy of consistent modest increases has worked well to get the County back on track for funding operations. While most departments still face financial challenges and constraints, the County has made great strides in moving closer to adequate and sustainable funding levels. With the detailed asset management reviews completed in recent years, it has become increasingly apparent that this strategy is not sufficient to meet the long-term infrastructure needs.

The dedicated infrastructure levy was introduced in the 2016 budget and was applied within the long-term financial plan. The proposed 2024-2026 budget calculates the dedicated infrastructure levy based on 3.0% of each year's prior year base levy amount. While the infrastructure needs remain unchanged, the timeframe to implement these increases has been re-evaluated and is recommended to escalate slowly over several years. This reflects the persistent economic

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challenges across Northumberland County and the demands on member municipalities to keep tax rates low. The 10-year financial plan priorities are fully funded using a combination of levy increases, reserves, D.C.'s and debt. The plan continues to respect the need for stable and predictable levy increases from year to year.

The revised long-term plan identifies a portion of the projected increases for infrastructure. At the end of the 10 years, funding will not have reached a sustainable level and will require further increases beyond the term of the long-term plan. This type of strategy to build infrastructure funding is being used frequently by municipalities across the Province.

As indicated previously, the BOC's target range for inflation is 1 to 3% with the monetary policy aimed at the 2% target midpoint. The dedicated infrastructure levy is calculated at 3% of the prior year total levy in years 2024 to 2026. Council approved a target for the dedicated infrastructure levy that increases to 4% (of the prior year's levy) in 2027 and remains at that level until 2033. These targets are an improvement to amounts previously approved for the dedicated infrastructure levy. The DIL will increase marginally in years 2027 to 2033 as the levy increases. Staff targeted a 4.0% inflation factor after growth and dedicated infrastructure levy (based on direction from council) for the purpose of balancing the overall long-term plan in each year. Operational items within the plan assumed inflation of 2% with higher factors applied for more volatile items such as utilities and fuel. Where future prices are extremely difficult to project on a 10-year horizon such as asphalt, a lump sum amount has been used with project specifications to be increased or decreased as funding permits. These assumptions allowed staff to target an overall levy increase of 4.0% after growth and dedicated infrastructure levy on average.

A long-term plan is an 'evergreen' document or a constant work in progress. The first 10-year plan was developed as part of the 2012 budget process. Changes in Provincial funding, legislation, unplanned events such as the COVID-19 pandemic, severe weather, climate change and the economy can all have dramatic impacts on one or many years. Therefore, the original document has been revised as part of the current budget process to reflect new information such as changes to operations, changes to Provincial subsidies, legislative changes, and current economic conditions.

While this long-term plan meets operating and basic capital needs, the County still has an infrastructure deficit. This is not unique to Northumberland as it is a challenge facing municipalities across the Province. The County's roads and bridges are by far the largest single asset type. Utilizing information in the Transportation Master Plan, the asset management software provides data to facilitate modeling under an asset management framework for the full lifecycle of assets. This will allow for a more detailed estimate of infrastructure needs and timing will be incorporated into the long-term financial plan.

Projects that are on the horizon for 2024 and beyond are:

- Continuation of the multi-year GPL/NCAM Redevelopment project as mandated by the Ministry of Health and Long-Term Care and expansion from 151 beds to 180 beds
- Implementation of the Housing Strategy to redevelop and expand availability of affordable housing through construction projects such as the Elgin Park

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Redevelopment, 473 Ontario Street Development project and development of current/future property acquisitions

- New Brighton Emergency Services Base
- Several major bridge projects including construction of the new Trent River Bridge
- Implementation of the Waste Master Plan including residual waste environmental assessment, remediation transfer and landfill space
- Implementation of the Transportation Master Plan
- Social Housing repairs & maintenance needs
- Review of Transportation yards and facilities for possible construction of a consolidated operations facility

## **Capital Assets & Infrastructure Deficit**

The County has made major strides in recent years to rebuild capital and maintenance budgets despite many financial challenges. There is an ongoing commitment to ramp up the roads and bridges budgets and the housing repairs and maintenance budget is nearing a sustainable level. The County has also purchased or made major repairs to corporate buildings, Paramedic bases and roads depots. With millions of dollars being invested in the County's infrastructure, the assets are remaining safe and operational to meet service objectives. Unfortunately, many of the County's assets are still relatively old and in many cases are approaching either the end of their useful life or a point where major rehabilitation will be required.

The County completed its first Asset Management Plan in 2013 and it was approved by County Council in January 2014 as required by the Province. The Asset Management Plan is a robust document that includes a vast amount of information with even more data available in the asset management software system and prior to this supporting spreadsheets with the initial rollout. In 2022, staff facilitated a comprehensive review to provide an update to the original plan for all core assets as documented under a new second Asset Management Plan in 2022. It is important to recognize that Asset Management Plans are meant to be evergreen documents that require updates on a regular basis based on economic conditions, service level standards, strategic direction under various plans (ex. the Waste Master Plan and the Transportation Master Plan), asset condition ratings and life cycle analysis. The two current Asset Management Plans only includes major assets. The data does not include most equipment or vehicles and it does not value landfills and transfer stations in any way. The additional assets will be included in a future revision to be completed.

Building on the province's 2012 Building Together: Guide for Municipal Asset Management Plans, the Infrastructure for Jobs and Prosperity Act, 2015 was proclaimed on May 1, 2016 and includes an authority for the province to regulate municipal asset management planning. Under new regulations all municipalities were required to develop and adopt a strategic asset management policy by July 1, 2019 which the County did complete. At least every five years from that date municipalities would be required to review and update the policy. Municipalities are also required to prepare an asset management plan in three phases:

1. Phase I to address core infrastructure assets was completed as required by July 1, 2022.
2. Phase II would expand on Phase I by including all infrastructure assets in the plan by July 1, 2024. This will provide for an update to the non-core assets that had been identified in the original plan along with encapsulating the balance of assets not originally included.

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- Phase III would require asset management plans to include a discussion of proposed levels of service, the assumptions related to the proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund the activities.

The Province continues to place a heavy reliance on Asset Management Plans for funding applications. We have also seen a clear focus on core infrastructure which only includes the road and bridge asset types at the County as we do not maintain other types identified as core infrastructure such as water and sewer. The County’s Asset Management Plans identify roads and bridges as by far the largest need.

The most astounding number in the Asset Management Plan is the projected replacement value of the assets. The chart below summarizes the projected replacement value by major asset type under the two existing plans:

<b>Asset Type</b>	<b>Replacement Cost</b>
* Core Assets	\$887,021,056
Facilities	\$82,042,756
GPL Building	\$51,126,022
Housing	\$40,415,388
MRF Equipment	\$4,555,000
Total	\$1,065,160,222

\* road network, bridges/culverts and storm sewer

Over the next 50-60 years, the infrastructure need will be approximately \$1 billion excluding MRF equipment with the MRF ceasing operations in 2024 moving to a producer responsibility model under the Provincial Made-in-Ontario Environment Plan. The total replacement cost valuation will see an increase in respect to the next update for valuations from cost escalation and adding in assets not previously captured such as equipment and vehicles. There are many strategies to extend the life of an asset but even applying the most advanced strategies, it will still require a significant financial investment to keep these assets functioning effectively. According to the latest Asset Management Plan update for core assets, coupled with that of non-core assets in the original plan, in order to manage these needs effectively, approximately \$32.9M should be spent annually to replace and maintain assets. The current long-term plan provides for an annual asset investment of about \$37.5M on average over the next 10 years. However, the long-term plan includes \$191.3M in extraordinary large non-recurring type capital initiatives such as the GPL/NCAM Redevelopment, Trent River Bridge, the Elgin Park Redevelopment project, 473 Ontario Street Development project and placeholders for three new housing expansion projects and a new consolidated operations facility. Excluding these extraordinary items, the annual investment in ordinary base assets on average is only \$18.3M from the 2022 update in the Asset Management Plans going out to 2033 in the long term plan. This equates to an annual infrastructure shortfall of approximately \$14.6M which is even more pronounced than what the gap had been prior to the latest plan updates. Initiatives such as ramping up the annual roads and bridges construction program budgets have begun to narrow this gap slightly. Cost escalations as evidenced by construction indices pose a significant threat to further expand the infrastructure deficit for the County.

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The Ministry of Municipal Affairs and Housing (MMAH) provides a metric, Asset Consumption Ratio, to measure the percentage of the consumption of assets relative to original acquisition costs. This latest published metric shows that Northumberland is performing just slightly better than the Provincial average. However, the total assets are almost half depreciated or 'used up' and the trend indicates that overall the County is losing ground on asset replacement. These are theoretical values for accounting purposes and only approximate the actual consumption of the assets' useful life. However, the trend is alarming in that for all 10 years where data is available, the County has consumed almost half of the asset value and this trend is not turning around. This supports the need for an increased financial commitment to asset rehabilitation and replacement to reverse the trend.

**Asset Consumption Ratio  
(latest published data MMAH)**

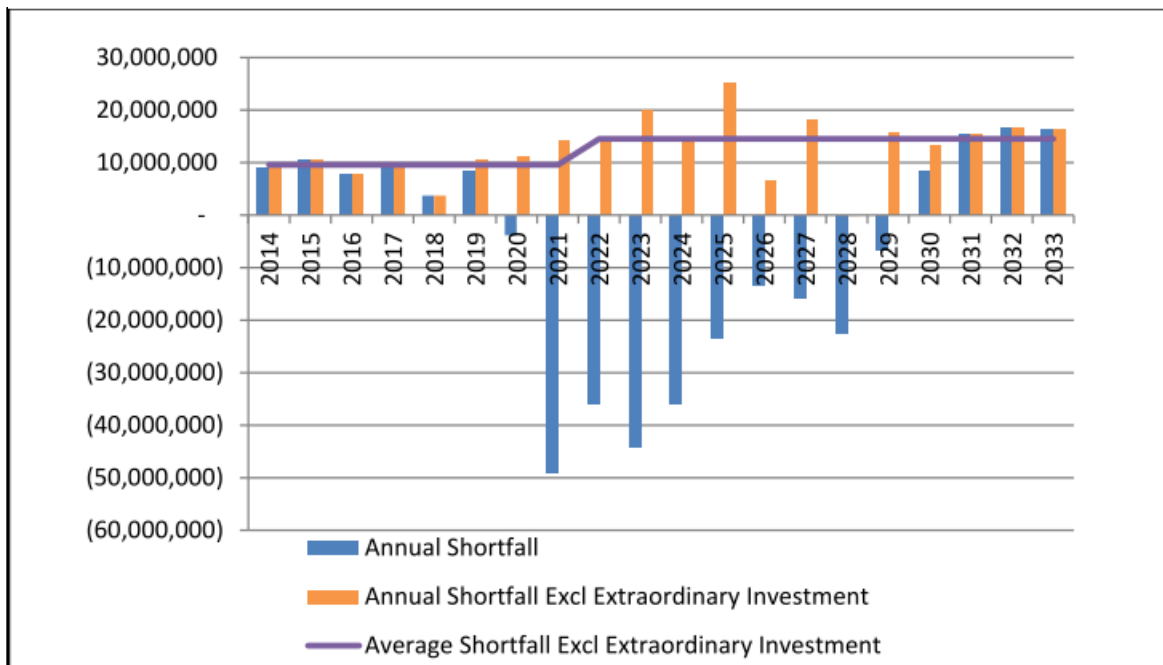
	County	Average
2011	40.5%	44.7%
2012	41.1%	45.8%
2013	42.6%	46.7%
2014	43.8%	47.5%
2015	44.4%	48.6%
2016	45.4%	49.2%
2017	46.2%	49.8%
2018	46.4%	50.1%
2019	47.0%	50.7%
2020	46.4%	51.2%
2021	47.3%	51.5%

The chart below shows the projected asset funding shortfall on an annual basis since the last asset management plan update in 2022 going out to 2033 and what it had been prior to the update. Construction costs for the GPL/NCAM Redevelopment commenced in 2021 and will carry on through to 2025; therefore, these years reflect heightened investment as a result of this extraordinary large investment in capital projects. Further, the Elgin Street Redevelopment project will continue construction into 2024 and 473 Ontario Street Development over 2024-2026. The long-term plan includes extraordinary non-recurring type projects which have already been initiated or embedded as placeholders as follows:

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- 2021-2025 GPL/NCAM Redevelopment
- 2022-2025 Elgin Park Housing Redevelopment
- 2024-2025 Ontario Street Housing Development
- 2025 new Brighton Shared Emergency Base
- 2025-2027 new Trent River Bridge
- 2026 new housing project
- 2027 new housing project
- 2028 new housing project
- 2025-2030 new consolidated works yard

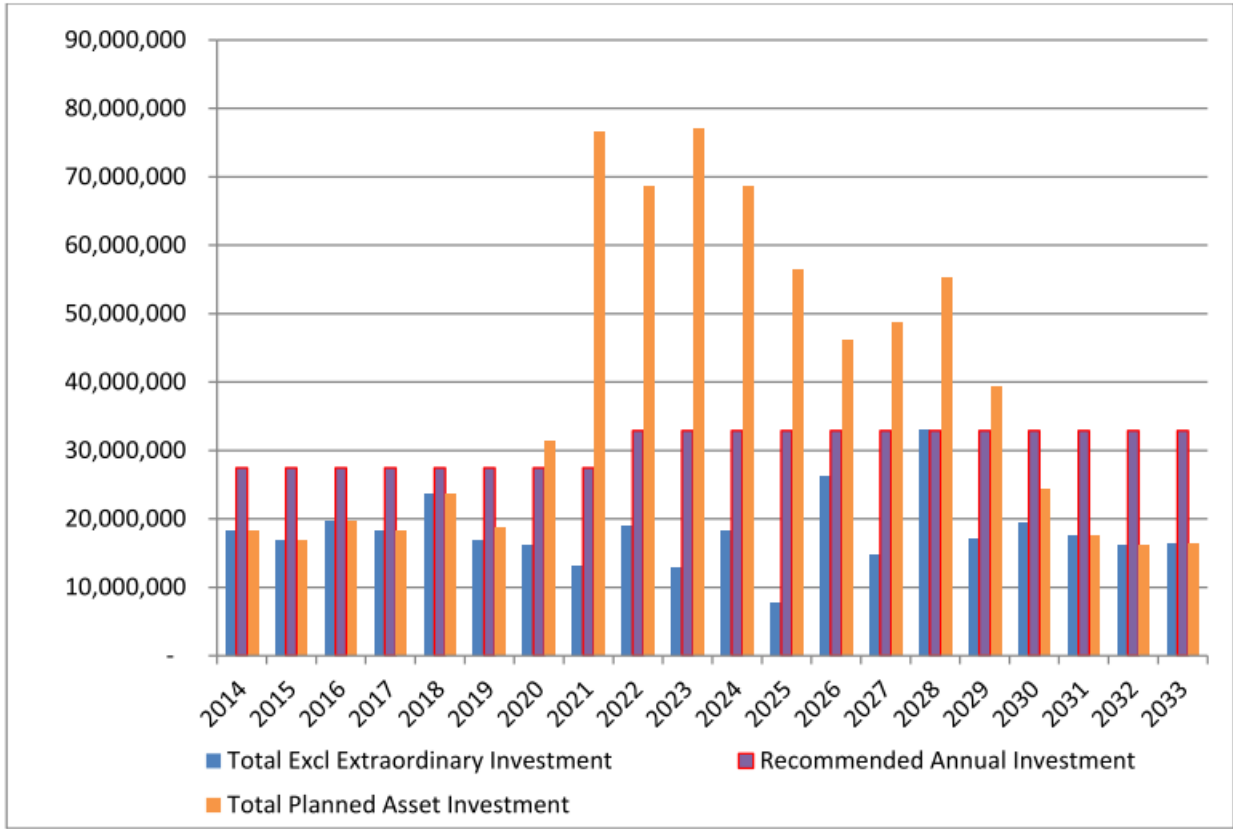
### Annual Asset Investment Shortfall



Comparing the planned asset investment within the 10-year plan and the targets set in the Asset Management Plans, the shortfall in the years is alarming in the chart below when excluding the extraordinary non-recurring investments to represent investments planned for the ordinary base infrastructure assets. In 2022 and onwards the recommended annual investment increases as a result of updating plans for core assets and a similar spike is anticipated to occur at the next update inclusive of the remaining assets.

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## Capital Investments vs Asset Management Plan Investment Target



The Asset Management Plans data can be used to develop more effective strategies to manage the County’s assets. Funding strategies are being developed to move toward the target levels. The priorities identified in the AM plan will drive future capital funding applications to ensure money is spent where it is most desperately needed. There is a significant amount of work to be done and strategies to develop utilizing current and robust asset data and modeling from recently implemented asset management software.

In an effort to close the gap between actual spending on capital and what is required to keep pace with the deterioration of County assets, the draft 2024 budget includes a dedicated infrastructure levy. The amounts set aside from the dedicated infrastructure levy will be used to fund designated infrastructure projects. The amount included as dedicated infrastructure levy in the 2024 budget is \$2.0M as calculated based on 3% of the 2023 total levy. The DIL amounts to \$2.1M in 2025 and \$2.3M in 2026. Council approved changing the target for the DIL to 4% of the prior year levy in 2027 and beyond. In 2027 the DIL will amount to approximately \$3.4M and will grow marginally over the remainder of the long-term plan. In prior years, the dedicated infrastructure levy was calculated based on 1% (and then 2%) of the total levy so 2024 provides for a much-needed infusion of additional funds recognizing the significant cost escalations for capital works. In 2023 the dedicated infrastructure levy was \$1.26M.

**Staff are recommending the creation of a Dedicated Housing Levy (DHL) to be used for housing and homelessness infrastructure needs. Council has indicated that housing and**

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**homelessness initiative are a top priority but this will require significant levy funding. The DHL will operate just like the DIL and staff are recommending that the amount be based on 1% of the prior year levy in 2024, 1.5% in 2025, and 2.0% in 2026 and beyond. If the DHL is approved (at these levels) it will generate \$669K in 2024, \$1.07M in 2025, and \$1.56M in 2026.**

This strategy of using dedicated levies is in line with what a number of other Ontario municipalities are doing to address the infrastructure gap. Some of those municipalities that now have a similar budget tool to address this problem include the City of Barrie, Newmarket, Brampton, Mississauga, Centre Wellington, and Woolwich Township. Within the EOWC, seven of the twelve municipalities also have implemented similar dedicated infrastructure levies/allocations.

Given the economic challenges within the broader County, a slow and steady approach was approved. Funding opportunities, expanded County-wide D.C.'s, new technologies and operating efficiencies will all contribute to accelerating the closure of this gap. As economic circumstances change, the pace of ramping up the dedicated levy will be re-evaluated.

## **Reserves**

Reserves are an important tool for long term planning. As part of the long-term planning process, reserves are being set aside to pay for future capital projects and unexpected operating expenses such as extreme weather events. As infrastructure needs are becoming better defined through the AM Plan and various departmental master planning processes, it is becoming more apparent that the County will not have enough funds set aside for future infrastructure needs. The dedicated infrastructure levy assists with building reserves in an effort to be better financially prepared for impending capital needs.

In 2022 the County adopted a comprehensive Reserve Policy and completed a detailed reserve review. The policy and corresponding review resulted in a realignment of reserves and established formal criteria, limitations, uses and applicable thresholds for each reserve. This very much sets the foundation and strategy for building reserves based on identified needs and risks. New reserves were created that previously had not been in place including a reserve to build funds towards financing the Landfill Closure, Post-closure Liability which is identified in the County's 2022 Financial Statements at \$22.0M and a current reserve balance of only \$2.4M.

The County's reserve position has improved slightly through 2020/21. Once again, the County has exceeded the Provincial average when looking at reserve contributions as a percentage of operating expenses. The portion of departmental budgets allocated to reserves has increased but planned reserve contributions need to be further enhanced in future budgets. Reserves allotted specifically for the GPL/NCAM Redevelopment, the consolidated operations facility, the Trent River Bridge and various social housing development projects will significantly reduce the County reserve position once these funds are utilized to finance these large extraordinary capital projects. The Ministry of Municipal Affairs and Housing (MMAH) with its latest published Financial Indicators assigned a risk rating of low based on the County's level of reserves in 2021.

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**Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses**  
(latest published data MMAH)

	County	Average
2008	10.0%	28.1%
2009	12.9%	30.7%
2010	24.8%	30.7%
2011	27.3%	32.9%
2012	31.2%	37.1%
2013	39.2%	33.2%
2014	41.5%	33.3%
2015	46.3%	34.5%
2016	54.0%	35.9%
2017	50.7%	37.8%
2018	53.4%	39.4%
2019	54.0%	42.6%
2020	65.0%	50.4%
2021	76.9%	55.9%

The County’s reserves as a percentage of operating expenses have increased substantially between 2007 and 2021. There was a reduction in the County’s reserve position in 2017 primarily as a result of utilizing corporate reserves to pay off maturing debt in the amount of \$5.8M. The maturing debt was for an unsecured loan for the County Headquarters building. Over the past several years the County has been able to increase funds allocated to the Corporate Reserve enhancing flexibilities for the maximization of financing efficiencies as they arise. The County was not able to refinance with Infrastructure Ontario for the Headquarters Building as an existing asset. Given that Infrastructure Ontario generally offers preferential rates, the maturing principle on the outstanding loan was paid-out utilizing the Corporate Reserve as opposed to taking on higher interest debt.

At the end of 2023, the County’s reserve balance is expected to be approximately \$81.2M. There has been a conscious effort across all departments to identify needs and increase reserve contributions. However, the ongoing operational needs will continue to prevent reserve contributions from accelerating as quickly as required. The Asset Management Plans and long-term financial plan identifies future capital needs and provides a plan for ongoing reserve contributions and withdrawals for major capital projects. Given the number of major projects coming up in the next 10-20 years, the County’s reserves will need to continue to grow.

There will be significant utilization of reserves for major capital projects moving forward to 2027 as dedicated reserve funds are sourced for the GPL/NCAM Redevelopment, the Elgin Park Redevelopment, the Trent River Bridge and towards placeholders contemplated for expansion of affordable housing, residual waste needs and remediation and a possible consolidated works yard. The County reserves in the long-term plan are anticipated to be depleted to a low of approximately \$54.5M by 2027 or approximately 31.1% of the 2027 estimated operating budget versus the most recent comparator average from MMAH at 55.9%. Further to this, the County will be acquiring debt financing in the years leading up to 2027 towards these extraordinary large projects. The ability to provide reserve financing limits the amount of debt that otherwise

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would be required. Reserves were utilized towards providing rate stabilization for the first time in 2021; specifically, towards ‘smoothing’ the impact of the new curbside collections contract over 2021/22. The 2024 – 2026 proposed budget factors in the utilization for the rate stabilization in 2025 and 2026 to help offset the increased levy requirements caused by the GPL debt payments. \$500K in rate stabilization is in the budget in 2025 and in 2026 to coincide with an increase of \$3.1M from these debt servicing payments. Reserves will grow in the years following 2027 which will be critical for financing needs into the extended future and limiting debt, particularly post GPL/NCAM Redevelopment, as debt levels and servicing costs will be approaching levels that are encroaching the upper threshold of the County’s Debt Policy.

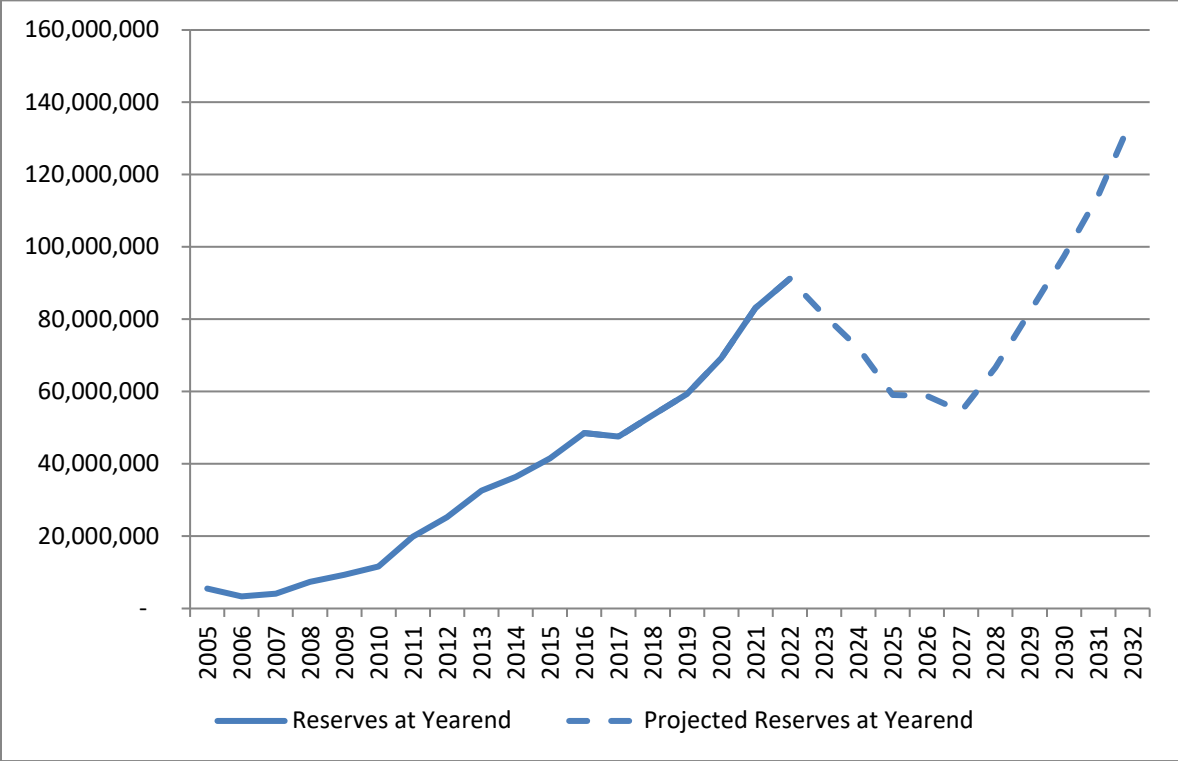
The County, as a schedule 2 WSIB employer, committed to maintaining a WSIB reserve that would meet actuarial estimated liability requirements and sufficient funds should a catastrophic event occur. The most recent actuarial report has identified significantly more requirements for funding future years as a result of PTSD claims within the Paramedics Department. This is a common challenge for municipalities that provide first responder services. As a result of this, maintaining the WSIB reserve at it’s optimal level under the County Reserve Policy is critical.

Under the new County Reserve Policy that was approved by Council this year, a new reserve has been established towards funding the Landfill Closure and Post-closure Liability as identified within the County audited Financial Statements. This liability is significant at \$22.0M and represents estimated future costs for closure of the Brighton landfill as the County’s only operating landfill as well as costs for closed landfill remediations, monitoring and leachate collection and maintenance of control systems. Previously, this liability was unfunded and disclosed as such within the audited Financial Statements. Contributions to this reserve are contemplated within the long-term plan. This will be dependent in future years on economic conditions and actual annual levy increases.

The Asset Management Plans clearly illustrated that despite efforts to save for future projects, the County will still fall far short of the funds needed for infrastructure over the next several decades. The data presented above is helpful to illustrate our progress. However, benchmarking against other upper tier municipalities should be done with caution. Each municipality provides a different range of programs and services and operate different infrastructure. The trends are useful, but it is not an ‘apples to apples’ comparison. It is widely understood that no municipality is contributing to reserves at an adequate level.

The shortfall in reserves will require future tax increases and the assumption of more debt in the near term as infrastructure needs become more critical.

### Forecasted Yearend Reserve Balance



Estimated 2023 yearend reserve balances are detailed in the chart below pending funds to be placed in reserves upon bylaw approval to carryover financing for projects into 2024 and future years that were incomplete at yearend (primarily roads, waste, and several smaller projects) as well as any yearend surplus funds aligned with the County’s Reserve Policy.

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## Estimated Year End Reserve Balances

Reserve	2023 (est)	2024 Additions	2024 Reductions	2024 (est)
General / Rate Stabilization Reserves	20,193,963	2,890,498	5,519,671	17,564,791
Landfill Closure/Post-closure Liability Reserve	2,550,000	200,000	-	2,750,000
Social Housing Reserve	11,229,486	713,792	1,973,605	9,969,673
NCHC Reserve	2,223,874	150,000	668,964	1,704,910
Transportation Capital Reserve	12,669,593	3,178,401	1,904,509	13,943,485
GPL Rebuild Reserve	10,477,281	-	6,677,460	3,799,821
WSIB Reserve	6,088,803	-	-	6,088,803
Waste Services Capital Reserve	5,536,799	600,000	292,000	5,844,799
Paramedics Capital Reserve	1,677,076	1,290,000	920,000	2,047,076
Facilities Capital Reserve	2,215,702	115,000	380,000	1,950,702
Transportation Operating Reserve	1,364,082	-	-	1,364,082
Social Services Reserve	1,255,169	33,000	135,000	1,153,169
Planning & Inspections Reserve	494,007	71,000	41,048	523,959
Health Safety Emergency Planning Reserve	379,518	5,000	-	384,518
Insurance Claims Reserve	241,386	-	40,000	201,386
Ec Dev and Tourism Operating Reserve	262,678	25,000	-	287,678
Natural Heritage Reserve	379,587	129,416	56,900	452,103
Human Resources Reserve	416,663	-	-	416,663
Corporate Service Reserves	559,000	-	-	559,000
Communications Reserve	25,000	-	-	25,000
GPL Capital Reserve	80,458	50,000	28,000	102,458
IT Reserve	853,072	225,000	317,035	761,037
GPL Donations Reserve	47,242	-	-	47,242
	<b>81,220,439</b>	<b>9,676,107</b>	<b>18,954,192</b>	<b>71,942,354</b>

Other liquidity measures indicate significant improvements in the cash position of the County and these measures are directly related to the improved reserve position. The Total Cash & Cash Equivalents as a % of Current Liabilities was rated by MMAH as high risk. However, it should be noted that this metric can vary year over year depending on timing of shorter-term investments such as funds on deposit under High Interest Savings Accounts (HISA) as it only captures balances in bank accounts and does not include other very short term and liquid investments. The County invests short-term working funds in a bank HISA and Notice Plan Account under its current favourable banking services agreement. Rates under this agreement exceed the LAS ONE Fund HISA that many municipalities utilize while still allowing for full liquidity to meet immediate cash flow needs. The investment portfolio is comprised of short and long-term cashable bonds aligned with cash flow requirements ensuring access to funds if required for operations or capital purchases. The change in these liquidity measures reflects timing of cash flows, investment of maturities and investment of short-term liquid funds in a HISA versus held as cash. This County investment strategy has led to a significant increase on the return on the County's investments yields. All investments are low risk, preserve principal and in compliance with the requirements of the Municipal Act. The County is well positioned with short-term investments set to mature allowing for reinvestment in the current higher yield environment. All investments are facilitated for based on review of investment options, cash flow requirements and recommendations with the County's Investment provider.

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**Total Cash & Cash Equivalents as a % of Current Liabilities**  
(latest published data MMAH)

	County	Average
2012	97.9%	302.6%
2013	214.9%	317.5%
2014	48.2%	323.9%
2015	188.3%	321.6%
2016	23.5%	280.5%
2017	126.0%	283.0%
2018	51.0%	279.0%
2019	41.0%	352.0%
2020	15.0%	326.0%
2021	14.0%	334.0%

**Debt**

During 2022, Council approved the County’s first Debt Policy that established the framework, processes and limitations for taking on debt financing. The County’s current outstanding debt continues to be at a very manageable level. It is well below the Annual Repayment Limit (ARL) set by MMAH. The MMAH ARL is calculated primarily based on 25% of own source revenues, whereas, the County’s internal ARL is established at 12.5% under the Debt Policy. The County, as a public body, is able to acquire debt through Infrastructure Ontario with rates that are generally preferable to what can be garnered through private financing sources. The County is sourcing construction financing through Infrastructure Ontario currently towards works for the GPL/NCAM Redevelopment Project. Also, construction financing for the Elgin Park Redevelopment will be sourced. Preferential rates that had previously been realized with the low-rate interest environment indicative of the BOC setting its trend setting overnight rate at its lower bound during the pandemic have now increased dramatically.

The County will continue to acquire (and incur interest costs from) construction financing for the GPL/NCAM Redevelopment and Elgin Park Redevelopment projects with the final long-term debentures to be issued upon completion of the works or upon maximization of the approved project debt financing with Infrastructure Ontario. Economists are forecasting that interest rates will start to decline in 2024 and slowly decrease through 2025. It is our hope that debenture rates will have declined by the time the debt for the GPL & NCAM project must be finalized. Municipalities are only permitted to assume debt for capital projects. The long-term debt level is projected to reach \$142.0M in 2029. Most of this debt is attributable to the GPL & NCAM project but there are also placeholders for potential future housing projects. There is a placeholder in the long-term plan for a consolidated works yard (or Joint Operations Base). This is projected to bring total debt to \$185.8M.

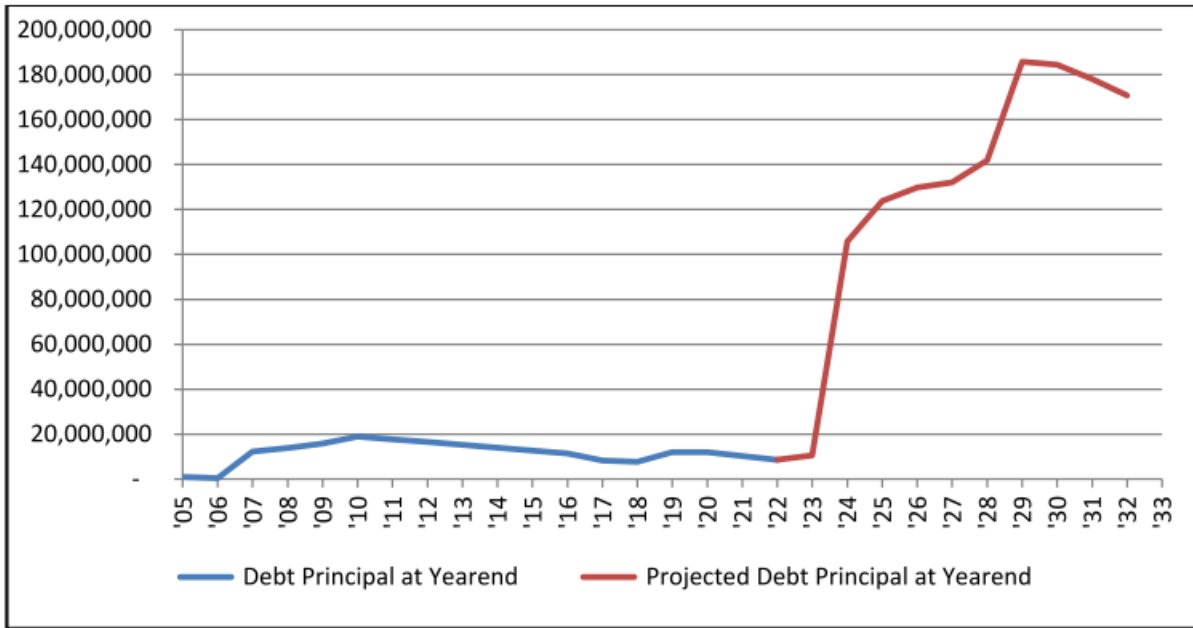
As the longer-term financial needs are considered, the County will need to take on additional debt in the medium and long term. Progress has been made to build reserves for future projects. However, adequate reserves will not be accumulated prior to beginning these critical projects. Major projects that have been identified for a significant portion of financing by debt will be the

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GPL/NCAM Redevelopment, the Elgin Park Redevelopment, 473 Ontario Street Housing Development, a placeholder for a new Paramedic base in Brighton, a possible consolidated works yard (Joint Operations Base) and various housing projects to redevelop and construct purpose-built housing in the form of new affordable and market rental units. As more detailed project plans are developed and cost estimates are refined, the specific financing tools will be reevaluated. A portion of these projects will be funded by reserves, but it is unlikely sufficient reserves can be set aside in time for these projects. Further, the first County-wide D.C. implemented in 2020 will provide financing towards reducing debt requirements. A business case analysis will be completed to determine if it is a more prudent business decision to forego the return on invested funds or pay interest on debt. Given the anticipated growth in reserves within the long-term plan there will likely be a greater proportion of reserves utilized for financing identified projects versus what is currently contemplated in the model; thereby, lowering the amount of debt, particularly if interest rates remain elevated. Other sources of financing such as Federal or Provincial funding may advance the timing of projects if opportunities become available. The County currently has the financial capacity to utilize reserves in order to optimize any funding opportunities with the advancement of projects ultimately minimizing debt levels. The Paramedics bases are funded 50% by the Provincial subsidy for interest costs which creates a favourable margin for borrowing in these instances for the County.

The chart below shows the current debt being paid down and the addition of new debt based on the estimated costs for the projects as noted above. The significant increase is primarily the result of debt to be issued for the GPL/NCAM Redevelopment Project which is currently in the form of construction financing. Further projects in the long-term model contemplating debt financing include the Ontario Street Housing Development project, a new Emergency Services Base in Brighton, and a consolidated operations facility in 2026. Placeholders for further housing developments in the years 2025 and 2027 are assumed to be financed by a combination of funding from upper levels of government, debt and reserves within the long-term plan.

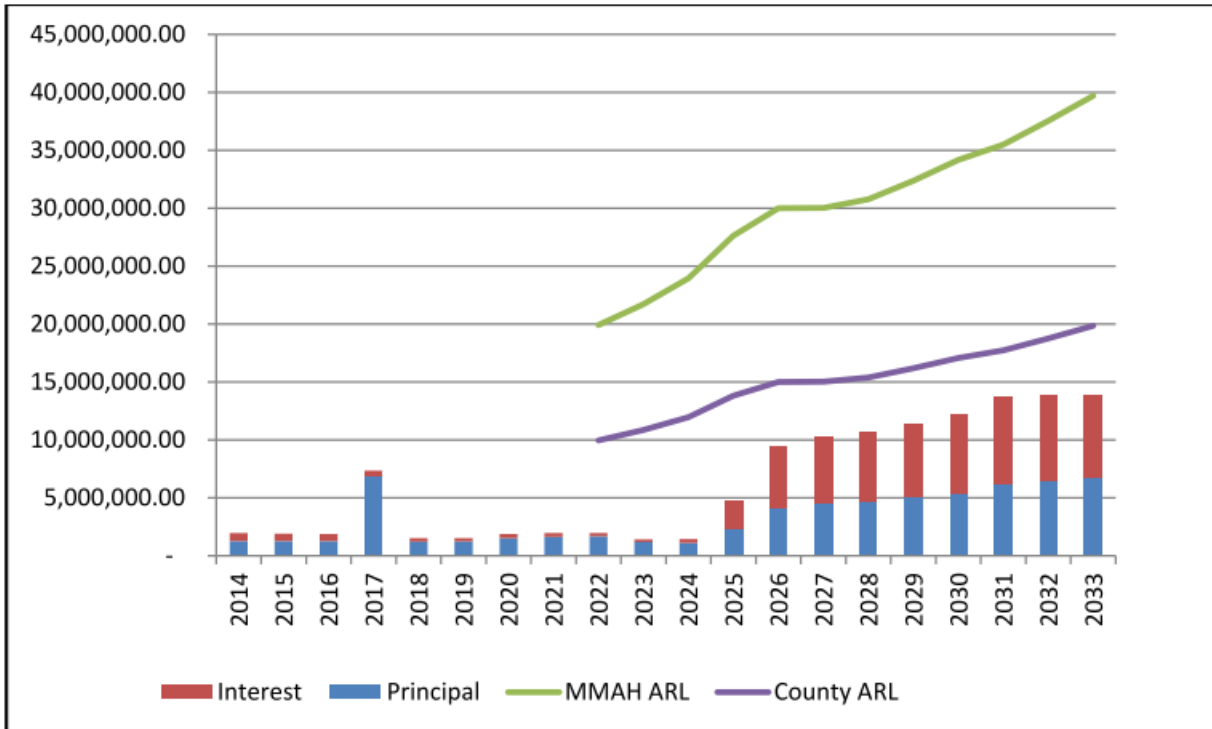
### Forecasted Yearend Long-Term Debt (Principal)



The debt repayment schedule below also shows that the amount of budget dollars required to service the debt will remain relatively flat until about 2025 when financing costs for long-term debt related to various extra-ordinary large construction projects start to come on-line as mentioned above. The County’s annual debt repayment remains well below the maximum permitted ARL established by the Province; however, it is encroaching on the County ARL limit set within the County Debt Policy. Some capacity will be generated based on the Construction Per Diem Funding that the County will receive from the Ministry of Health and Long Term Care over 25 years estimated at ~\$1.5M per annum. Further utilization of reserves for financing in place of debt will be assessed particularly with heightened interest rates.

*Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.*

## Debt Repayment Schedule



MMAH provides two sustainability metrics to identify concerns with a municipality’s ability to continue to pay for servicing long term debt commitments. The County’s position had improved in 2021 for Net Financial Assets or Net Debt as a % of Own Source Revenues; however, Debt Servicing Cost as a % of Total Operating Revenue increased slightly.

### Net Financial Assets or Net Debt as a % of Own Source Revenues (latest published data MMAH)

	County	Average
2014	-5.0%	16.8%
2015	2.7%	18.7%
2016	12.2%	21.6%
2017	20.4%	25.8%
2018	23.3%	29.2%
2019	21.2%	36.1%
2020	28.1%	47.9%
2021	29.7%	57.8%

*Data only available from 2014*

The recent debt has been at relatively low interest rates which are not reflected in the metrics. These low rates have helped keep the cost to service debt at a minimum. With the aggressive increases from the Bank of Canada to the trendsetting overnight interest rate to date in 2023 increasing 5.0% the rate is now at high compared to rates over the last decade. Interest rate

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increases in 2022 and 2023 reflect one of the most aggressive tightening cycles in the central banks history. This will have significant impacts on future debt servicing costs for projects that will be financed. The higher than normal measure in 2017 for Debt Servicing Cost as a % of Total Operating Revenue below can be attributed to paying off the maturing debt on the County Headquarters in 2017 from this one-time debt payout. Eliminating the extraordinary one-time payout of the County Headquarters in 2017 the County remains aligned with the provincial averages for debt servicing costs.

**Debt Servicing Cost as a % of Total Operating Revenue**  
(latest published data MMAH)

	County	Average
2008	1.7%	2.3%
2009	1.8%	2.4%
2010	2.1%	1.9%
2011	2.3%	2.1%
2012	2.2%	2.1%
2013	2.2%	2.0%
2014	2.1%	1.9%
2015	1.9%	1.7%
2016	1.8%	1.8%
2017	6.9%	2.0%
2018	1.3%	1.9%
2019	1.3%	1.6%
2020	1.6%	1.8%
2021	1.5%	1.5%

**Conclusion / Outcomes**

The 2024-2026 draft budget and long-term financial plan provided a challenge recognizing the ongoing impacts from inflation entrenched in the County’s financial capacity as evidenced in the long-term financial model. Recognizing the need to balance these challenges with ratepayers affordability and maintaining service levels are key considerations. The proposed budget for 2024 is above the base levy target of 4.0% because of the proposed Dedicated Housing Levy and the deliberation items (Kingston University Hospital Foundation request and Commuter Connect Program). The proposed levy increase that includes these additional items is 5.29%. If the increase from the Dedicated Infrastructure Levy (1.07%) is included, the total levy increase after growth is 6.36%.

The proposed budgets for 2025 and 2026 are above the target increase of 4% because of the new debt servicing payments for the GPL & NCAM project. This extraordinary item cannot be absorbed in the County budget without significant cuts. The total increase, including these additional costs and the proposed Dedicated Housing Levy is 7.78% in 2025 and 7.60% in 2026. If the minor increase from the Dedicated Infrastructure Levy is included, the total levy increase after growth is 7.91% in 2025 and 7.79% in 2026.

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The Long-Term Financial Planning Framework provides the foundation for a well-established budgeting process that sees major projects and initiatives being identified within the long-term plan that are simply forwarded into the current budget year. This forward thinking, long-term approach has put a significant focus on building reserves, funding strategies and asset management.

The budget and supporting documentation are fully aligned with the 2023-27 strategic plan and will advance the priorities established in that document. Each department has developed a budget document that is linked to the four strategic priority areas, the mission and vision. The initiatives identified and funded within the draft budget focus on People, Partnerships and Possibilities, achieving best practices and collaboration.

The proposed 2024-2026 budget does not include any new programs or services that are levy funded but continues to meet the demands for all existing services. The operations are well funded, and departments are able to effectively deliver services with this proposed budget. However, funding is still not adequate in areas such as long-term care. Shortfalls for sustainable and predictable Provincially funded services continue to put pressure on the County levy for the current budget year and possibly in future years. Costs are being contained primarily outside of inflationary impacts with departments being able to accomplish more with the same or less funding.

The infrastructure needs will be a challenge over the long term, but the proposed budget provides for the immediate needs identified by each department and all projects previously identified for 2024-2026 in the long-term plan. The budget allows for some reserve contributions as we continue to look forward. This budget lays out a strategy for dedicated capital levies that will build through each successive year in an effort to reduce the annual infrastructure gap.

The County is financially stable, and the 2024-2026 budget focuses on preparing for the future. Each department maintains a strong foundation that is being built on sound fiscal decisions that position the County well to achieve success in delivering quality programs and services, maintaining infrastructure and being in a solid position to respond to the pressures of the economy and needs of the community.

## **Attachments**

Presentation - 2024 – 2026 Budget Issue Paper Summary

# Council Resolution

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Moved By \_\_\_\_\_ Harbushy  
 Seconded By \_\_\_\_\_ Crate.

Agenda Item 20.f      Resolution Number  
 2023-12-13- 894

Council Date: December 13, 2023

"That By-law 41-2023 being A By-law to Adopt the Estimates for General Purposes for the Municipal Corporation of the County of Northumberland for the Years 2024-2026, be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 13th day of December, 2023."

Recorded Vote Requested by \_\_\_\_\_  
 Councillor's Name

Deferred \_\_\_\_\_  
 Warden's Signature

Carried   
 Warden's Signature

Defeated \_\_\_\_\_  
 Warden's Signature



## By-law 41-2023

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### **A By-law to Adopt the Estimates for General Purposes for the Municipal Corporation of the County of Northumberland for the Years 2024-2026**

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**Whereas** Subsection 289 (1) and (2) of the *Municipal Act, 2001, SO 2001 c. 25* (the "Municipal Act, as amended") provides that the council of an upper tier municipality shall in each year, prepare and adopt estimates of all sums required during the year for the purposes of the upper tier municipality, including amounts sufficient to pay all debts of the upper tier municipality falling due within the year, amounts required to be raised for sinking funds, retirement funds and amounts in respect of debentured debt of lower tier municipalities for the payment of which the upper tier municipality is liable and amount required by law to be provided by the upper tier municipality for any of its local boards excluding school boards. The estimates shall set out the estimated revenues and expenditures in such detail and form as the Minister may require; and

**Whereas** Subsection 291 (1) of the *Municipal Act, as amended*, provides that a municipality may prepare and adopt a budget covering a period of two to five years in the first year to which the budget applies or in the year immediately preceding the first year to which the budget applies; and

**Whereas** Subsection 291 (4) of the *Municipal Act, as amended*, provides that for the second and each subsequent year to which a multi-year budget applies, the municipality shall, in the year or the immediately preceding year,

- (a) review the budget for that year;
- (b) make such changes as are required for the purpose of making the provisions of the budget for that year comply with the requirements of section 289, except clause 289 (4) (b), or section 290, except clause 290 (4) (b), as the case may be; and
- (c) readopt the budget for that year and for subsequent years to which the budget applies;

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**Now Therefore Be It Enacted** as a By-law of the Council of the Corporation of the County of Northumberland as follows:

1. **That** the total estimated expenditures for the general purposes of the Corporation for the year 2024 be adopted in the amount of \$218,774,973;
2. **That** the total estimated revenues for the general purposes of the Corporation for the year 2024 be adopted in the amount of \$218,774,973;
3. **That** Schedule "A" providing the estimates of the 2024 expenditures and revenues shall form part of this by-law;
4. **That** the total estimated expenditures for the general purposes of the Corporation for the year 2025 be adopted in the amount of \$215,353,653;
5. **That** the total estimated revenues for the general purposes of the Corporation for the year 2025 be adopted in the amount of \$215,353,653;
6. **That** Schedule "B" providing the estimates of the 2025 expenditures and revenues shall form part of this by-law; and
7. **That** the total estimated expenditures for the general purposes of the Corporation for the year 2026 be adopted in the amount of \$211,850,146;
8. **That** the total estimated revenues for the general purposes of the Corporation for the year 2026 be adopted in the amount of \$211,850,146; and
9. **That** Schedule "C" providing the estimates of the 2026 expenditures and revenues shall form part of this by-law.

**That** By-law 41-2023 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 13<sup>th</sup> day of December, 2023.

  
Brian O'Strander, Warden

  
Maddison Mather, Clerk



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## Schedule "A" to By-law 41-2023

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### Revenues

Taxation	\$74,097,987
Grants & Subsidies	59,629,292
County Revenue	25,803,707
Transfers from Reserves	18,954,192
Long Term Debt	<u>40,289,795</u>
<b>Total Revenues</b>	<b>\$218,774,973</b>

### Expenditures

Operating Expenses	\$141,790,475
Capital Expenditures	67,356,698
Transfers to Reserves	<u>9,627,800</u>
<b>Total Expenditures</b>	<b>\$218,774,973</b>

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## Schedule "B" to By-law 41-2023

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### Revenues

Taxation	\$81,981,967
Grants & Subsidies	66,371,737
County Revenue	33,192,869
Transfers from Reserves	24,867,030
Long Term Debt	<u>8,940,050</u>
<b>Total Revenues</b>	<b>\$215,353,653</b>

### Expenditures

Operating Expenses	\$147,495,052
Capital Expenditures	54,970,790
Transfers to Reserves	<u>12,887,811</u>
<b>Total Expenditures</b>	<b>\$215,353,653</b>

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## Schedule "C" to By-law 41-2023

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### Revenues

Taxation	\$90,874,331
Grants & Subsidies	62,241,256
County Revenue	34,775,880
Transfers from Reserves	12,717,929
Long Term Debt	<u>11,240,750</u>
<b>Total Revenues</b>	<b>\$211,850,146</b>

### Expenditures

Operating Expenses	\$152,827,373
Capital Expenditures	44,765,847
Transfers to Reserves	<u>14,256,926</u>
<b>Total Expenditures</b>	<b>\$211,850,146</b>



**2024-2026 Budget Deliberations**

Revised target levy increase set by Council in all years - Base 4%, DIL 1%, DHL 1%

	<u>2024</u>	<u>2025</u>	<u>2026</u>	
<b>Levy Reductions Required to Meet Revised Targets</b>	<b>\$ 196,000</b>	<b>\$ 2,574,632</b>	<b>\$ 5,059,626</b>	
		<u>Levy Impact</u>		
<b><u>Issue Papers</u></b>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Notes</u>
OAFVC - Building and Equipment Renewal	\$	50,000	\$ 75,000	
Natural Heritage - Land Acquisition Reserve	\$	10,000	\$ 10,000	
BECN - Technology Reserve Fund	\$	10,000	\$ 15,000	
Tourism - Technology Reserve Fund	\$	10,000	\$ 15,000	
Information Technology - Information Management Strategy	\$	50,000		
GPL - Environmental Services Reserve Strategy	\$	100,000	\$ 100,000	Reduction in issue paper
Land Use Planning - Planner			\$ 120,000	
Paramedics - ERV Medic Addition			\$ 270,000	Excludes vehicle funded by development charges
Waste - Asphalt Shingle & Dimensional Lumber Diversion Program	\$	250,000	\$ 250,000	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 480,000</b>	<b>\$ 855,000</b>	
<b><u>Discretionary External Transfers</u></b>				
University Hospitals Kingston Foundation Request (New)	\$ 46,000	\$ 46,000	\$ 46,000	
Commuter Connect Durham Line (Program Extension)	\$ 150,000	\$ 150,000	\$ 150,000	
Fire Dispatch (Previous Upload)	\$ 494,425	\$ 513,213	\$ 526,043	
Northumberland Hills and Campbellford Memorial Hospital Funding	\$ 250,000	\$ 250,000	\$ 250,000	Years 3 to 5 of 5-year agreement
Court Security Funding (Ongoing)	\$ 275,000	\$ 275,000	\$ 275,000	
<b>Subtotal</b>	<b>\$ 1,215,425</b>	<b>\$ 1,234,213</b>	<b>\$ 1,247,043</b>	
<b><u>Capital Program</u></b>				
Welcome Intersection Improvements	\$ 510,000	\$ 2,740,000		Estimates
County Road 64 Reconstruction		\$ 3,520,000	\$ 4,000,000	Estimates
County Road 31 Urbanization			\$ 1,150,000	Estimates
County Road 25 Paving			\$ 1,500,000	Estimates
County Road 30 Paving			\$ 1,200,000	Estimates
<b>Subtotal</b>	<b>\$ 510,000</b>	<b>\$ 6,260,000</b>	<b>\$ 7,850,000</b>	
<b><u>Programs &amp; Services</u></b>				
Leaf and Yard Waste		\$ 193,500	\$ 236,500	Estimate - net of contract penalty amounts
Closed Session Item 1		\$ 200,000	\$ 200,000	
Closed Session Item 2	\$ 433,142	\$ 443,822	\$ 451,161	
Closed Session Item 3	\$ 701,255	\$ 737,089	\$ 805,348	
Closed Session Item 4	\$ 758,116	\$ 867,274	\$ 887,466	
<b>Subtotal</b>	<b>\$ 1,134,397</b>	<b>\$ 1,574,411</b>	<b>\$ 1,693,009</b>	
<b>Total</b>	<b>\$ 2,859,822</b>	<b>\$ 9,548,624</b>	<b>\$ 11,645,052</b>	

2024-26 Issue Paper Summary

2025							
Department	Item		Issue Paper Amount	Funding/ Development Charges	Transfer from Reserve	New Levy	2026 Levy
Corporate Services - Natural Heritage	Weather Event Reserve		10,000.00			10,000.00	10,000.00
Corporate Services - Natural Heritage	Truck Replacement		73,000.00		12,600.00	60,400.00	54,100.00
Corporate Services - Natural Heritage	Land Acquisition Reserve		10,000.00			10,000.00	10,000.00
Legal Services	Legal/Legislative Services Assistant	*	84,058.00			84,058.00	87,421.00
Communications	Communications Officer-Capital Projects	*	86,730.00			86,730.00	119,107.24
Community & Social Services	Made in Northumberland Rent Supp Program		52,000.00			52,000.00	162,000.00
Economic Development - BECN	Technology Reserve Fund		10,000.00			10,000.00	15,000.00
Economic Development - Planning	Vehicle Replacement Inspection Services		70,000.00		70,000.00	-	-
Economic Development - Tourism	Technology Reserve Fund		10,000.00			10,000.00	15,000.00
Information Technology	Service Desk Analyst	*	90,190.00			90,190.00	92,897.00
Information Technology - Records	Information Management Strategy		50,000.00			50,000.00	-
GPL - Environmental Services	Environmental Services Reserve Strategy - Contribution		300,000.00			300,000.00	300,000.00
GPL - Life Enrichment	Life Enrichment Staffing	*	159,705.00	105,765.00		53,940.00	66,331.00
GPL - Dietary	Dietary Services Future Staffing	*	102,526.00	44,636.00		57,890.00	76,188.00
Public Works - Waste	Equipment Replacement Strategy		300,000.00		300,000.00	-	-
Public Works - Waste	Asphalt Shingles & Dimensional Lumber Diversion Program		250,000.00			250,000.00	250,000.00
Public Works - Facilities	Equipment Replacement Strategy		70,000.00		70,000.00	-	-
<b>Total 2025 Issue Papers</b>			<b>1,728,209.00</b>	<b>150,401.00</b>	<b>452,600.00</b>	<b>1,125,208.00</b>	<b>1,258,044.24</b>

\* Indicates new staffing or change staffing hours

2024-26 Issue Paper Summary

2026						
Department	Item		Issue Paper Amount	Funding/ Development Charges	Transfer from Reserve	New Levy
Economic Development - Planning	Planner	*	140,000.00	20,000.00		120,000.00
Paramedics	ERV Addition		230,000.00	155,000.00		75,000.00
Paramedics	ERV Medic Addition	*	270,000.00			270,000.00
<b>Total 2026 Issue Paper</b>			<b>640,000.00</b>	<b>175,000.00</b>	-	<b>465,000.00</b>

\* Indicates new staffing or change staffing hours

**Options for Reducing the Levy Impact in the 2025 - 2026 Budget**

Updated for the November 20, 2024 Council Meeting

(Original presented to Council in Dec 2023)

<b>Issue Papers</b>	<b>Levy Impact</b>		<b>Notes</b>
	<b>2025</b>	<b>2026</b>	
OAFVC - Building and Equipment Renewal	\$ 50,000	\$ 75,000	
Natural Heritage - Land Acquisition Reserve	\$ 10,000	\$ 10,000	
BECN - Technology Reserve Fund	\$ 10,000	\$ 15,000	
Tourism - Technology Reserve Fund	\$ 10,000	\$ 15,000	
Information Technology - Information Management Strategy	\$ 50,000		
GPL - Environmental Services Reserve Strategy	\$ 100,000	\$ 100,000	Reduction in issue paper
Land Use Planning - Planner		\$ 120,000	
Paramedics - ERV Medic Addition		\$ 270,000	Excludes vehicle funded by development charges
Waste - Asphalt Shingle & Dimensional Lumber Diversion Program	\$ 250,000	\$ 250,000	
<b>Subtotal</b>	<b>\$ 480,000</b>	<b>\$ 855,000</b>	
<b>Discretionary External Transfers</b>			
Fire Dispatch (Previous Upload)	\$ 513,213	\$ 526,043	
Northumberland Hills and Campbellford Memorial Hospital Funding	\$ 250,000	\$ 250,000	Years 4 to 5 of 5-year agreement
Court Security Funding (Ongoing)	\$ 275,000	\$ 275,000	
Funding Request for Art Gallery of Northumberland (Proposed)	\$ 100,000	\$ 100,000	Referred to budget deliberations during Nov 5, 2024 F&A committee meeting
<b>Subtotal</b>	<b>\$ 1,138,213</b>	<b>\$ 1,151,043</b>	
<b>Transportation Capital Program</b>			
County Road 31 Urbanization	\$ 492,000	\$ 1,150,000	Estimates
County Road 25 Paving		\$ 1,500,000	Estimates
County Road 30 Paving		\$ 1,200,000	Estimates
<b>Subtotal</b>	<b>\$ 492,000</b>	<b>\$ 3,850,000</b>	
<b>Programs &amp; Services</b>			
Leaf and Yard Waste	\$ 193,500	\$ 236,500	
Closed Item 1	\$ 200,000	\$ 200,000	
Closed Item 2	\$ 443,822	\$ 451,161	
Closed Item 3	\$ 737,089	\$ 805,348	
Closed Item 4	\$ 867,274	\$ 887,466	
<b>Subtotal</b>	<b>\$ 2,441,685</b>	<b>\$ 2,580,475</b>	
<b>Total</b>	<b>\$ 4,551,898</b>	<b>\$ 8,436,518</b>	

2025 Budget Review  
Discretionary Services by Dept

Purpose: To provide a summary of discretionary services by department to Council in order to facilitate decision-making for the 2025 budget process.

DEPARTMENT	DISCRETIONARY SERVICE AREA	PROS	CONS	NOTES
<b>Communications</b>				
	Strategy & Planning, Campaign Mgmt (Marketing & Advertising), Event Mgmt, Media & Monitoring, Speech Writing, Grant Writing, Branding & Creative Services, Internal Communications		Impacts to transparency and accountability in operations, and timeliness and accessibility of informaton, if no dedicated communications supports.	10% is indicated as non-discretionary for Emergency Information Officer (EIO) responsibilities, although these responsibilities vary from annual training exercises to ongoing information requirements in the event of a municipal emergency such as COVID-19. This mandated role does not need to be fulfilled by a Communications staff member but would need to be to be reassigned to another staff member if not fulfilled by Communications.
<b>Community &amp; Social Services</b>				
Community Services (incl. Homelessness)	COP Programming		Currently this department's staff is required to support mandatory homelessness and development of CSWB plans. There is some discretionary budget to support non social assistance, however these programs support low income, seniors and are considered as municipal contribution when looking for matching dollars.	Designed to support the working poor and client expenses such as dental that are not covered by ODSP and Ontario Works (OW). 2 staff members included in COP who do work on other programs such as CPP program which is a mandatory service. Supports the working poor with rental, utility arrears, last month rent, moving costs, household items so would need to find other ways to provide this program within Social Services if cut.
Homelessness Prevention	Treatment Bed Pilot			This item was included as a pilot in the 2024 budget. The total amount allocated was \$241,029. It is anticipated that \$24,000 will be used by the end of 2024 and \$217,000 is included in the Carryover by-law being presented to council at the November 20, 2024 council meeting.
Childcare/Early ON	Discretionary Programming		Programming that is counted on by the community, cuts would impact our most vulnerable community members	Triple P (Rebound Child & Youth), Community Outreach, Parenting Program, Back Pack Program
Food4All			Would not result in immediate reduction but would be realized over several years moving to a block funding, significantly reduced.	
<b>Corporate Governance/Other</b>				
CAO	Policy Setting/Strategic Planning & Implementation, Overall Mgmt & Direction of County Resources across all Depts			
Corporate Governance/Other	Court Security			County distributes any ministry funding to Town of Cobourg as well as (up to) \$275,000 in levy funding
Corporate Governance/Other	Hospital Funding			\$250,000 annually for 5 years (2021 to 2025)
<b>Corporate Services</b>				

NCAM	Collections Mgmt & Care	Achieve minimum service standard under Section 254(1) of the Municipal Act, 2001, S.O. 2001, c. 25 that provides "a municipality shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner"	Mandatory requirement for preserving records of municipalities. Underresourcing collections management activities leads to poor ability to leverage information in collection for public benefit. Suspending active collecting activities result in "losing" rich and representative history .	
	Customer Research Services	Achieve minimum service standard under Section 254(1) of the Municipal Act, 2001, S.O. 2001, c. 25 that provides "a municipality shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner"	Reduces awareness and use of asset of the Archival collection inform historical research, public policy. Suspends volunteer projects which help improve accessibility of collection.	
	Exhibition development, programming & outreach		Cannot meet Ministry of Heritage Sport Tourism and Culture Industries' minimum standards for community museum thereby jeopardizing CCSF funding (as set out in funding agreement) and making NCAM ineligible for future capital and operations funding. Miss opportunity to build positive relationships with Alderville and other local Indigenous communities and support timely anti-racist initiatives and education through Ojibwe Language exhibit. Minimal public engagement, awareness, and use of valuable County asset.	
HSEP	Wellness Programming		Elimination of wellness programs has potential for negative impacts to staff and increase in injuries, i.e., sit stand units are a preventative measure to prevent repetitive strain injuries	Wellness Supplies (Sit-Stand, Wellness Healthy Eating); Wellness Program Training (Yoga, Lunch/Learn); Wellness Work Perk Program
	Fire Services Coordination	We do not have responsibility for fire - placing the responsibility back on the lower tier removes the administration from the County		Fire Dispatch; Coordinator Remuneration; Who's Responding App; County not responsible for fire service delivery. Fire Dispatch and Who's Responding App provides for consolidated service and common platform. Fire dispatch Services currently under contract with Peterborough Fire. Costs would be downloaded to member municipalities.
Natural Heritage	Various activities and services offered within the forest	Reduction in budget; staff time reallocation to core services	Loss of outreach/awareness of Forest and garbage and washroom services at trailheads.	Print advertising, Oaktoper, Garbage collection, and washroom rental
<b>Economic Development</b>				

BECN			Loss of key component of micro and small business development for Northumberland.  Without this support, local businesses might struggle more, potentially leading to closures or relocations	County contribution leverages approximately \$350,000 of Provincial and Federal grant monies. It also launches 100 new business per year and creates 120 jobs annually
Economic Development	Investment Attraction & Retention		reduced investment opportunity; loss of advocacy; decreased competitiveness;  the absence of this role could hinder Northumberland County's ability to attract and sustain economic growth, impacting the community's prosperity and development	Investment and attraction are linked to the planning function and in the highly competitive world of investment attraction the need for a consistent "sales" orientated approach and the need to maintain relationships and trust is essential
	Strategic Initiatives & Planning		lack of long-term planning; missed opportunities for innovation; reduced coordination; impact on community engagement; hindered economic development  Without strategic initiatives there is no potential longterm framework for growth and development	Investments in strategic initiatives facilitated multiple projects including Hastings Marina, the the Womens Entrepreneurship Strategy, the Broadband initiative and Workforce Housing
OAFVC	Agri-Food Venture Centre		Reduced Support for Agri-Food Entrepreneurs; Hindered Innovation	OAFVC represents innovation, job and product development and investment attraction that ultimately affects the growth and sustainability of the agri-food sector in the County and beyond.
Tourism	Supports & Marketing		Tourism is a significant contributor to the local economy. Without dedicated tourism services, the county might see a decrease in visitor numbers, leading to reduced revenue for local businesses such as hotels, restaurants, and shops	Coordinated tourism marketing/development resulting in annual increases in tourism growth. Latest provincial numbers for Northumberland indicate revenues of \$122M.
<b>Finance</b>				
Finance	Risk Mgmt		Higher Risk if no internal oversight, would likely need to utilize legal Council more frequently at a higher cost.	20% of Procurement & Risk Mgr Position - removal doesn't eliminate cost, would just be reallocation of resources.
<b>Golden Plough Lodge (GPL)</b>				
	N/A			
<b>Information Technology (IT)</b>				
				General note: IT services are discretionary but support many mandatory services

	IT Strategic Management		<p>No IT strategic management for the organization</p> <p>No further work on interCounty security, smartnorthumberland, OHTn, or guidance for organization from technology perspective</p> <p>Function will need to be moved to another department</p>	
	IT Infrastructure Mgmt - Computer Software		Core software for organization - many are necessary for operations.	
	IT Infrastructure Mgmt - Computer Hardware		Core hardware for organization - serious negative affect to operations.	
	IT Infrastructure Mgmt - Dept IT Software		Significant negative effect for operations in support of mandatory services - some may have contractual obligations	
	IT Infrastructure Mgmt - Technical Analyst Function		<p>No internal IT specialist function</p> <p>Would have a significant impact on managed services contracts</p> <p>Outsourcing will cost as much for similar type service and will take potentially long time to transition</p>	
	Helpdesk & Technical Support - Computer Support		Essential connectivity and infrastructure solutions. Loss of which would render infrastrcuture unuseable	
	Helpdesk & Technical Support - Computer Support Staff		<p>No internal IT Helpdesk - delays in obtaining IT service</p> <p>Also impacts managed services</p> <p>Outsourcing will cost as much for similar service and will take potentially long time to transition</p>	
	IT Security		Significant increase in risk to organization.	
	Managed Services Provider (5)		<p>Reputational loss</p> <p>Serious impact for member municipalities / police forces</p> <p>Will need 1 -2 years to properly divest of function allowing partners to establish new IT support structures</p>	
	Technology Innovation		<p>Reputational damage</p> <p>No further community-focused tech innovation acitivites</p>	



	Records Management		Limited capabilities around records management Legislative requirement not met	
<b>Legal Services</b>				
	Legal Services		Would create a greater reliance on external legal advice at a greater cost. Would reduce the County's flexibility in dealing with issues that have a legal component.	
	Provincial Offenses Act Office			Provisions of the Municipal/Provincial Transfer agreement require significant notice prior to termination. Costs of wind-up of the program would be borne by the County. It is unlikely that any cost-savings would be realized in the 2025 fiscal year due to these factors. Would likely be mandated if County refused to administer program, is meant to be self-funded but expenditures are projected to exceed revenues
<b>Paramedics</b>				
	County PAD Program			15-20K for replacement of perishables plus staffing hours (Time in monitoring/follow-up and delivery of replacement pads and batteries)
	Survivor Night			
	Upstaffing for Large Events			Although this is operationally important it is not mandatory
<b>Public Works</b>				
Facilities	Prepare 10 yr Capital Plans for all County Buildings		If planning does not take place the emergency repairs in the future will far exceed the schedule maintenance and repairs. This would also cause issues with business continuity, and risk leaving tenants without housing in the event of an emergency.	This has become indirectly mandatory with the mandate changes to asset management activities.
	Implement Capital Work for all County Buildings		Without appropriate capital repairs the County and NCHC buildings will fall into disrepair.	
	Implementation of green energy projects			LED lighting projects that typically have a payback of 3-5 years in energy savings, and support the GHG emission reduction targets
	Accessibility improvements to all County buildings			Automatic door operators, detectable warning surfaces, concrete sidewalk replacement, rubber matting, visual impairment improvements.

Major Capital Projects				
	Initiate, plan, budget and execute design and construction of complex infrastructure projects requiring specialized disciplines (ie GPL/NCAM, Emergency bases, Elgin Pk Redev)			GPL rebuild is a mandatory expense as new home needs to be completed to be compliant with the ministry of health.
Transportation				
Road Operations	Fleet Mgmt		Would need to contract out	Includes capital purchase, fuel, maintenance, repairs, licenses, AVL Fleet management is mandatory to ensure the County has reliable trucks and equipment to carry out all activities to meet MMS O. Reg 239/02, if not completed in-house, would need to be contracted out
	Surface Treatment	Reduce fleet (spreader and distributor), more staff time to complete other maintenance activities	Would not be able to provide this service to municipalities if no longer providing for the County. Would need to contract out surface treatment to complete County Roads, which can cost approximately \$7,000 more per km	This is only the County portion. ST could be considered mandatory as part of maintaining the road.
	Gravel Pits	Aggregate from County pits can be used for shouldering, entrances, etc. which is readily available and at a reduced rate to purchasing from a third party	Maintenance and inspection of both open and closed pits	Includes licensing and inspections
Infrastructure	Pavement Rehabilitation & Maintenance		Reduction in Capital investments will increase maintenance and repair costs and lead to decrease in LOS. Deterioration of roads will impact movement of goods and services and increase public complaints	Includes all pavement rehab program. The capital budget is funded by levy and provincial and federal funding.
	Bridge Rehabilitation & Maintenance		Reduction in Capital investments will increase maintenance and repair costs and lead to decrease in LOS and potential load restrictions and/or closures of bridges	Includes bridge maintenance/rehab program, contribution to reserves and excludes OSIM Inspections as per O.Reg 104/97. Capital work still required to maintain to a safe standard as per HTA.
	Traffic Safety Measures		No funding will be available to address safety such as radar speed signs, safety/speed studies, intersection improvements, grade crossing improvements, may increase liability if identified safety concerns not addressed	Includes road/intersection improvements and specific safety location upgrades, but excludes traffic signal and guiderail repair/maintenance/improvements required to meet MMS
	Service Expansion		No funding means planning and design for expansion projects won't move forward, lead to further congestion/capacity issues (i.e., Campbellford Bridge, County Road 2 EA, turning lanes, etc.)	Includes all program but excludes part of GIS budget for AM as per O.Reg 588/17 and On1Call budget per Ontario Underground Infrastructure Notification System Act, 2012
Waste				

	3 Community Recycling Centres		<p>The current array of diversion programs at the County's CRCs are vital to enabling the County to meet the goal of its LTWMMP of achieving 75% waste diversion from landfill. If the HHW diversion program isn't provide it is very likely that this material will make its way into our Landfill, or be illegally dumped, causing Environmental impacts. Not offering other diversion programs such as Styrofoam, Bulky Plastics, Drywall, etc, will result in these materials going to landfill and speeding up the rate at which the County's last remaining active landfill reaches capacity. The sooner it is filled the sooner the County will incur higher cost to export its waste elsewhere or captial cost to expand a landfill or construct another waste disposal facility.</p>	<p>Assumes Cty would cease offering any waste diversion programs that have a net cost associated with them (i.e. HHW, Freon Items, Styrofoam, Bulky Plastics, Drywall). But continue to offer diversion programs that are mandatory such as Blue Box and L&amp;Y Waste, or are cost neutral / generate revenue (i.e. Scrap Metal, E-Waste, Clothing, Blue Box recyclables)</p>
	Roadside Collection of Food Waste		<p>The implemetation of the Green Bin program was adopted in the LTWMMP and approved by Council in the revision to its Waste Management By-Law and in through the execution of a long-term collection contract which includes food waste collection. The County has also invested almost \$1 million in the construction of an Organic Waste Transfer Station at the Brighton CRC. Collection of Food Waste is embedded into the current long-term waste collection contract, as such there would likely be financial penalties and a change in other unit rate costs for other waste material collection, if this item were removed from the contract. County has already implemented this program and has invested over \$700,000 in the distribution of Green Bins. This program is on pace to divert more than 2,000 tonnes of food waste from landfill each year. This program will conserve landfill capacity and also reduce the County's GHG emissions, by having food waste composted versus rotting in a landfill where it will generate methane gas (a GHG that is over 18 time more potent that CO2). The County has committed to lowering its GHG emissions by 30% by 2030 (compared to 2005 levels). Diverting food waste from landfill is a significant means of achieving this GHG emission reduction goal.</p>	

	Roadside Collection of L&Y Waste		In 2015 the County started offering a County-wide collection service for L&Y waste. Prior to 2015, several member municipalities offered this service to their urban centres. If this program is cancelled, member municipalities will likely have to start offering this service directly to their residents again, and bear the cost. The provision of L&Y waste collection was approved by Council through the execution of a long-term collection contract which includes L&Y Waste collection, as such there would likely be financial penalties and a change in other unit rate costs for other waste material collection, if this item were removed from the contract. This program currently diverts approximately 2,100 tonnes of L&Y waste from landfill each year.	
	By-Law Enforcement/Illegal dumping		If County stops enforcing its Waste Management By-law there is a high probability that illegal dumping will escalate.	
	Promotion & Education of Waste Mgmt/Diversion Prgms		If the County ceased or reduces the amount of P&E it provides for the various waste diversion programs it offers there is a high likelihood that use of the program will diminish and / or there will be increased non-compliance with the protocols for the diversion programs	
	Long-Term Waste Mgmt Planning		County has \$1.5 million earmarked to undertake an Environmental Assessment to determine the preferred solution to managing our residual waste when the Brighton Landfill reaches its capacity. Without EA approval, the County will not be able to advance any disposal options which involve developing / expanding a new landfill or alternate disposal technology. In this scenario, when the Brighton Landfill is full, the only option the County will have will be to export our waste to a facility approved to receive it. This will likely significantly increase our overall disposal costs when haulage and tipping fees are taken into consideration.	
	Annual Litter Clean-up Challenge		Each year, the County collaborates with its member municipalities to deliver the Mayor's Keep the County Clean Challenge. County provides advertising of the event and supplies for the event, free disposal of litter collected. Member municipalities register volunteers, distribute the supplies and coordinate the collection of the collected litter. If County is no longer involved, member municipalities would have to promote the event and purchase the supplies directly. If the annual event does not proceed at all, then several tonnes of litter will go uncollected each year for ditches and public spaces.	

	Medical Waste Exemption Program		County currently provides a set number of bag tags to qualifying residents who, as a result of a medical condition, generate excess waste beyond their control. Annually we provide approximately 5,000 tags to these individuals.	
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## By-law 36-2024

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### **A By-law to Transfer Ownership of and Jurisdiction over the Thompson Bridge from the Corporation of the County of Northumberland to the Corporation of the Municipality of Trent Hills**

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**Whereas** Section 11 of the Municipal Act, 2001, S.O. 2001, c.25 provides broad authority to municipalities to pass by-laws respecting certain matters, subject to certain restrictions, including by-laws respecting public assets, highways, and structures; and

**Whereas** Subsection 52(4) of the Municipal Act, 2001, S.O. 2001, c.25 provides an upper-tier municipality may remove a highway, including a boundary line highway, from its system; and

**Whereas** Subsection 52(5) of the Municipal Act, 2001, S.O. 2001, c.25 provides that if a highway is removed from an upper-tier highway system, it is under jurisdiction of the lower-tier municipality in which the highway is located; and

**Whereas** the Municipality of Trent Hills is a lower-tier municipality forming part of the County of Northumberland, which is an upper-tier municipality; and

**Whereas** the County of Northumberland is presently the owner of Thompson Bridge, a public structure including the 30 m of roadway in each direction from the end of the deck, located on Skinkle Road, approximately 1.55 km north of County Road 29 in the Municipality of Trent Hills, located in lot 24 concession 4 of Trent Hills, forming a part of PIN 51189-0051; and

**Whereas** the County has recently completed the replacement of the Thompson Bridge to restore the bridge back to good condition and the County deems it appropriate and necessary to transfer the ownership of and jurisdiction over Thompson Bridge to restore connectivity to the Municipality of Trent Hills' road network; and

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:

1) **That** Thompson Bridge, a public structure including the 30 m of roadway in each direction from the end of the deck, located on Skinkle Road, approximately 1.55 km north of County Road 29 in the Municipality of Trent Hills, located in lot 24 concession 4 of Trent Hills, and forming a part of PIN 51189-0051; is hereby transferred to the Municipality of Trent Hills and added to the Municipality's highway system.

2) **That** this By-law shall come into force and take effect on November 20, 2024.

**That** By-law No. 36-2024 be introduced and be deemed to be read a first, second and third time and passed, signed and sealed this 20<sup>th</sup> day of November 2024.

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**Brian Ostrander, Warden**

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**Maddison Mather, Clerk**

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## By-law 42-2024

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### **A By-law to Formulate the 2024 Emergency Management Program and Plan in Support of Constituent Municipalities to Ensure the Health, Safety, Welfare of People, and the Protection of Property and the Environment for the County of Northumberland, and to Rescind By-law 21-2023**

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**Whereas** the Province of Ontario has passed an Act which provides for the formulation and implementation of emergency plans "*The Emergency Management and Civil Protection Act, Chapter E.9 R.S.O. 1990*" by the council of a municipality; and

**Whereas** the Councils of constituent municipalities of Northumberland County have authorized the county's participation in the planning and response activities necessary during an emergency; and

**Whereas** the Corporation of the County of Northumberland desires to adopt an Emergency Management Program and Plan to provide full support to all municipalities within its boundaries during an emergency; and

**Whereas** the Act makes provision for the council of a municipality to enter into an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment, or material during an emergency; and

**Whereas** the Act authorizes employees of a municipality to take action under the emergency plan where an emergency exists but has not yet been declared to exist; and

**Whereas** for the proper management of its Emergency Management Program and Plan, the County of Northumberland desires to establish a committee to be responsible for the administration and implementation of the program and provide updates to the Emergency Management Program and Plan for County Council's approval.

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:



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1. **That** the Emergency Management Program as outlined in Schedule "A" to this By- Law is hereby adopted; and
2. **That** certain appointed officials or their designated alternates, as provided in Schedule "A", are empowered to cause an emergency alert to be issued to members of the Control Group and to take action under the emergency plan where an emergency exists but has not yet been declared to exist; and
3. **That** there is hereby established an Emergency Management Program Committee which shall consist of such senior members of the staff of the Corporation and other public agencies as outlined in Schedule "A" and any additional representatives as shall be designated from time to time. The Emergency Management Program Committee shall report to Council through the chairperson; and
4. **That** should any clause or sub clause of the by-law be held to be invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining clauses or sub clauses of this by-law shall not in any way be affected or impaired thereby; and
5. **That** By-Law 21-2023 of the Corporation of the County of Northumberland is hereby rescinded; and

**That** By-law 42-2024 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 20<sup>th</sup> day of November, 2024.

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**Brian Ostrander, Warden**

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**Maddison Mather, Clerk**

# Schedule 'A' to By-law 42-2024



## Northumberland County Emergency Management Plan

October 2024



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## 1.0 Glossary of Terms

In this Emergency Management Program:

### **“Business Continuity Plan (BCP)”**

A plan developed and maintained to direct an organization’s internal response to an emergency that works to mitigate risk to essential operations and efficient recovery of impacted services.

### **"Chief Administrative Officer (CAO)"**

The Chief Administrative Officer for the County of Northumberland or a delegated alternate.

### **“Chief Northumberland Paramedics”**

The Chief of Paramedics for the County of Northumberland or a delegated alternate.

### **“Communicator”**

The front-line person in the Public Inquiry Centre responsible for direct communication with the public.

### **"County Control Group (CCG)"**

The County Control Group means the County Control Group named by the County of Northumberland.

### **"County Fire Coordinator"**

The person appointed by the Fire Marshal, under the authority of the Fire Protection and Prevention Act, 1997 to co-ordinate the mutual aid plan, or the person appointed by the Fire Marshal to act in absence of the fire coordinator. (As per Mutual and Automatic Aid Plan and Program for the County of Northumberland).

### **“Director of Communications and Information Technology”**

The Director of Communications and Information Technology for the County of Northumberland or a delegated alternate.

### **"Director of Community and Social Services"**

The Director of Community and Social Services for the County of Northumberland or a delegated alternate.

**“Director of Corporate Services”**

The Director of Corporate Services for the County of Northumberland or a delegated alternate.

**"Director of Finance"**

The Director of Finance for the County of Northumberland or a delegated alternate.

**“Director of Health and Human Services”**

The Director of Health and Human Services for the County of Northumberland or a delegated alternate.

**"Director of Public Works"**

The Director of Public Works for the County of Northumberland or a delegated alternate.

**“Emergency”**

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise (*Emergency Management and Civil Protection Act*).

**"Emergency Information Officer (EIO)"**

The manager of the primary or alternate Emergency Media Centre established by the County of Northumberland in accordance with the requirements of the Emergency Management Program or a delegated alternate.

**“Emergency Management Ontario (EMO)”**

EMO is a branch within the Treasury Board Secretariat with overall provincial emergency management responsibility.

**"Emergency Plan"**



A plan formulated under section 3 of the Emergency Management and Civil Protection Act and forms part of the Emergency Management Program.

**"Emergency Management Program (EMP)"**

The Emergency Management Program approved by by-law of the Council for the County of Northumberland.

**"Emergency Shelter Information Officer (ESIO)"**

The Emergency Information Officer liaison role located within a reception centre or an evacuation shelter.

**"Emergency Site Manager"**

The Emergency Site Manager appointed by a member municipality to manage an emergency site within the municipality's boundaries.

**"Emergency Operations Centre (EOC)"**

The primary or alternate Emergency Operation Centre established by the County of Northumberland.

**"Evacuation Shelter"**

A facility set-up to provide temporary shelter, food, clothing, recreation, and basic requirements to a group of people who have been evacuated from an area because of an emergency.

**"Medical Officer of Health"**

The Medical Officer of Health for the Haliburton, Kawartha, Pine Ridge District Health Unit.

**"Member Municipality"**

A town, township, municipality, or First Nation Reserve located within the boundaries of the County of Northumberland.

**"Municipal Solicitor"**

The Municipal Solicitor for the County of Northumberland.

**"Mutual Support Agreement"**

The Mutual Support Agreement adopted by the County of Northumberland, member municipalities, boards of education and industry within the County.

**"Public Inquiry Officer (PIO)"**

The manager of Public Inquiry Centre responsible for liaising between the Emergency Information Officer and Public Inquiry Centre Coordinator.

**"Police Advisor"**

The senior police official from the stricken municipality (municipal or provincial) delegated to represent the municipality(ies) on the County of Northumberland County Control Group.

**"Reception Centre"**

A facility set-up to receive and register evacuees, provide temporary shelter, information, and direct to evacuation shelters as required.

**"Warden"**

The Warden is head of council for the County of Northumberland.



## 2.0 Introduction

Northumberland County is located along the north shore of Lake Ontario. Northumberland County is bound to the Region of Durham to the west, the City of Quinte West to the east, and the County of Peterborough to the north. The population of Northumberland County is approximately 89,365 (2021 Census).

Northumberland County encompasses:

- Alderville First Nation;
- Municipality of Alnwick/Haldimand;
- Municipality of Brighton;
- Town of Cobourg;
- Township of Cramahe;
- Township of Hamilton;
- Municipality of Port Hope; and
- Municipality of Trent Hills.

The health, safety, welfare, and the protection of property for residents and visitors of Northumberland County is the priority in the event of an emergency. It is for this reason that Northumberland County has implemented the Emergency Management Program (referred henceforth as “the plan”). The plan is designed to provide staff with guidelines to effectively manage the three distinct phases of the program: pre-emergency, emergency, and post-emergency.

The Emergency Management and Civil Protection Act defines an emergency as “a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.”

Within Northumberland County, certain hazards that may lead to an emergency include:

- Tornados;
- Earthquakes;
- Infectious disease;
- Transportation accidents (rail and vehicular);
- Chemical spills;
- Cyber-attack.

The severity of any emergency is affected by the type, location, time of day, season, and weather conditions. Despite the best planning and preparation, there may be emergencies which, owing to the lack of equipment and resources immediately available, assistance may be delayed. The level of planning and training available to responders is a significant contributing factor when measuring the success of emergency operations.

### 3.0 Objective

The purpose of the Emergency Management Program is to establish within the County of Northumberland an emergency plan in support of all member municipalities for the provision of:

- The most timely and efficient acquisition and deployment of requested human and material resources;
- The coordination of inter-municipal and provincial response activities;
- Liaison between municipalities, boards of education, public utilities, industry, Ministries of the Province of Ontario and other public and private services and agencies.

The request for assistance will most likely occur when the emergency exceeds the resources of the local emergency or when more than one municipality is involved, and County assistance is requested.

### 4.0 Authority

#### 4.1 Northumberland County By-law

The Emergency Management program and plan are approved and endorsed by Northumberland County Council; the 2024 By-law is 42-2024.

#### 4.2 Emergency Management and Civil Protection Act (EMCPA)

**The Emergency Management and Civil Protection Act R.S.O. 1990, Chapter E.9 Section 3 (1) states:**

“Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.”

**Section 3 (3) further states that:**

“The council of a county may with the consent of the councils of the municipalities situated within the county co-ordinate and assist in the formulation of their emergency plans under subsection (1).”

**Section 4 (1) further states that:**

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

**Section 9 (c) further states that:**

“In the case of a municipality, designate one or more members of council who may exercise the powers and perform the duties of the head of council under this Act or the emergency plan during the absence of the head of council or during his or her inability to act.”

**Section 4 (2) states:**

“The head of council or the council of a municipality may at any time declare that an emergency has terminated.”

**4.3 Confidentiality of The Plan**

The Northumberland County emergency plan is a public document excluding the annexes which are deemed confidential. As defined in the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M. 56, the Head of an institution may refuse under that Act to disclose a record:

- a) If the record contains information required for the identification and assessment activities associated with the Hazard and Risk assessment and Infrastructure Identification;
- b) Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly;
- c) If its disclosure could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism.

d) If the record contains personal information.

## 5.0 Action Prior to Declaration

When an emergency exists but has not yet been declared to exist, Northumberland County employees may take action under this plan to protect the health, welfare, safety, and property of residents and visitors of Northumberland County.

## 6.0 Pre-Emergency Guidelines

All member municipalities within Northumberland County have agreed to joint action with regards to emergency preparedness and each municipality is a participant in the mutual support agreement. The County of Northumberland Emergency Management Program Committee has been established in accordance with the mutual support agreement and the Emergency Management and Civil Protection Act R.S.O. 1990 Chapter E.9 Section 9.

## 7.0 Emergency Notification, Declaration and Termination

### 7.1 Emergency Notification

It is the responsibility of the member municipality who has activated their emergency plan to notify Northumberland County. The member Municipal Control Group will contact Northumberland County's Community Emergency Management Coordinator who will then proceed to notify the members of the Control Group.

In the event a Northumberland County Department Head and/or a Control Group member becomes aware of an emergency or potential emergency, they will contact Northumberland County Community Emergency Management Coordinator directly to initiate the notification process.

The following information is to be relayed in either case:

- Type and location of the emergency;
- Injuries and/or fatalities incurred;
- Initial response actions taken;
- Request for resources/support.

Northumberland County's plan may be activated to support of a member municipality as follows:

- At the request of a municipality;
- At the discretion of the Warden or CAO when two or more municipalities are engaged in the same incident;
- At the discretion of the Warden or CAO when Northumberland County resources are being consumed in such a manner as to place a strain on these resources;
- When Northumberland County facilities are threatened;
- By the CAO on the recommendation of a Department Head;
- By order of the Premier in accordance with the provisions of the Emergency Management Act of Ontario R.S.O. c.E.9s.7 (1) 1990.

Unless specifically requested to do so by a municipality and notwithstanding a declaration from the Premier (R.S.O.c.E.9s.7(1) 1990), emergency coordination by Northumberland County shall in no way substitute or supersede any emergency plan or response of a member municipality.

Northumberland County will activate the County Emergency Operations Centre when:

- A member municipality activates their Emergency Operations Centre, or;
- The emergency plan of a member municipality is activated.

It is to be noted that the County response is not to be delayed to gather information.

The members of the Control Group will report to the designated Emergency Operations Centre which may include virtual attendance.

Each Control Group member will communicate with their respective staff and agencies using landline phones, cell phones, and/or the Northumberland County Radio System. The Northumberland County Radio System allows for communication between Northumberland County's Public Works department, the member municipal works departments, and the member municipal fire departments.

Should all telephone and radio communications fail, support staff will physically deliver messages rated as top priority.

**For a complete listing of all required Emergency Contacts and Alert Procedures see Annex A.**

## 7.2 Alert Status

The head of council of the affected municipality shall immediately notify Northumberland County by contacting the County's Community Emergency Management Coordinator. County staff from may also become aware of emergency situations from any source, including the media.

When an emergency occurs that involves County facilities and/or services, the Department Head involved will notify the County CAO with a recommendation to activate the emergency plan. The County CAO or Department Head will contact the Community Emergency Management Coordinator who will initiate the Alert through an internal call out or through the Dispatch Company.

At this time, an "**ALERT**" status message should be forwarded to all Directors as a precautionary measure. Upon receipt of an alert, Control Group members are asked to standby at their existing location with communication devices readily available (cell phone, email), and to begin notifying appropriate staff and partner organizations.

Assistance may be requested from the Province of Ontario. It is recommended that the Community Emergency Management Coordinator initiate this contact through the Duty Officer at the Provincial Emergency Operations Centre. The request shall not be deemed a request that the province assume authority and control of the emergency.

## 7.3 Activation Status

If required, an "**ACTIVATION**" shall be issued through the dispatch company. The Community Emergency Management Coordinator will contact the dispatch company to initiate the notification procedures and to provide details and instructions to the County Control Group. The Community Emergency Management Coordinator shall contact the Dispatch Company requesting the status of the call out. County Control Group members will assess the situation to determine the need for further staffing. Each member will be responsible to assemble their departmental staff as required.

## 7.4 Dispatch Company

Upon notification requesting the formation of the Northumberland County Control Group, the dispatch company shall attempt to contact the primary County Control Group members via phone and email. When a member cannot be reached in person, a message may be left on voice mail or with an adult. An attempt to contact the designated alternate will then be made. When the primary and alternate member cannot be reached, the failed contact shall be noted and further calls to this member will not be made. Call attempts will be recorded noting the County Control Group member, date, time, how the contact was initiated, and the name of the dispatcher.

## 7.5 Declaration of Emergency

Upon declaring an emergency, in consultation with the County Control Group, the Warden shall notify:

- Duty Officer at the Provincial Emergency Operations Centre;
- County Council;
- Officials of the municipalities within Northumberland County;
- The public;
- Neighboring community officials;
- Local members of Provincial and Federal Parliament.

## 7.6 Termination of Emergency

An emergency may be considered terminated when the threat to life, property, and the environment no longer exists and the municipality(ies) have returned to a semblance of normalcy. This means that residents evacuated have now returned to their homes or that alternate arrangements have been made. If services provided to residents (e.g., sewer, water, hydro) are compromised, the emergency is not over until services are restored either on an improvised short-term or a permanent basis.

Upon terminating an emergency, in consultation with the County Control Group, the Warden shall notify:

- The Duty Officer at the Provincial Emergency Operations Centre;
- County Council;
- Officials of the municipalities within Northumberland County;

- The public;
- Neighboring community officials;
- Local members of Provincial and Federal Parliament.

## 8.0 Implementation – County Control Group

### 8.1 Emergency Operations Centre (EOC)

The primary and alternate Emergency Operations Centre locations are pre-determined and fully equipped to accommodate virtual participation utilizing video conferencing software. In addition, all member municipalities offer the use of their Emergency Operation Centre as alternate sites.

**The location, configuration, and procedures for both the primary and alternate Emergency Operations Centre are available in Annex B.**

### 8.2 Northumberland County Control Group (CCG)

Northumberland County has established a primary County Control Group comprised of the following members:

- Chief Administrative Officer;
- Director of Corporate Services;
- Community Emergency Management Coordinator;
- Director of Community and Social Services;
- Director of Finance;
- Director of Public Works;
- Director of Communications and Information Technology;
- Chief Northumberland Paramedics;
- Director of Health and Human Services;
- Northumberland County Municipal Solicitor.

The following are not identified as part of the primary County Control Group but may be called upon to provide a representative:

- County Fire Coordinator;
- Ontario Provincial Police Advisor;
- Red Cross;
- Salvation Army;
- St. John Ambulance;
- Municipal Animal Services;



- Haliburton Kawartha Pine Ridge District Health Unit;
- Ontario Community Emergency Assistance Program (OCEAP);
- Ministry of the Environment;
- Ministry of Natural Resources;
- Ministry of Transportation;
- Medical Officer of Health;
- Hydro One, Union Gas, Enbridge, Lakefront Utilities;
- Kawartha Pine Ridge District Board of Education;
- Peterborough, Victoria, Northumberland, Clarington Catholic School Board;
- Ganaraska Region Conservation Authority, Lower Trent Conservation.

**Roles and responsibilities of primary and supplementary County Control Group members can be found in their relevant annex.**

### 8.3 Support Members to the County Control Group

Support staff will be utilized in the Emergency Operations Centre when the primary/alternate members are engaged with other business. The support staff do not serve as alternates for the primary/alternate positions but will be available to answer calls, take messages, and forward updates to the primary/alternate member.

**Roles and responsibilities of support members to the County Control Group can be found in their relevant annex.**

## 9.0 Emergency Contact System – Communications Plan

### 9.1 Emergency Information Plan

During an emergency, accurate and timely information must be communicated to the public including the status of the emergency, evacuation information, detour routes, and any other pertinent information. The ease with which essential emergency related information can be gathered, correlated, and disseminated to the public is recognized as one of the essential elements leading to a successful community emergency response.

### 9.2 Media Centre

The Media Centre will deliver the approved messaging via multiple channels. The Emergency Information Officer is responsible for the emergency information strategy, setup of the centre, and is the media spokesperson. The Emergency

Media Monitoring Centre is in room #107 at 555 Courthouse Road, Cobourg. Media interviews will be conducted in the lower floor lobby.

### 9.3 Public Inquiry

A Public Inquiry Centre will be available to provide real-time emergency information via in-bound calling. The Public Inquiry Centre is in room #108. The Public Information Officer is responsible for the operation of the Public Inquiry Centre.

On receipt of the alert, the Emergency Information Officer will notify designated staff and proceed to activate the Media Monitoring Centre. The Communications Department will contact the media and advise of the opening and location of the centre. Media representatives will be given the Public Inquiry Centre's telephone number(s) and will be asked to broadcast the number(s).

**Roles and responsibilities of the Emergency Information Officer, Public Inquiry Officer and supporting roles can be found in their relevant annex.**

## 10.0 Training

Northumberland County is committed to ensuring that staff are competent in conducting all aspects of their job duties in a safe manner. All County Control Group and Emergency Social Services staff will be trained according to their respective positions within the structure of a municipal emergency.

### 10.1 County Control Group

#### 10.1.1 Annual Training (Mandatory)

In compliance with The Emergency Management and Civil Protection Act, R.S.O. 1990 Chapter E.9, Ontario Regulation 380/04, Guidance Note 2018-01-01, all primary members of the County Control Group are required to annually demonstrate an adequate level of training in each of the following areas:

- Knowledge of all the components of the municipal Emergency Management Program, including, but not limited to the municipal Hazardous Identification and Risk Assessment, and Critical Infrastructure list;
- Knowledge of their municipality's Municipal Emergency Plan, including their roles and responsibilities, and those of organizations which may have a role in response;

- Knowledge of the procedures used to activate and operate under the Emergency Plan;
- Knowledge of the notification procedures used to notify members of the County Control Group when the Emergency Plan is activated;
- Knowledge of the location, communications infrastructure, and technology in their Emergency Operations Centre;
- Liaising with member municipality emergency Control Groups.

### 10.1.2 Emergency Management Exercises (Mandatory)

In compliance with The Emergency Management and Civil Protection Act, R.S.O. 1990 Chapter E.9, all primary members of the County Control Group will participate in an annual exercise including but not limited to:

- Participation with either the County Control Group or member municipality Control Groups;
- Emergency Operations Centre procedures;
- Member responsibilities;
- Hazard Identification and Risk Assessment (HIRA);
- Critical Infrastructure;
- Liaising with partner agencies;
- Participation in after-action reporting activities.

## 10.2 Emergency Management Staff

The following courses shall be made available for staff involved in emergency management and planning:

- Incident Management System (IMS);
- Basic Emergency Management (BEM);
- Emergency Social Services Course (ESS).

## 11.0 Plan Distribution

The Northumberland County plan and applicable annexes are distributed to the primary members of the County Control Group. The current version of the plan including annexes are also available for county alternates and support staff at a secure intranet location. The plan (excluding confidential annexes) is available to the public on the Northumberland County website.

## 12.0 Plan Review and Amendment

The Northumberland County Community Emergency Management Coordinator is responsible for updating the plan and annexes. The Emergency Management Program Committee and Council annually review and subsequently approve the plan.

## 13.0 Annexes (Confidential)

- A.** Emergency Contact List Procedures
- B.** Emergency Operations Centre Procedures
- C.** Emergency Management Program Committee
- D.** Warden Procedures
- E.** Chief Administrative Officer Procedures
- F.** Director of Finance Procedures
- G.** Director of Public Works Procedures
- H.** Director of Community and Social Services Procedures
- I.** Chief of Paramedics Procedures
- J.** County Fire Coordinator Procedures
- K.** Police Advisor Procedures
- L.** Medical Officer of Health Procedures
- M.** Public Inquiry Officer Procedures
- N.** Emergency Information Officer Procedures
- O.** Scribe Procedures
- P.** Community Emergency Management Coordinator Procedures
- Q.** Director of Corporate Services Procedures
- R.** Declaration Form, Declaration Checklist, Termination Form
- S.** Mutual Support Agreements
- T.** Emergency Management and Civil Protection Act
- U.** County Recovery Plans (In Progress)
- V.** Director of Communication and Information Technology Procedures
- W.** Northumberland County Hazard Identification & Risk Analysis (HIRA)
- X.** Critical Infrastructure List
- Y.** Donations Management Plan
- Z.** Privacy and Confidentiality

### 13.0 Revision Control

Date	Revision #	Description of Change	Initials
April 2005	1	Contact List	KVS
March 2006	2	CAO Duties, Transportation Alternate, Delete Telecom	KVS
June 2006	3	Fan Out Procedures	KVS
June 2007	4	Contact List, Social Service Annex	KVS
January 2008	5	EOC Location Update	KVS
March 2008	6	Annex B Location Update	KVS
December 2008	7	Annex A Contact List Update	KVS
December 2008	8	By-law 72-08	KVS
March 2009	9	Responsibility Revisions	KVS
August 2010	10	Minor Update to Annexes	KVS
February 2011	11	Responsibility Revisions, Support Staff Positions, Training	KVS
December 2012	12	Alternate Warden Revisions, GIS Support, Scribe Action Plan, Training	KVS
March 2013	13	Media Relations Officer, Public Information Officer Terms	KVS
August 2013	14	Public Inquiry System, EIO Updates	KVS
September 2014	15	Medical Officer of Health Responsibilities Revision, Added EIO & CEMC Support Staff Role, Update Director of Corporate Services	KVS
September 2015	16	Updated Contact List, Annex "C" added Director of Communications, Annex "N" EIO & Alternate Contact Infor, Annex "Q" updated to	LLS

Date	Revision #	Description of Change	Initials
		Director of Corporate Services	
September 2015	17	Minor update to Annex "A" Contact List	LLS
October 2015	18	Revise Chief EMS to Chief of Paramedic Service	KVS
September 2016	19	Update Annex "A" Contact List	LLL
November 2017	20	Revision Emergency Management Plan	LLL
November 2018	21	Revision Emergency Management Plan, addition of Annex "V," revision of Annex "A," revision of Annex "C," revision of Annex "H"	LLL
October 2019	22	Addition of Annexes "W," "X," "Y," "Z," Revision of Annex "A"	LLL
September 2020	23	Removal of Public Inquiry software program training – no longer used	LLL
October 2021	24	Minor wording revisions, update of Annex "A" contact list	LLL
June 2022	25	Update document to meet accessibility requirements. Minor wording revisions, addition of chapter numbering and update of page numbering style. Director of Transportation/Waste changed to Director of Public Works. Added	CMC

Date	Revision #	Description of Change	Initials
		Support Staff – Director of Information Technology. OFMEM updated to EMO. Contact information removed from Annexes.	
January & February 2023	26	Update document with dates, format and contact info. Revisions to alternate Warden, alternate CCG members removed from primary CCG.	TB
July 2023	27	Updated grammar, formatting, and acronyms.	RLD
July 2024	28	Glossary of terms expanded, Alderville First Nations added to County introduction, definition of emergency updated to reflect current EMCPA, update to Annex A (Contacts), Director of Health and Human Services and Municipal Solicitor added as CCG primary member, Director of Information Technology title replaced with Director Communications and Information Technology, updated grammar and reduction of duplication, reference to draft Annex Z (Vulnerable Populations) removed), new Annex Z added (Confidentiality),	DB



Date	Revision #	Description of Change	Initials
		cover page updated with County picture.	

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## By-law 43-2024

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### **A By-law to Authorize the Transfer of Funds from the Capital and Operating Accounts into Reserve Accounts**

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**Whereas** Section 289 (4.b) of the Municipal Act, 2001, S.O. 2001, c. 25, provides that in preparing the budget for a year, the upper-tier municipality shall treat any surplus of any previous year as revenue that will be available during the year; and

**Whereas** the County wishes to transfer funds from the Capital and Operating Accounts into a Reserve for the intended purposes as set out in Schedule "A" to this By-law; and

**Whereas** in accordance with the County's Reserve Policy, as adopted under By-law 10-2021, any 2024 surpluses remaining after Council approved carryovers have been removed shall be allocated to reserves and reserve funds at the discretion of the Treasurer with written approval of the CAO except as required under a surplus management policy or as outlined in the Reserve Policy 2021 Reserve Review;

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:

1. **That** this Council does hereby approve the transfer of funds from the capital and operating accounts to the various reserve fund accounts as set out in Schedule "A" to this by-law, which forms part of this by-law; and
2. **That** this By-law shall come into force on the date of its passing.

**That** By-law 43-2024 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 20<sup>th</sup> day of November, 2024.

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**Brian Ostrander, Warden**

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**Maddison Mather, Clerk**

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## Schedule “A” to By-law 43-2024

<b>Account #</b>	<b>Account Name</b>	<b>2024 Carry Over Request</b>	<b>Transfer for the Purposes of:</b>
02-0250-0902-5	General Reserve	\$45,000	Great Plains System Replacement Strategy
02-0252-0901-5	IT General Reserve	\$50,000	Digital strategy
02-0254-0902-5	HR General Reserve	\$33,000	Employee Learning & Development program
02-0254-0902-5	HR General Reserve	\$7,300	Loyalist Managing & Leading program
02-0254-0902-5	HR General Reserve	\$26,000	Indigenous Truth & Reconciliation training
02-0254-0902-5	HR General Reserve	\$10,200	LEAN program
02-0258-0901-5	Communications General Reserve	\$60,000	Equity, Diversity and Inclusion Strategy
02-0258-0901-5	Communications General Reserve	\$100,000	Communications website redesign
02-0258-0901-5	Communications General Reserve	\$25,000	Communication Master Plan Implementation
04-0450-0901-5	Health & Safety/Emergency Planning General Reserve	\$30,000	Job Demands Analysis
06-0600-0902-2	Transportation General Reserve	\$21,300	GIS Strategic Plan & FME software licensing
06-0600-0904-5	Transportation Capital Reserve	\$200,000	Equipment Replacement - Surface treatment distributor
06-0600-0904-5	Transportation Capital Reserve	\$150,000	Equipment Replacement - 1 tonne truck
06-0630-0901-5	Transportation Infrastructure Reserve	\$470,000	2024 paving tender & padding savings - to be used to reduce borrowing requirements for GPL & NCAM or Trent River bridge

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06-0630-0901-5	Transportation Infrastructure Reserve	\$1,602,400	Cty Rd 64 reconstruction phase II
06-0630-0901-5	Transportation Infrastructure Reserve	\$70,000	Cty Rd 25 & 22 EA and design
06-0630-0901-5	Transportation Infrastructure Reserve	\$174,800	2025 microsurfacing tender savings - to be used to reduce borrowing requirements for GPL & NCAM or Trent River bridge
06-0630-0901-5	Transportation Infrastructure Reserve	\$17,100	2025 crack sealing tender - to be used to reduce borrowing requirements for GPL & NCAM or Trent River bridge
06-0630-0901-5	Transportation Infrastructure Reserve	\$100,000	Geotechnical investigations
06-0630-0901-5	Transportation Infrastructure Reserve	\$510,000	Welcome intersection construction
06-0630-0901-5	Transportation Infrastructure Reserve	\$393,500	2025 bridge construction projects
06-0630-0901-5	Transportation Infrastructure Reserve	\$775,000	Lot 16 Concession 9 culvert replacement
06-0630-0901-5	Transportation Infrastructure Reserve	\$10,000	Retaining wall construction
06-0630-0901-5	Transportation Infrastructure Reserve	\$130,000	OSIM bridge inspections
06-0630-0901-5	Transportation Infrastructure Reserve	\$50,000	Cycling Master Plan future projects
06-0630-0901-5	Transportation Infrastructure Reserve	\$100,000	EDR relocation study
06-0630-0901-5	Transportation Infrastructure Reserve	\$1,031,400	Trent River Crossing design, tender, property acquisition, construction
06-0630-0901-5	Transportation Infrastructure Reserve	\$50,000	Master Drain Plan EA
06-0630-0901-5	Transportation Infrastructure Reserve	\$50,000	Cty Rd 2 Waterfront Trail planning & design

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06-0630-0901-5	Transportation Infrastructure Reserve	\$12,300	Brook Rd CN/CP rail grade crossing
06-0630-0901-5	Transportation Infrastructure Reserve	\$24,600	Elgin St widening detailed design
06-0630-0901-5	Transportation Infrastructure Reserve	\$14,100	Elgin St & D'Arcy St intersection improvements
06-0630-0901-5	Transportation Infrastructure Reserve	\$3,000	Elgin St & Brook Rd intersection improvements
06-0680-0901-5	Corporate Facilities Capital Reserve	\$100,000	Brighton shared Paramedics base initial review
06-0680-0901-5	Corporate Facilities Capital Reserve	\$75,000	Landscaping – 555 Courthouse
06-0680-0901-5	Corporate Facilities Capital Reserve	\$47,000	Plumbing fixtures – 555 Courthouse & 600 William
06-0680-0901-5	Corporate Facilities Capital Reserve	\$80,000	Boiler replacement – 860 William
06-0680-0901-5	Corporate Facilities Capital Reserve	\$80,000	Generator replacement – 860 William
06-0680-0901-5	Corporate Facilities Capital Reserve	\$15,000	Interior doors – 860 William
06-0680-0901-5	Corporate Facilities Capital Reserve	\$25,000	Tile replacement – 600 William
08-0800-0901-5	Waste Capital Reserve	\$200,000	Residual Waste Environmental Assessment
08-0800-0901-5	Waste Capital Reserve	\$92,000	Brighton & Seymour CRC scale house replacement
10-1030-0901-5	Paramedic Capital Reserve	\$343,200	Replacement ambulances (2)
10-1030-0902-5	Paramedic General Reserve	\$45,000	ACP Training
12-1230-0901-5	Early Years General Reserve	\$300,000	CWELCC space expansion & initiatives
12-1250-0901-5	Social Services General Reserve	\$35,000	Community Health Centres of

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			Northumberland dental program
13-1300-0901-5	NCHC Capital Reserve	\$50,000	Brick repair – 330 King
13-1300-0901-5	NCHC Capital Reserve	\$20,000	Electrical work – 330 King
13-1300-0901-5	NCHC Capital Reserve	\$30,000	Roof – 12 Meade
13-1300-0901-5	NCHC Capital Reserve	\$105,000	Siding, balconies, patios, walkways – 12A Meade
13-1300-0901-5	NCHC Capital Reserve	\$60,000	Balconies – 111 Front
13-1300-0901-5	NCHC Capital Reserve	\$30,000	Parking lot – 111 Front
13-1300-0901-5	NCHC Capital Reserve	\$30,000	Parking lot – 112 Front
13-1300-0901-5	NCHC Capital Reserve	\$12,000	Electrical work – 24 Queen
13-1300-0901-5	NCHC Capital Reserve	\$40,000	Hot water tanks, plumbing – 6 Percy
13-1300-0901-5	NCHC Capital Reserve	\$35,000	Walkway – 8 King St
13-1300-0901-5	NCHC Capital Reserve	\$10,000	Sewage work – 8 King
13-1300-0902-5	NCHC General Reserve	\$13,000	Legal fees
13-1300-0902-5	NCHC General Reserve	\$146,900	Debt servicing – Elgin Park Phase I
14-1400-0901-5	Social Housing Capital Reserve	\$65,000	Community Housing Building Condition Audits
14-1400-0902-5	Social Housing General Reserve	\$38,700	Rent Supplement programs
14-1400-0902-5	Social Housing General Reserve	\$636,000	Non-profit mortgage savings per Provincial requirement

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14-1400-0902-5	Social Housing General Reserve	\$199,000	Construction debt servicing – 473 Ontario St
14-1400-0902-5	Social Housing General Reserve	\$91,900	Affordable Housing Strategy
14-1400-0902-5	Social Housing General Reserve	\$50,000	Affordable housing growth
14-1400-0902-5	Social Housing General Reserve	\$8,200	Made in Northumberland rent supplement
14-1450-0902-5	Homelessness General Reserve	\$217,000	Homelessness Prevention Program – treatment beds
14-1450-0902-5	Homelessness General Reserve	\$100,000	Transition House stabilization
18-1821-0902-5	Tourism General Reserve	\$123,000	Tourism website and Customer Relationship Management software
18-1821-0902-5	Tourism General Reserve	\$38,000	Digital Passport SaaS platform



# **Council Procedural By-Law 44-2024**

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**Enacted November 20, 2024  
By-Law 39-2023 Repealed November 20, 2024**



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## By-Law 44-2024, Replacing By-law 39-2023

### Being a By-Law to Establish Rules Governing the Order and Proceedings of Northumberland County Council (Council Procedural By-Law)

**Whereas** Section 238 (2), of the *Municipal Act*, 2001, R.S.O., c. 25 as amended, requires that every municipality and local board shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

**Now Therefore Be It Enacted That** the Council of the Corporation of the County of Northumberland enacts as follows:

#### 1.0 Definitions

In this By-law

**"Acting Warden"** means the most recent Past Warden who is neither the current Warden nor the current Deputy Warden, and who is a member of Council. If none, it shall mean the Councillor with the longest continuous service.

**"Ad Hoc Committee"** means a committee that: has a specific mandate, has a specific term (which cannot exceed the term of Council), has a Terms of Reference, has a Chair who is either a Council Member or a member of the public (as identified in the Terms of Reference), reports to a Standing Committee following every meeting, does not exercise decision-making powers or commit expenditures except those delegated by Council, does not direct staff to undertake activities that are not specified in its mandate (without Council's authority), is supported by staff specified by Council. Every Ad Hoc Committee shall submit a Findings Report at the conclusion of its mandate.

**"Advisory Committee"** means a committee that has a specific mandate, has a Terms of Reference, reports to a Standing Committee, does not exercise decision-making powers or commit expenditures except those delegated by Council, does not direct staff to undertake activities that are not specified in its mandate (without Council's authority), and is supported by staff.

**"Agenda"** means the written Order of Business.

**"Alternate Member"** means a member of a local Council who is appointed by that Council pursuant to Section 268 of the *Municipal Act*, 2001 to attend

meetings of the County of Northumberland Council when the Mayor of the Local Council is unable to attend.

**“By-Law”** means the legislative intent behind the requirement: that powers of Council be exercised by by-law is to ensure due deliberation by councils of all important policy matters through the more formal procedure prescribed for the enactment of a by-law.

**“Acting Chair”** means the temporary position in the absence of the Chair, for a specified time period or procedural matter.

**“Chief Administrative Officer”** means the Chief Administrative Officer (CAO) or designate duly appointed by the Council of the Corporation of the County of Northumberland as prescribed in Section 229 of the *Municipal Act, 2001*, as amended.

**“Clerk”** means the person or designate duly appointed by the Council of the Corporation of the County of Northumberland as prescribed in Section 228 of the *Municipal Act, 2001*, as amended.

**“Close Debate (Call the Question)”** means a motion requiring that debate be closed and the vote on the motion be taken immediately.

**“Closed Session (In-Camera)”** means a meeting or part of a meeting closed to the public as prescribed in Section 239 of the *Municipal Act, 2001*, as amended.

**“Committee”** means a statutory committee, a standing committee, an ad hoc Committee or a sub-committee. All ad hoc and sub-committees will terminate at the conclusion of their mandate, or, at the end of Council term in which they were appointed, whichever is earlier.

**“Confirming By-law”** means by-law passed for the purpose of giving general effect to a previous decision or proceeding of the Council.

**“Correspondence (Communication)”** means any written or digital communication in the form of a letter, media release, bulletin, postcard, greeting card or email addressed to Council that directly relates to County services or a matter of shared interest to the Northumberland County Community or Member Municipalities.

**“Council”** means the Council of the County of Northumberland duly elected.

**“Council Chair”** means the Warden or Presiding Officer.



**“County”** means the Corporation of the County of Northumberland.

**“Debate”** means discussion on the merits of the question/motion and whether the proposed action should or should not be taken.

**“Delegation”** means a person or group of persons who are not Members of Council who have requested and are permitted to address a Standing Committee or Council individually or on behalf of a group, on a matter on the agenda for that meeting in accordance with the provisions of this By-Law.

**“Deputy Warden”** means the Member of Council duly elected or appointed by the Council of the Corporation of the County of Northumberland annually, at the December Council meeting, for a one-year period, and by virtue of their office acts as Head of Council and Presiding Officer will all of the duties as set out and as identified within Section 225 of the *Municipal Act, 2001*, and as per Sections 23.1 and 242.

**“Electronic Participation”** means participation in a meeting by telephone, video or audio conferencing, or other interactive methods whereby meeting participants can hear and be heard by all participants.

**“Emergency”** means a time sensitive matter which if not dealt with may have serious ramifications, including but not limited to, the inability to address or influence the matter at a later date.

**“Hybrid Meeting”** means a meeting that is held in a physical location with an added virtual component. This meeting format enables participants to attend a meeting in-person, or virtually from their remote location using a device that is supported by an internet connection.

**“Head of Council”** see the definition for Warden.

**“Inaugural Meeting”** means the Council’s first meeting after a regular election, Section 230 of the *Municipal Act, 2001*, as amended.

**“Main Motion”** means a motion whose introduction brings business before Council or a Standing Committee.

**“Majority Vote”** means a vote where over half of the Members present, and eligible to vote, vote in the same manner.

**“(Media)”** means news industry of the mass media that focus on delivering news to the general public through print media (newspapers, news magazines), broadcast news (radio and television) and the Internet (online newspapers).

**“Meeting”** means any regular, special or other meeting of a council, of a local board or of a committee of either of them, where,

- i. a quorum of members is present, and
- ii. members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

**“Member”** means a member of the Council or a voting member of a Standing Committee or Sub-Committee,, and includes the Warden and Deputy Warden.

**“Minutes (Record of Meeting)”** means a record without note or comment, and includes all resolutions, decisions and other proceedings of the Council.

**“Motion”** means a recommendation to resolve and effect a decision.

**“Motion to Defer”** means a motion to dispose of a matter or motion, with or without any proposed amendment, by delaying consideration thereof:

- i. indefinitely;
- ii. until or within some specified time or time period;
- iii. until the happening of a specified event; or
- iv. until the receipt of one or more reports or communications.

**“Motion to Receive”** means a motion to acknowledge the particular item, report or recommendation under consideration and to have it placed in the records of the Council with no additional action being taken.

**“Motion to Refer”** means a motion to dispose of a question under consideration, with or without any proposed amendment, in order to seek consideration by, and, if deemed desirable, one or more reports from any designated body or official.

**“Notice of Motion”** means a written motion received by the Clerk, moved by a Member, and seconded by another Member, for inclusion on an agenda of a meeting of the Council or of a Standing Committee.

**“Order of Business”** means the sequence of business under consideration at a meeting.

**“Outgoing Warden”** means the Warden whose term has come to an end.

**“Past Warden”** means a previous Warden of the County.

**“Pecuniary Interest”** means a direct or indirect pecuniary (monetary) interest within the meaning of the *Municipal Conflict of Interest Act*, R.S.O. 1990, as amended.

**“Petition”** means a formal written request made to Northumberland County Council for a particular action to be taken or to voice an opinion on a matter relevant to a County program or service.

**“Point of Order”** means a question by a Member with the view to calling attention to any matter in the Procedural By-law or in the conduct of the Council's or Standing Committee's business in order to assist a Member in understanding the procedures, making an appropriate motion, or understanding the effect of a Motion.

**“Point of Personal Privilege”** means a question by a Member who believes that another Member has spoken disrespectfully towards that Member, or who considers that his or her integrity or that of a Council or Standing Committee official has been impugned or questioned by a member.

**“Point of Privilege”** means a question affecting the rights and immunities of the Council collectively or the position and conduct of Members as representatives of the Council.

**“Presentation”** means the occurrence when, staff, an individual or group have been invited to present information to Council or Committee.

**“Presiding Officer”** means the Warden, the Deputy Warden or Acting Warden (if the Warden is absent), or a Standing Committee Chair.

**“Procedural By-law”** means this By-law, as amended or replaced from time to time.

**“Public Information Session or Centres”** means an event held for the purpose of presenting proposals and issues, educating and informing and/or receiving input.

**“Public Meeting (Statutory)”** means a meeting held for the purpose required under an Act or Regulation.

**“Quorum”** means the number of Members required to be present at a meeting, in order that business may be conducted.

**“Recess”** means a break from a meeting called by the Presiding Officer or by a motion of Council or Standing Committee.

**“Recorded Vote”** means the name and vote of every Member voting on any matter or question; the weight of each vote to be determined by Schedule “A” to By-law 44-2022, as amended from time to time; and, also means the recording of a division on a matter.

**“Regular Election”** means a regular election as defined in section 1 of the *Municipal Elections Act*.

**“Resolution”** means the decision duly passed by Council on any motion.

**“Scrutineer”** shall mean an individual not on Council who examines votes at an election.

**“Special Meeting”** means a County Council Meeting which is in addition to the published Meeting Schedule approved annually by Council.

**“Standing Committee”** means one of six (6) committees as adopted by Council In 2020 within the Governance Structure, specifically: Community Health Committee, Corporate Support Committee, Economic Development, Tourism, & Land Use Planning Committee, Finance & Audit Committee, Public Works Committee, and Social Services Committee.

A Standing Committee has a specific mandate, a Terms of Reference, and a voting membership comprised of less than a majority of Council. It reports to Council and Council has primacy (Standing Committees make recommendations to Council; Council make decisions.). Standing Committees have limited decision-making powers that are prescribed in their Terms of Reference.

**“Standing Committee Chair”** means the Council-appointed Presiding Officer of the Standing Committee (not the Warden).

**“Statutory Committee”** means a committee or other body to which Council is obliged to make appointments and/or to have in place per Provincial or Federal legislation. An example of this type of committee is the Northumberland Accessibility Advisory Committee.

**“Sub-Committee”** means a committee comprised exclusively of appointed Council Members. It has a specific mandate, it is established for a specific term, It has a Terms of Reference, it is comprised of less than a majority of Council, it reports to a Standing Committee following each of its meetings, it does not exercise decision-making powers or commit expenditures except those

delegated by Council, it does not direct staff to undertake activities not already specified in its mandate (without authority from Council), it is supported by staff specified by Council.

**“Territorial Jurisdiction of Council”** means except where otherwise provided, the jurisdiction of the Council shall be confined to the County of Northumberland.

**“Triple Majority Vote”** means a voting process required under specific circumstances as prescribed under the *Municipal Act, 2001* Sections 188 and 189 as amended.

**“Two-Thirds Majority Vote”** means a vote where at least two-thirds of the members present, and eligible to vote, vote in the same manner and shall not apply to a recorded vote.

**“Warden”** means the Member of Council duly elected or appointed by the Council of the Corporation of the County of Northumberland annually, at the December Council meeting, for a one-year period, and by virtue of their office acts as Head of Council and Presiding Officer with all of the duties as set out and as identified within *Section 225 of the Municipal Act, 2001, S.O. 2001, c.25*.

## 2.0 Conduct of Business

### 2.1. Application of this By-law

The Rules and Regulations contained in this By-law shall be observed in all proceedings of the Council and the Standing Committees, and shall be the Rules and Regulations for the order and dispatch of business in the Council.

The Warden or Presiding Officer shall be responsible to interpret the rules of procedure under this By-Law with the advice and assistance of the Clerk.

The Clerk or the Clerk’s designate shall be secretary of Council and of the Standing Committees.

Where procedural matters of Council are not governed by the *Municipal Act*, *Municipal Conflict of Interest Act* or provisions of this By-law, Robert’s Rules of Order shall apply.

### **3.0 The Head of Council or Presiding Officer**

#### **3.1. Head of Council to preside**

The Warden, or the Presiding Officer appointed pursuant to section 3 and 4, shall preside at all meetings of the Council.

#### **3.2. Presiding Officer - Appointment**

In the absence of the Warden from a meeting, or if the office is vacant, the Deputy Warden shall be the Presiding Officer.

During such absence or vacancy, the Presiding Officer shall have the rights and may exercise all the powers and authority of the Warden.

#### **3.3. Acting Warden - Appointment**

The most recent Past Warden who is a member of Council or if none, it shall mean the Councillor with the longest continuous service on Council from among the current members be appointed Acting Warden and shall act as such when the Warden and Deputy Warden are absent from the municipality through illness or otherwise, or the offices are vacant and, while so acting, such member shall have and may exercise all the rights, powers and authority of the Warden.

### **4.0 Role of Council**

- a. Represent the public and consider the well-being and interests of the municipality;
- b. Develop and evaluate the policies and programs of the municipality;
- c. Determine services the municipality provides;
- d. Ensure the administrative practices and procedures are in place to implement the decisions of Council;
- e. Maintain the financial integrity of the municipality;
- f. Carry out the duties of Council under applicable By-Laws or Acts.
- g. Respect and adhere to the policies and procedures set by Council and will under no circumstances take it upon themselves, individually, to circumvent established policies and procedures;
- h. Not criticize any decision of Council except for the purpose of moving that a question be reconsidered;
- i. Consult with the CAO and/or Directors on matters of operational concerns and complaints;
- j. Direct general questions or comments to the CAO.

## **5.0 Inaugural Meeting**

### **5.1. Inaugural Meeting - time and place**

Subject to the provisions of the *Municipal Act*, 2001, S.O. 2001, Sec. 230, the Inaugural Meeting shall be held at the time set out in the municipality's procedure by-law but in any case not later than 31 days after its term commences.

### **5.2. Inaugural Meeting - Certificate of Election**

A member of the Council shall not take their seat until they file with the Clerk the certificate prescribed by the *Municipal Act* under the hand of the Clerk of the Municipality for which they were elected and the seal of the Corporation.

### **5.3. Inaugural Meeting - Declarations of office before business**

No business shall be proceeded with at the Inaugural Meeting until after the declarations of office have been made by all the members who present themselves for that purpose.

### **5.4. Inaugural Meeting - When Council deemed organized**

The Council shall be deemed to be organized within the meaning of the *Municipal Act* when the declarations of office have been made by a majority of the members, and it may be organized and business may be proceeded with notwithstanding the failure of any of the other members to make such declarations.

### **5.5. Inaugural Meeting - Order of Procedure**

At the Inaugural Meeting of the Council:

- a. The members shall make their declarations of office;
- b. The Council shall organize as a Council and the first order of business shall be the election as Warden of a person who is a member of the Council;
- c. Immediately following the election of the Warden, Council shall elect a Deputy Warden.
- d. Immediately following the election of the Deputy Warden, Council shall appoint the Chairs of the six (6) Standing Committees for a specified term.

**5.6. Inaugural Meeting - Elections of Warden and Deputy Warden - Clerk to preside**

The Clerk or their designate shall preside over the elections of the Warden and Deputy Warden.

**5.7. Scrutineer**

In the case of an election and prior to voting for Warden, Council may by resolution appoint a scrutineer to verify the vote.

**5.8. Inaugural Meeting - Election of Warden and Deputy Warden - equality of votes**

a. Equality of Votes

For the purposes of electing the Warden and Deputy Warden, each County Councillor will have one (1) vote.

b. Majority of Council Required

In order to be declared Warden or Deputy Warden, the successful candidate must be elected by a majority vote of Council.

a. Tie Vote – 2 Candidates

In case of a tie vote for Warden or Deputy Warden, the successful candidate shall be determined by placing the names of the candidates on equal size pieces of paper in a container and one name shall be drawn and a successful candidate shall be declared by the Clerk or their designate.

b. Tie Vote – 3 or More Candidates

Where there are three or more candidates, if on any given ballot no candidate receives a majority of the vote, the name of the candidate with the lowest number of votes will be removed from the next ballot and then the voting will continue.

**6.0 Meetings of the Council**

**6.1. Meetings - Regular meetings**

The Council shall generally hold all of its meetings at the County's Headquarters in the Town of Cobourg, unless otherwise decided by the Council.



**6.2. Meetings - Schedule of meetings**

Regular meetings of the Council shall generally be held on the third Wednesday of every month commencing at 9:30 a.m. However, to accommodate Members' attendance at certain conferences, a Council meeting may be on a different date. The schedule of meetings for each year is to be approved by County Council and posted on the County website.

**6.3. Meetings - Publication and use of schedule**

The Council shall establish and publish an annual schedule of its regular meetings and shall adhere to this schedule unless it decides otherwise. Council shall have the right to schedule additional Special Meetings from time to time as required.

**6.4. Meetings - Cancellation - postponement**

If any meeting of the Council is to be cancelled, or postponed to another day and time, the Clerk shall provide notice by way of a written notice, or email and sent to each Member at least three business days before the scheduled date of the meeting.

**6.5. Meetings - Notice of meetings**

Notice of meetings will be given by posting the approved annual meeting schedule on the County Website.

**6.6. Special Meetings - Warden or Presiding Officer may call**

The Warden or Presiding Officer may call a Special Meeting of the Council at any time and shall call a Special Meeting of the Council when requested to do so in writing by a majority of the Members, for the purpose and at the time so requested.

**6.7. Special Meetings - Clerk may call**

In the absence of the Warden, upon receipt of a petition of the majority of the members of Council, the clerk shall call a special meeting for the purpose and at the time mentioned in the petition. The *Municipal Act*, 2001, c. 25, s. 240.

**6.8. Special Meetings - Agenda**

The Agenda for all Special Meetings of the Council shall be prepared and circulated by the Clerk. The only business to be dealt with at a Special Meeting shall be that stated on the Agenda of the meeting.

**6.9. Special Meetings - Items to be considered**

The notice calling a Special Meeting of the Council shall state the business to be considered at the Special Meeting, and no business other than that stated in the notice shall be considered at that meeting, except with a two-thirds majority vote.

**6.10. Special Meetings - Notice**

Notice of a Special Meeting shall be given by the Clerk to each Member at least 10 (ten) business days before the date of the meeting.

**6.11. Special Meetings – Emergency**

The time of notice requirement shall not apply to a special meeting summoned to deal with an emergency, or in a situation of urgency where it is not reasonably possible to comply with that requirement.

**6.12. Electronic Participation at Council Meetings, Including Quorum and Voting**

When Members are participating by means of audio/visual or audio electronic communication devices, the following provisions apply :

- a. County staff shall determine the means of electronic communication for use by members.
- b. Members shall provide advance notice to the Clerk or Deputy Clerk of their need to participate electronically, preferably no later than 12 hours prior to the scheduled meeting time (if possible).
- c. Council Members participating electronically shall be counted for the purpose of determining quorum. A Member participating electronically shall always have their camera on when using conference meeting technology, unless they are participating using only audio means (telephone). A Member participating electronically shall verbally advise the Warden or Presiding Officer when they leave the meeting, either on a temporary or permanent basis. If returning to the meeting, the Member shall verbally notify the Warden or Presiding Officer when they arrive.

- d. Members participating electronically shall be able to vote. All Members participating electronically shall vote by a show of hands, or by verbal consent (yes or no).
- e. A Member participating electronically will be considered to have left the meeting when they are no longer connected to the meeting.
- f. Electronic participation shall be permitted in open and closed sessions of the meetings.
- g. Members participating electronically in a closed session must be alone in a private room so that no other individual is privy to the meeting discussion and information. Reasonable measures should be taken to ensure that the internet connection is secure and not publicly accessible. Members are advised to wear a headset if possible.
- h. In the case of an interruption in the virtual link to the member(s) participating electronically, Council will recess to a maximum of 15 minutes until it is determined whether the link can be re-established. If communications are not re-established, the meeting will resume without the electronic participant(s), provided there is quorum.
- i. An Alternate Member appointed by their respective Council who participates on behalf of a Member shall be allowed to participate electronically, as provided by this By-law.

#### **6.13. Electronic Participation – Staff and Public**

County staff may participate electronically when deemed appropriate by the Chief Administrative Officer, Clerk or designate.

Members of the public shall have the option to make a delegation or presentation to a Standing Committee electronically or in person. Members of the public shall have option to make a delegation or presentation to a Statutory Public meeting of Council electronically or in person.

For public notice purposes, the location of the meeting published on the agenda shall note the physical location of the Clerk (or designate) during the meeting. Meeting conference details will be provided on agendas.

Council and Standing Committee meetings will be livestreamed on the County's website, or, webcast on other platforms.

A recording of an open session of a meeting shall be preserved for a time as determined by the Records Retention By-law, for the public record, and is available upon request.

#### **6.14. Hybrid Regular Council Meetings**

The Warden or Presiding Officer shall attend in person.

The Warden or Presiding Officer may postpone/reschedule the meeting if a majority of Members are not physically present at the meeting location.

Members shall attend Council meetings in person, but may participate electronically under the following circumstances:

- a declared emergency,
- a severe weather event,
- personal illness or injury,
- quarantine restrictions (per Public Health guidelines),
- capacity restrictions (per Public Health guidelines).

#### **6.15. Hybrid Special Council Meetings**

The Warden or Presiding Officer and Members shall attend in person.

Members shall attend Special Council meetings in person, but may participate electronically under the following circumstances:

- a declared emergency,
- a severe weather event,
- personal illness or injury,
- quarantine restrictions (per Public Health guidelines),
- capacity restrictions (per Public Health guidelines).

For Special Council Meetings summoned to deal with an emergency, or in a situation of urgency, where the 10-business day notice requirement is waived, Members may participate electronically, for any reason.

#### **6.16. Election Year**

- a. Within six months following the municipal election an orientation shall be held for all members of Council.
- b. Following the municipal election, the Clerk shall make available the newly revised weighted vote for each member, for the purposes of recorded votes.

#### **6.17. Restricted Acts After Nomination Day ('Lame Duck' Provision')**

In an election year, when it has become mathematically impossible for three-quarters of the members of the outgoing council to be re-elected, the council shall be subject to the following limitations;

Council shall not:

- a. Appoint or remove from office any officer of the municipality;
- b. Hire or dismiss any employee of the municipality;
- c. Dispose of any real or personal property of the municipality which had a value exceeding \$50,000 when it was acquired by the Council before nomination day in the year of the election;
- d. Make any expenditures or incur any other liability which exceeds \$50,000 if not included in the most recent budget adopted by the Council before nomination day in the year of the election.

Council may be in 'Lame Duck' when:

- a. After nomination day but before election day, there is less than three-quarters of existing Members certified as candidates or acclaimed; or
- b. After Election Day but before the new Council is sworn in, less than three-quarters of the existing Members have been re-elected.

Refer to Sec. 275 of the *Municipal Act* for further details.

## **7.0 Meetings of Standing Committees**

### **7.1. Meetings - Regular meetings**

A Standing Committee shall generally hold all of its meetings at the County's Headquarters in the Town of Cobourg, unless otherwise decided by the Committee.

### **7.2. Meetings - Schedule of meetings**

Regular meetings of the Standing Committee shall generally be held on a monthly basis. The schedule of meetings for each year shall be approved by County Council and posted on the County website.

### **7.3. Meetings - Publication and use of schedule**

Council shall establish and publish an annual schedule of the Standing Committees' regular meetings. Council or the Standing Committee shall have the right to schedule additional Special Meetings from time to time as required.

**7.4. Meetings - Cancellation - postponement**

If any meeting of the Committee is to be cancelled, or postponed to another day and time, the Clerk shall provide notice to each Member by written notice or electronic mail and sent to each Member at least three business days before the scheduled date of the meeting. Public notice of cancellation or postponement shall be posted on the County's website.

**7.5. Meetings - Notice of meetings**

Notice of meetings will be given by posting the approved annual meeting schedule on the County Website.

**7.6. Special Meetings - Chair may call**

The Chair may call a Special Meeting of the Standing Committee at any time.

**7.7. Special Meetings - Clerk may call**

In the absence of the Chair, upon receipt of a petition of the majority of the members of Council, the Clerk shall call a special meeting of the Standing Committee for the purpose and at the time mentioned in the petition.

**7.8. Special Meetings - Agenda**

The Agenda for all Special Meetings of the Standing Committee shall be prepared and circulated by the Clerk. The only business to be dealt with at a Special Meeting shall be that stated on the Agenda of the meeting.

**7.9. Special Meetings - Items to be considered**

The notice calling a Special Meeting of the Standing Committee shall state the business to be considered at the Special Meeting, and no business other than that stated in the notice shall be considered at that meeting.

**7.10. Special Meetings - Notice**

Notice of a Special Meeting shall be given by the Clerk to each Member at least 10 (ten) business days before the date of the meeting.

**7.11. Special Meetings – Emergency**

The time of notice requirement shall not apply to a special meeting summoned to deal with an emergency, or in a situation of urgency where it is not reasonably possible to comply with that requirement.

#### **7.12. Electronic Participation at Standing Committee Meetings, Including Quorum and Voting**

Refer to Clause 6.12., 'Electronic Participation at Council Meetings, Including Quorum and Voting' is applicable for Standing Committee Meetings.

#### **7.13 Hybrid Standing Committee Meetings**

The Chair shall attend in person. The Chair may postpone/reschedule the meeting if a majority of Members are not physically present at the meeting location.

Voting Members shall attend in person, but may participate electronically under the following circumstances:

- a declared emergency,
- a severe weather event,
- personal illness or injury,
- quarantine restrictions (per Public Health guidelines),
- capacity restrictions (per Public Health guidelines).

#### **7.14. Hybrid Special Standing Committee Meetings**

The Chair and Voting Members shall attend in person.

Voting Members shall attend Special Standing Committee Meetings in person, but may participate electronically under the following circumstances:

- a declared emergency,
- a severe weather event,
- personal illness or injury,
- quarantine restrictions (per Public Health guidelines),
- capacity restrictions (per Public Health guidelines).

For Special Standing Committee Meetings summoned to deal with an emergency, or in a situation of urgency, where the 10-business day notice requirement is waived, Members may participate electronically, for any reason.

## **8.0 Establishing a Meeting for the Conduct of Business**

### **8.1. Quorum**

A majority of the whole number of Members of the Council or of the Standing Committee shall be necessary to form a quorum for a meeting.

### **8.2. Quorum - Conduct of Business**

It is the duty of the Warden or Presiding Officer to ensure that a quorum is present for the meeting to begin or continue.

### **8.3. Quorum - Absence prevents meeting**

If no quorum is present within thirty minutes of the time set for a meeting of the Council, or the resumption after an adjournment, the Clerk shall record the names of the Members present and the meeting shall stand adjourned until a day and time named by the Warden or Presiding Officer.

### **8.4. Quorum - Loss**

During the meeting, if a Member or the Clerk draws the attention of the Warden or Presiding Officer to the fact that a quorum is not present, the Warden or Presiding Officer shall, upon determining that a quorum is not present, request the Clerk to call for a quorum for a period of fifteen minutes, or until a quorum is present, whichever is sooner.

### **8.5. Quorum - Adjournment where quorum absent**

If there is still no quorum after fifteen minutes, the Clerk shall record the names of the Members present and the meeting shall stand adjourned.

### **8.6. Meeting - Commencement**

As soon as there is a quorum after the time set for the meeting, the Warden or presiding officer shall take the chair and call the Members to order.

### **8.7. Meeting - Absence of Warden or Presiding Officer**

If the Warden or Presiding Officer does not attend within fifteen minutes of the time a quorum is present after the time appointed for a meeting of the Council or the resumption after an adjournment, the Deputy Warden or the Clerk shall call the Members to order and the Deputy Warden shall preside until the arrival of the Warden or Presiding Officer.



**8.8. Meeting – Deputy Warden or Acting Warden or Presiding Officer may preside**

The Warden or Deputy Warden or Presiding Officer may designate another Member as Acting Warden or Presiding Officer during any part of a meeting of the Council when they leave the chair for any reason.

**8.9. Deputy Warden, Acting Warden or Presiding Officer - Powers**

While presiding, the Deputy Warden, Acting Warden or Presiding Officer shall have all the power and authority and shall perform the duties of the Warden or Presiding Officer with respect to chairing the meeting and shall be entitled to vote as a Member.

**8.10. Members - Seat to become vacant (unauthorized absence)**

The seat of a member of a Council shall become vacant if he or she is absent from the Council for three consecutive months without being authorized to do so by a resolution of Council.

**8.11. Meeting - Adjournment**

The Council may adjourn a meeting at any time by way of a motion.

**8.12. Meeting - Adjourned business**

When the Council stands adjourned until its next meeting, all unfinished business shall be carried forward to the next meeting.

**9.0 Meetings - Open Meetings**

**9.1. Meetings – Matters Permitted in Closed Sessions**

No meeting or part thereof shall be closed to the public unless the subject matter being considered is:

Section 239 (2) of the *Municipal Act, 2001* as amended

- a. The security of the property of the Council;
- b. Personal matters about an identifiable individual;
- c. A proposed or pending acquisition of land for County purposes;
- d. Labour relations or employee negotiations;
- e. Litigation or potential litigation, including matters before administrative tribunals, affecting the County;

- f. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- g. A matter in respect of which the Council has authorized a meeting to be closed under any Act; or
- h. Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- i. A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j. A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- k. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Section 239 (3) of the *Municipal Act, 2001* as amended

- a. A request under the *Municipal Freedom of Information and Protection of Privacy Act*, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or
- b. An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.

Section 239 (3.1) of the *Municipal Act, 2001* as amended

- 1. The meeting is held for the purpose of educating or training the members.
- 2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1)

**9.2. Meetings - Decision to close meeting to public**

Before holding a meeting or part of a meeting that is to be closed to the public, the Council or Standing Committee shall state by resolution at a public meeting:

- a. The fact of the holding of the Closed meeting; and
- b. The general nature of the matters to be considered at the Closed meeting.

**9.3. Clerk or Deputy Clerk present**

The Clerk and/or Deputy Clerk or designate shall remain in the room for all closed sessions.

**9.4. Order of Business – Closed Session**

1. Approval of the Agenda
2. Declaration of Interest
3. Approval of the Minutes
4. Staff Report(s), Recommendation(s), Council Direction or Instruction

**9.5. Meetings - Votes limited at closed meetings**

Votes may only be taken in closed meetings for a procedural matter or giving directions or instructions to officers, employees, agents or persons retained by or under a contract.

**9.6. Exceptions for closed meeting voting**

A meeting may be closed to the public during a vote if:

- a. Subsection 239 (2) of the *Municipal Act* permit or require a meeting to be closed to the public; and
- b. The vote is for a procedural matter or for giving directions or instructions to officials, employees or agents of the County, or persons retained by or under contract with the County.

**9.7. Restricting decisions or action**

Confidential discussion during a closed session shall be limited to the issue declared and nothing in this by-law confers the power of any Member or Members of Council to make any decision or take any action

unless, or until such action is presented and decided upon at a duly called and constituted open meeting of Council.

**9.8. Maintaining Confidentiality**

No Member, staff or other person present shall in any way notify, distribute or make available to any person or other body, by any means, any reports or items, or disclose the nature or content of any documents, or disclose the nature or content of discussions regarding any matters that are confidential without approval of such release by Council.

**9.9. Rise and Report**

Upon returning to open session the Chair shall rise and report the following:

- a. A statement resulting from the closed session;
- b. Declarations of pecuniary interest during the closed session.

**9.10. Closed Sessions and Scheduling**

When more than one closed session matter is to be considered at a Council or Standing Committee meeting, one Closed Session will be held for all matters as per Section 239 of the *Municipal Act, 2001*.

Where practical, closed sessions shall be scheduled at the end of the meeting.

**9.11. Closed Session Minutes – Approval**

Closed Session Minutes shall be approved at the next meeting of Council where there is a closed session scheduled.

## **9.12. Securing Confidential Records**

The Clerk shall be responsible to secure and maintain a confidential record of all original documentation distributed or presented, relating to closed sessions.

- a. Whenever possible, confidential documents will be provided in a secure manner to Council Members prior to the meeting.
- b. All members and staff have a personal obligation to the Corporation to treat identified documents in confidence and not to use them to the detriment of the corporation.
- c. The obligation to keep information confidential shall continue after the Member ceases to be a Member of Council.
- d. Closed Session Minutes shall be prepared and shall be signed by the Warden; and by either the Clerk or Deputy Clerk or designate.

## **10.0 Meetings - Order and Conduct of Meetings**

### **10.1. Warden or Presiding Officer, or Standing Committee Chair - Duties and powers**

Subject to being overruled by a majority vote of the Members, which vote shall be taken without debate, it shall be the duty and power of the Warden, or the Presiding Officer, or the Standing Committee Chair:

- a. To open the meeting and call the members to order;
- b. To announce the business in the order in which it is to be acted upon;
- c. To receive and submit, in the proper manner, all motions presented by Members;
- d. To put to vote all proper questions, which are regularly moved and seconded, or necessarily arise in the course of the proceedings, and to announce the results;
- e. To decline to put a vote which infringes the rules of procedure;
- f. To guide the members, when engaged in debate, within the rules of order;
- g. To enforce on all occasions the observance of order and decorum among the members;
- h. To call by name any member persisting in breach of the rules of order of the Council thereby ordering them to vacate the meeting;
- i. To expel or exclude from any meeting, any person who disrupts the proceedings of the meeting;
- j. To receive all proper messages and other communications and announce them to the Council or Standing Committee;
- k. To inform the Council, when necessary or when requested, on a point of order or usage;

- l. To rule upon points of order, points of privilege and points of personal privilege, without debate or comment;
- m. To ensure that the decisions of Council or the Standing Committee conform to the laws and by-laws governing the authority and proceedings, as established;
- n. To rule whether a motion or proposed amendment is in order;
- o. To rule upon all other procedural matters;
- p. To determine which Member has the right to speak;
- q. To ascertain that all Members who wish to speak on a motion have spoken and that the Members are ready to vote, and to then put the vote;
- r. To adjourn the meeting when authorized by this By-law; and
- s. To adjourn or suspend the meeting without question put, in the case of grave disorder.

**10.2. Questions & Order of Speaking**

- a. All Members shall address their questions and comments through the Chair.
- b. When two or more Members wish to speak, the Chair shall name the Member who is to speak first.
- c. When a Member is recognized by the Chair, the Member shall confine their remarks to the motion under consideration.
- d. When a motion is under debate, a Member may ask a question through the Chair of another Member, CAO, Director or other employee of the Corporation.
- e. Any Member may require the motion under debate to be read at any time during the debate, but in doing so shall not interrupt a Member while speaking.

**10.3. Meetings - expulsion of any person**

The Warden or Presiding Officer may expel any person for improper conduct at a meeting.

**10.4. Members' Conduct at Meetings**

No Member shall:

- a. Speak disrespectfully of any member of Council or any official or employee of the County;
- b. Use offensive words or insulting expressions; engage in private conversation while in the meeting or use cellular phones, pagers, in such manner as to interrupt the proceedings of the meeting;

- c. Leave his or her seat or make any noise or disturbance while a vote is being taken and until the result of the vote is announced;
- d. Speak on any subject not properly raised under this By-law;
- e. Speak until they have been recognized by the Warden, Presiding Officer, or Committee Chair;
- f. Walk across or out of the Chamber or make any noise or disturbance when the Warden or Presiding Officer is putting a question, and every Member shall occupy his or her seat while a vote is being taken and until the result thereof is declared;
- g. Disturb or interrupt another Member by any disorderly deportment or conduct disconcerting to any Member speaking;
- h. Interrupt a Member who is speaking, except to raise a Point of Order or a Point of Privilege;
- i. Persist in any such non-compliance after having been called to order by the Warden or Presiding Officer (the Warden or Presiding Officer shall not recognize that Member, except for the purpose of receiving an apology from the Member tendered at that meeting or any subsequent meeting, unless the Council or Standing Committee consents thereto by a majority vote of the other Members present, determined without debate.)
- j. Permanently leave the meeting without advising the Chair or the Clerk, or Presiding Officer

#### 10.5. **Member or Attendee - Removal**

In the event that a Member or Attendee persists in a breach of the Procedural By-law after having been called to order by the Warden, or Presiding Officer or Standing Committee Chair;

- a. The Chair shall without debate call the question "Shall the Member or Attendee be ordered to leave the meeting for the duration of the meeting?".
- b. If the Members decide the question in the affirmative by a majority vote of those present, the Chair shall order the Member or Attendee to leave the meeting for the duration of the meeting.
- c. If the Member or Attendee apologizes, the Chair, with the approval of Council, may permit them to return to the meeting.
- d. If a Member or Attendee does not leave the meeting after being ordered to do so by the Warden or Standing Committee Chair, and if the Member or Attendee does not apologize, then the Warden or Standing Committee Chair shall for a second time without debate call the question "Shall the Member or Attendee be ordered to leave their seat/the chambers for the duration of the meeting?".
- e. If the Members decide the question in the affirmative by a majority vote and the Member or Attendee does not leave the meeting, the Warden

or Standing Committee Chair shall direct the Clerk to seek the appropriate assistance from the Local Police Service. Alternatively, if the Member or Attendee are participating by electronic means, the Warden or Standing Committee Chair shall direct the Clerk to eject them from the meeting.

**10.6. Meetings - Non-Members prohibited**

No person, media, photographers, other than a Council Member shall be allowed to speak to the Council or Standing Committee without permission from the Warden, Presiding Officer or Standing Committee Chair, or by a majority vote of Members.

**10.7. Meetings - Disruptions**

No person shall display signs or placards, use cellular phones, pagers, or engage in conversation or other behaviour which may disrupt the proceedings of the meeting

**10.8. Meetings - Delegations**

No person other than a Member may address the Council or Standing Committee other than as permitted under this By-law, except by acceptance of the Warden or Presiding Officer, or Standing Committee Chair, or by a majority vote of Members.

**10.9. Media Question Period**

The Media as defined will have an opportunity to ask questions without comment through the Warden, Presiding Officer or Standing Committee Chair. Through the Warden, Presiding Officer or Standing Committee Chair, Members may respond or refer the question to the CAO or appropriate Staff.

**10.10. Meetings – Audio/Visual Recordings & Photography**

Audio/Visual recording and photography during Council meetings are permitted from the media table, public gallery and any other area of the Council Chambers authorized by the Presiding Officer, provided such recording or photography does not create a disruption, is not intimidating to others, and does not interfere with the conduct of the meeting or a person's ability to hear or view the proceedings. The area behind Council seating is restricted for Council Members and Officers of the County, unless authorized by the Warden or CAO.



County staff shall maintain Council and Standing Committee meeting recordings per the Corporation's Retention Schedule. Recordings shall be available to the public, upon request (except recordings of Closed Session meetings).

#### **10.11. Meetings – Closed Session Confidentiality**

Where a matter has been discussed in a closed session, and where the matter remains confidential, Council shall not disclose to any person the content of the matter or the substance of deliberations of the closed meeting.

#### **10.12. Meetings – Alternates**

Member Municipalities may appoint an Alternate Member to attend County Council in the event that their Mayor is unable to attend a Council Meeting.

An Alternate Member so appointed may attend any meeting of County Council in the place of their respective municipality's Mayor under the following circumstances:

- a. The Resolution of the respective Council appointing the Alternate Member has been provided to the County Clerk prior to an Alternate taking the County Oath of Office.
- b. The Alternate Member takes the Oath of Office at their first County Council Meeting, prior to participating in the meeting.
- c. The Mayor, Clerk or Chief Administrative Officer of the respective local municipality provide the County Clerk with advance notification that their Alternate Member will attend in place of their Mayor at a particular meeting.
- d. The Alternate Member meets with the County Clerk and/or CAO prior to participating in a Council meeting to review the agenda, procedures and any other relevant materials.

In addition:

- e. Aside from the mandatory meeting specified in paragraph (d.) above, it is the responsibility of the local municipality and not the County to generally prepare the Alternate Member for attendance at meetings of County Council.
- f. Alternate Members shall not hold the position of Presiding Officer of County Council.
- g. Alternate Members shall not participate as Standing Committee Members.

- h. A Local Council cannot appoint more than one Alternate Member during the term of Council unless the Alternate Member's seat becomes vacant.
- i. Alternate Members are eligible to receive remuneration or compensation from the County, as outlined in By-law 2019-27 ('To Provide for Remuneration and Expenses of Council Members').
- j. While serving as an Alternate Member, the Alternate Member shall be subject to such policies and procedures of the County as would apply to the Mayor for whom they are serving as an Alternate, including this By-Law and the Council Code of Conduct Policy.
- k. The weight given to any vote made by the Alternate Member shall be equal to the weight which would have been given to votes made by the Mayor the Alternate Member is replacing.

## **11.0 Order of Business**

### **11.1. Order of Business – Agenda**

The Clerk shall have prepared and printed for the use of the Members at the meetings of the Council and Standing Committees an Agenda and the following headings shall be included (as relevant to the meeting type):

1. Call to order
2. Approval of the Agenda
3. Declaration of Interest
4. Presentations/Delegations
5. Adoption of the Minutes
6. Business Arising from the Minutes
7. Business Arising from Communications
8. Staff Reports
9. Determination/Consideration of Items Requiring Separate Discussion
10. Enactment By-laws
11. New Business
12. Media Question Period
13. Closed Session
14. Confirming By-law
15. Adjournment

### **11.2. Agenda - Distribution**

Council Agendas shall be distributed to the Members by the Clerk not fewer than five days preceding the regular meeting of Council. Standing Committee Agendas shall be distributed to the Members by the Clerk not fewer than four days preceding the Committee meeting.

### 11.3. **Agenda - Preparation**

At all Special Meetings of the Council, the Agenda shall be prepared and printed as the Warden may direct.

At all Special Meetings of a Standing Committee, the Agenda shall be prepared as the Chair may direct.

### 11.4. **Meetings - Order of Business**

The business of the Council or Standing Committee shall in all cases be taken up in the order in which it is listed on the Agenda, unless otherwise decided by the Members.

### 11.5. **Declaration of Interest – Open and Closed Sessions**

- a. A Member shall declare a direct or indirect pecuniary interest in accordance with the *Municipal Conflict of Interest Act*.
- b. If the declared pecuniary interest is with respect to an item on a closed session agenda, in addition to complying with the requirements, the Member shall forthwith leave the closed session, or that part of the closed session during which the matter is under consideration. The Chair in their Rise and Report shall state the declaration of interest disclosed during the closed session.
- c. Where the interest of a Member has not been disclosed as required, by reason of the Member's absence from the meeting, the Member shall disclose the interest at the first subsequent meeting thereafter.
- d. Members of Council shall file a Declaration of Interest at their earliest opportunity in a form and manner established by the County Clerk acting in consultation with the Integrity Commissioner.
- e. A Council Member shall not ask another Member or County Staff whether that member should declare an interest.
- f. A Member or County Staff shall not offer an opinion to any Member with regards to a potential conflict of interest.
- g. A Member may seek conflict of interest advice in writing, from the Integrity Commissioner.

- h. Where Members choose to seek external legal advice on conflict of interest issues, these fees will not be reimbursed by the County of Northumberland and cannot be charged to any office account.

#### **11.6. Meetings - Motions not disposed of and Unfinished Business**

Items on an agenda including motions which have not been dealt with shall be repeated on each subsequent agenda until resolved or removed from the agenda by resolution.

#### **11.7. Notices of Motion**

Notices of Motion shall be in writing and shall be received by the Clerk at any time, and if received not less than 7 (seven) days preceding the next regular meeting of Council, shall be printed in full in the Agenda, for that meeting of Council and each succeeding meeting until the Motion is considered or otherwise disposed of.

#### **11.8. Meetings - Items adopted without debate**

Following the adoption of the minutes of previous Meetings, the Warden or Presiding Officer shall call for the decision of the Council on all items where discussion or debate is not requested by any Member; each of which, including recommendations, shall, unless decided otherwise by the Council, be deemed to be adopted at that time.

#### **11.9. Meetings - Additional Items**

An item that is not on the Agenda or circulated with the Agenda material shall not be set out on the Members' desks, received or considered by the Council without leave, or as stated in the motion to adopt the Agenda.

#### **11.10. Minutes - Adoption**

Minutes of former sessions of Council which have been circulated to the Members may be adopted as presented or as amended by the Council.

#### **11.11. Communications**

Every communication, must be in writing, and delivered by letter, facsimile transmission, or by electronic mail, and must:

- a. Be in a legible hand-written or printed form;
- b. Contain a telephone number to allow for confirmation;

- c. Contain the signature, unless delivered by electronic mail, and printed name and address of at least one signatory and if possible, the printed name and address of all signatories, and:
  - i. If delivered by facsimile transmission, contain the facsimile number of the sender; and
  - ii. If delivered by electronic mail, contain the electronic mail address of the sender and have attached to it only those documents which are in a printed form.

#### **11.12. Communications - Prior notice**

No written communication, memorial or petition shall be considered by the Council unless the same has been delivered to the Clerk at least six days, Saturday and Sunday excluded, before the day scheduled for the meeting of the Council, except with the leave of Council by a majority vote.

#### **11.13. Communications & Proclamations - Role of Clerk**

- a. On receipt of a communication addressed to the Council, the Clerk, if satisfied that it does not contain any improper or defamatory matter, is respectful and temperate in its language, and contains the signature of the writer or writers, shall either include it on the next Council Agenda or forward it to the appropriate official for consideration.
- b. Requests for Proclamations shall be forwarded to the Clerk for review. Only proclamations relevant to County services or proclamations at the request of a member of County Council will be included on County Council meeting Agendas.

#### **11.14. Petitions**

All petitions must adhere to the 'Petitions to County Council' policy.

#### **11.15. Delegations – Council and Standing Committees**

No delegation, other than persons entitled by law to be heard, shall be allowed to address the Council except where the Council decides to permit the delegation.

Delegations shall be allowed to address the Standing Committees as of right regarding business items included on the meeting Agenda.

#### **11.16. Delegations – Standing Committees**

Where a person or a representative of any group wishes to address a regular Standing Committee meeting on a matter which is included in the Agenda, they may make a request to the Clerk, in writing.

A delegation shall be allowed to address the Standing Committee as of right, without prior notice to the Clerk, as long as the matter directly relates to an item on the Standing Committee Agenda.

Delegations consisting of more than two persons shall be limited to a maximum of two speakers whose joint presentations shall not exceed ten minutes.

Delegations may only appear once on a matter within twelve (12) months, unless a recommendation pertaining to the matter is brought forward on an agenda within that time period, and shall be limited to providing new information.

#### **11.17 Presentations to Council**

Persons desiring to make a presentation to the Council regarding matters such as events or community information may be heard but shall be limited in speaking to not more than ten minutes plus five minutes for questions and answers. Presentations consisting of more than two persons shall be limited to a maximum of two speakers whose joint presentations shall not exceed ten minutes.

#### **11.18 New Business/Other Business**

- a. New Business/Other Business that is not on the agenda will not be added or considered unless it is of an emergency, time sensitive, congratulatory or condolence nature and should otherwise be referred to the next meeting of Council of the Standing Committee.
- b. New Business/Other Business may be added to the agenda and heard by Council with a two-thirds majority vote.
- c. The request to hear New/Other Business is not debatable.
- d. Petitions may be considered under New Business/Other Business in accordance with the Procedural By-law

## **12.0 Rules of Debate**

### **12.1. Speakers - Order**

In directing the course of debate, the Warden, Presiding Officer or Standing Committee Chair shall:

- a. Designate the Member who has the floor when two or more Members wish to speak;
- b. Maintain a list of Members who have requested to speak or to ask questions, and designate Members to speak or to ask questions in the order in which they appear on the list;
- c. Preserve order and decide on questions of order;
- d. Read all motions presented in writing and state all motions presented orally before permitting debate on the question, except when otherwise provided in this By-law.

### **12.2. First Speaker**

The Member who first requests a matter to be held shall be the first speaker named on the list of Members who have requested to speak.

### **12.3. Questions by Speaker**

A Member shall ask all of their questions when it is their turn to speak and prior to speaking on a matter.

### **12.4. Questions of Speaker or Official**

When a Member or an Official has the floor of the Council to answer questions, any Member may ask questions of such Member or Official.

### **12.5. Questions to obtain facts**

A Member may ask questions only for the purpose of obtaining facts relating to the matter under discussion and necessary for a clear understanding thereof.

### **12.6. Questions not to be statements**

All questions shall be stated succinctly and questions shall not be used as a means of making statements or assertions.

### **12.7. Questions of Members and Officials - Authority**

Questions may be asked only of:

- a. The Warden, Presiding Officer, or Standing Committee Chair;
- b. An official of the County, with the consent of the Council; and
- c. The previous speaker, if that speaker has moved a motion, but such question must be limited to clarification of that motion only.

### **12.8. Questions - Limit of number only**

A Member may ask questions only twice of the same person on the same matter.

### **12.9. Questions - Time limit**

No series of questions by a Member and answers to the questions by any person shall last more than five minutes.

### **12.10. Questions - Redundant**

A Member may not ask a question if the Warden, Presiding Officer or Standing Committee Chair rules that the question, in substantially the same form and content, has already been asked and answered.

### **12.11. Speaking - Limitation to once**

In addressing the Council or Standing Committee, no Member shall speak more than once to the same questions except:

- a. In explanation of a material part of his or her speech which may have been misunderstood, or
- b. With leave of the Council or Chair, after all other members so desiring have spoken, or
- c. In reply to a Member who presented a substantive motion, in which case such Member shall speak for no longer than a five minute period without leave of Council.

### **12.12. Speaking - Time limit**

A Member may speak to the same matter for a maximum of five minutes except that Council may grant one five-minute extension.



**12.13. Member not to interrupt other Member**

When a Member is speaking, no other Member shall pass between that Member and the Warden, Presiding Officer or Standing Committee Chair, or interrupt them , except to raise a Point of Order, a Point of Privilege, or a Point of Personal Privilege.

**12.14. Statement by Member or Official**

When a Member considers the integrity of a Member or of a County official has been impugned or questioned by a Member, the Warden, Presiding Officer or Chair may permit the Member or official to make a statement to the Council.

**12.15. Points of Order - Requirement of Leave**

When a Member rises on a Point of Order, Point of Privilege or Point of Personal Privilege, they shall ask leave of the Warden, Presiding Officer or Standing Committee Chair to raise the point and after leave is granted, shall state the point to the Warden or Presiding Officer and then remain silent until the Warden or Presiding Officer has ruled upon the point.

**12.16. Points of Order - Ruling by Warden, Presiding Officer or Standing Committee Chair**

Subject to being overruled on a vote, which shall be taken immediately and without debate, the Warden, Presiding Officer or Chair shall rule upon Points of Order, Points of Privilege and Points of Personal Privilege, without debate or comment.

**12.17. Points of Order - Challenging the Ruling**

Any Member may challenge the Ruling of the Warden, Presiding Officer or Chair immediately following the Ruling.

**12.18. Points of Order - Ruling final**

Unless the Ruling of the Warden, Presiding Officer or Chair is challenged, the decision shall be final.

**12.19. Points of Order - Challenge to ruling**

If the ruling of the Warden, Presiding Officer or Chair is challenged, the Members shall decide the question without debate and its decision is final

## **12.20. Points of (Personal) Privilege**

- a. A motion on a Point of Privilege shall be received forthwith and when settled the question so interrupted shall be resumed at the point when it was suspended.
- b. A Member may raise a Point of Personal Privilege directing attention to a matter that affects the rights of the Member or Members; and
- c. Shall take precedence over any other matter except during verification of a vote.
- d. A Member shall state the Point of Personal Privilege to the Chair at the time of occurrence.
- e. The Chair may raise a point of Personal Privilege directing attention to a matter that affects the right of the Chair and shall immediately turn the chair over to an Acting Chair until a ruling is made. The Acting Chair shall not be the respondent of the Point of Personal Privilege.
- f. A Member shall not be permitted to enter into any argument or introduce any motion not related to the Point of Privilege.
- g. The Chair shall decide upon the Point of Personal Privilege and advise the Members of the decision unless:
- h. A Member immediately appeals the Chair's decision; the decision of the Chair shall be final.
- i. If the decision of the Chair is appealed, the question "Shall the ruling of the Chair be upheld?" vote shall be called without debate, and its results shall be final.
- j. A Recorded Vote shall not be permitted.
- k. When the matter has been determined to be a point of personal privilege, the Member shall be afforded an opportunity to propose a motion in relation to that point of privilege.
- l. When the integrity of an employee of the County has been questioned, the CAO shall be permitted to make a statement to Council through the Chair.

## **12.21. Request to read motion**

Any member may require the question or motion under discussion to be read or stated at any time during the debate, but not so as to interrupt a Member while speaking.

## **12.22. Motion considered to be read**

Motions contained in the published agenda shall be read in its entirety unless otherwise requested or directed by Council, by majority consent.

### **12.23. Appeal on Point of Order**

An appeal to the Council from the decision of the Warden or Presiding Officer on a Point of Order, which shall be voted upon without debate, requires a two-thirds majority vote of the Members present in order to overrule the ruling.

### **12.24. Debate on separated items**

When a question has been divided upon leave of Council, debate shall be restricted to each proposal in its turn.

## **13.0 Voting**

### **13.1. Vote of Presiding Officer**

When the Warden or Presiding Officer determines to vote on a question, his or her vote shall be signified and recorded after the votes of all Members voting.

### **13.2. Vote not allowed**

A Member not present before the result of a division on a question is declared shall not be entitled to vote on that question.

### **13.3. Unrecorded vote**

The manner of determining the decision of Council on a Motion shall be at the discretion of the Warden or Presiding Officer, and may be by voice, show of hands, standing or otherwise, except when a division is called for.

### **13.4. Voting to keep within Jurisdiction**

A Motion or Notice of Motion in respect of a matter which is not within the jurisdiction of the Council shall not be in order and shall not be considered by the Council.

**13.5. Additional items**

No Member shall present any item to the Council or the Standing Committee for its consideration unless:

- a. The item relates to a matter on the Agenda for that meeting;
- b. Leave is granted to present the matter in accordance with the provisions of Section 12.9; or
- c. It is a Notice of Motion relating to a matter of emergency, health or safety or to meet a legal deadline, or the Council or Standing Committee considers it to be a matter of urgent public policy.

**13.6. Consideration of items not distributed with Agenda**

Except as decided by a majority vote, the Council or Standing Committee shall not receive or consider any item that relates to an item on the Agenda but has not been provided with the Agenda material.

**13.7. Consideration of items not relating to Agenda**

Except as decided by a two-thirds majority vote, the Council shall not receive or consider any item that does not relate directly to a matter on the Agenda.

**13.8. Motions to be in writing**

Except as provided for in section 12.9, every motion and proposed amendment shall be in writing and shall be moved and seconded before being debated or put to a vote.

The exception to this clause is when Council members participate by electronic means. During these meetings, Members may make a verbal motion, which shall be seconded before being debated or put to a vote, and Members participating electronically may verbally propose amendments.

**13.9. Verbal motions**

The following matters may be introduced verbally without leave:

- a. A Point of Order, a Point of Privilege or a Point of Personal Privilege;
- b. A motion that the vote be now taken; and
- c. A motion to suspend or not follow a rule of procedure.

### **13.10. Incidental motions**

Incidental motions arising during the course of a debate in respect of a matter of order or privilege, suspension of rules of procedure, adjournment, postponement, a motion that the vote be now taken or a motion to refer may be made orally.

### **13.11. Motions to be moved and seconded before speaking**

A motion or an amendment to a motion shall be moved and seconded before a Member speaks to it.

### **13.12. Withdrawal of motion or Notice of motion**

After a motion is moved at the Council meeting, or a Notice of motion is placed on the Agenda or given at the Council meeting, it shall be deemed to be in possession of the Council and may not be withdrawn without the permission of the Council.

### **13.13. Priority of disposition**

A motion properly before Council for decision must receive disposition before any other motion can be received except a motion to amend, that the vote be taken, to adjourn, to extend the hour of closing proceedings, or on a matter of order or privilege.

### **13.14. Question put - No further speaking**

When a question has been finally put to the Council for consideration, no member shall speak to the question and no motion shall be received other than a procedural motion referred to in section .16, a motion to refer or to defer, a motion to receive, a motion to amend, the main motion or the main motion as amended.

### **13.15. Motion to adjourn - when business has not been completed**

A motion to adjourn the Council meeting is not debatable and shall always be in order except when:

- a. Another Member is in possession of the floor;
- b. A vote has been called;
- c. The Members are voting; or
- d. A Member has indicated to the Warden or Presiding Officer his or her desire to speak on the matter before the Council.

### **13.16. Motion to adjourn - Timeliness**

A motion to adjourn:

- a. When resolved in the negative, cannot be made again until after some intermediate proceeding shall have been completed by Council;
- b. Is not in order when a member is speaking, nor during the verification of a vote;
- c. Cannot be amended;
- d. Is not in order immediately following the affirmative resolution of a motion that the vote be now taken.

### **13.17. Motions to adjourn**

A motion to adjourn, or a motion that the vote be now taken, shall take precedence over any other motion and shall be put immediately without debate.

### **13.18. Motion to call for the vote**

A motion to call for the vote is not debatable.

### **13.19. Referral motion**

A motion to refer and any amendment thereto is debatable and shall include:

- a. The name of the official or body to whom the motion or amendment is to be referred;
- b. The terms upon which it is to be referred; and
- c. The date or period, if any, within which the matter is to be returned.

### **13.20. Deferral Motion**

A motion to defer, and any amendment thereto is debatable and shall include:

- a. The time to or within which consideration of the matter is to be deferred; and
- b. Whatever explanation is necessary to demonstrate the purpose of the motion to defer.

### **13.21. Motions to Amend**

A motion to amend is debatable.

### **13.22. Motion to Amend - Requirements**

A Notice to Amend:

- a. Shall be presented in writing before the vote;
- b. Shall receive disposition of Council before a previous amendment or the question;
- c. The question shall be allowed only once and further amendment must be to the main question;
- d. Shall be relevant to the question to be received;
- e. Shall not propose a direct negative to the question;
- f. Shall be put in the reverse order to that in which it is moved.

### **13.23. Number of Amendments**

Only one amendment shall be allowed to an amendment.

### **13.24. Motion to Receive**

A motion to receive, moved after the main motion, is debatable and shall be treated as an amendment to the main motion.

### **13.25. Substantive Motion**

An amendment shall be out of order if it is ruled by the Warden or Presiding Officer to be a substantive motion and not an amendment.

### **13.26. Rejection**

An amendment which in effect is nothing more than a rejection of the motion is not in order.

### **13.27. Motion to consider matter previously deferred**

A motion that the Council consider a matter previously deferred indefinitely or to a time or eventuality which has not yet been reached or occurred, is debatable and shall be presented only if the Council so decides, by a two-thirds majority vote.

### **13.28. Repetition**

A motion called in the order in which it stands upon the order of proceedings of a meeting and which is not decided by Council, shall be allowed to stand retaining its precedence upon the order of proceedings of the next regular meeting of Council.

### **13.29. Reconsideration**

A motion for reconsideration of a question which has been decided upon but not implemented may be made at any time by a Member and until decided by Council no further discussion of the question shall be allowed, but no such motion can be received which would require reconsideration of the same question more than once within the same calendar year.

### **13.30. Notices of Motion to be placed on Council Agenda**

A notice of motion shall:

- a. Be in writing;
- b. Shall include the name of the mover and seconder;
- c. Shall be received by the Clerk prior to 4:30 p.m. on the seventh business day preceding a regular meeting for inclusion in the Agenda for that meeting of the Council; and
- d. Remain on the Agenda for each succeeding meeting until the Motion is considered or otherwise disposed of.

### **13.31. Notice of Motion - Reports**

The Clerk shall include in the Agenda materials any reports from Council Officials relating to a Notice of Motion submitted in accordance with the Procedural By-law.

### **13.32. Notice of Motion - Inclusion on next Agenda**

All Notices of Motions on the Agenda and not disposed of shall be placed on the Agenda for the next regular meeting of the Council.

### **13.33. Motions not proceeded with**

When a Notice of Motion has been on the Agenda for two successive meetings after Notice has been given, and not proceeded with, it shall be dropped from the Agenda and deemed withdrawn, unless the Council decides otherwise.



## **14.0 Votes**

### **14.1. Warden or Presiding Officer may vote**

The Warden, Presiding Officer or Standing Committee Chair, except where disqualified to vote by reason of interest or otherwise, may vote with the other members on all question.

### **14.2. Members present must vote**

Every Member present at a meeting of the Council when a question is put shall vote on the question, unless prohibited by statute, in which case it shall be so recorded.

### **14.3. Members not voting - Deemed to vote in negative**

If any Member at a meeting of the Council when a question is put and a recorded vote taken, does not vote, he or she shall be deemed as voting in the negative except where prohibited from voting by statute.

### **14.4. Majority vote required**

All decisions of the Council shall require a majority vote except as otherwise set out herein.

### **14.5. Tie vote - Decided in negative**

Any motion which receives an equal division of votes shall be deemed to have been decided in the negative.

### **14.6. Two-thirds votes**

The following decisions of the Council require a two-thirds majority vote:

- a. A Motion to consider a matter previously deferred indefinitely or to a time or eventuality that has not been reached or occurred;
- b. A Motion to vote separately on any part of the Confirmatory By-law under section 11 of this By-law;
- c. A Motion to suspend the provisions of this By-law.

**14.7. Recorded vote**

At a Council meeting, when a recorded vote (weighted) is requested by a Member, or is otherwise required, the Clerk shall record the name and vote of every Member on any question.

**14.8. Recorded vote – Recording method**

Where a recorded vote is taken upon the appointment of an Officer of the Corporation or upon a By-law, Resolution, or for any other purpose, each Member present shall announce his vote openly and individually, and the Clerk shall record it.

**14.9. No secret vote**

Other than the election of the Warden and Deputy Warden, no other vote shall be taken by ballot or by any other method of secret voting, and every vote so taken shall be of no effect.

**14.10. Recorded vote - Request**

A request by a Member for a recorded vote at a Council meeting shall be made immediately prior to the commencement of the vote being taken, or immediately thereafter.

**14.11. Vote called - Procedure**

When the Warden or Presiding Officer calls for a vote on a question:

- a. each Member shall occupy his or her seat until the result of the vote has been declared by the Warden or Presiding Officer, and during this time no Member shall walk across the room or make any disturbance; and
- b. no Member shall speak to the question nor shall any other motion be made until after the vote is taken and the result has been declared.

**14.12. Separate Votes**

- a. Upon the request of any Member, and when the Warden or Presiding Officer is satisfied that a matter under consideration contains distinct proposals, the vote upon each proposal shall be taken separately.
- b. A vote to adopt a motion, as amended, may be split only for the purpose of complying with the Municipal Conflict of Interest Act.

### 14.13. Procedural Motions

The following are deemed to be procedural motions and shall be subject to consideration in the following order in priority to any substantive motion:

- a. To change the order of business;
- b. To adjourn and amendments thereto; and
- c. That the vote be now taken.

### 14.14. Substantive Motions

The following are deemed to be substantive motions and shall be subject to consideration in the following order:

- a. To refer the question, including any amendments thereto;
- b. To defer, including any amendments thereto;
- c. To receive;
- d. Amendments in the reverse order of presentation, dealing with an amendment to an amendment immediately before the amendment it proposes to amend;
- e. To adopt or upon the Motion to Adopt as amended, if any amendments have been carried, provided that a vote upon a motion to adopt or upon a Motion to Adopt, as amended, is not necessary when every provision or recommendation has already been voted on by the Council; and
- f. "Clause, as amended" which may be split only for the purpose of complying with the Municipal Conflict of Interest Act.

## 15.0 By-laws

### 15.1. By-law versus Resolution

A "**by-law**" shall be used, but not limited to, implement policy, memorandums of understanding, agreements and permanent rules. Whether an authorizing by-law is required depends on the subject matter of the item of business transacted by a municipal corporation and whether it is being transacted under the *Municipal Act, 2001*, as amended.

A "**resolution**" is a less permanent rule and shall express the decision of a council in respect of a temporary or distinct matter. A resolution shall not prescribe a permanent rule of local government. A resolution expresses the will of the governing body on a special occasion which is not likely to recur. A resolution shall not replace a by-law required by law.

**15.2. Draft by-laws - Preparation**

A Draft By-law intended to be introduced at a meeting of the Council shall be prepared before the meeting, and the Clerk shall distribute the draft by-law to the Members with the Agenda.

**15.3. Numbering of By-laws**

Each draft By-law, shall be numbered, and shall have listed on it a reference to the authority pursuant to which the by-law is to be introduced, and the date of the meeting at which it is intended to be introduced.

**15.4. By-laws to confirm subject matter approved by Council**

No draft By-law shall be presented to the Council unless the subject matter of the By-law has been considered and approved by the Council.

**15.5. By-laws - Motion to Pass always in order**

A motion to pass a By-law shall always be in order.

**15.6. By-laws - Limited scope of debate**

A motion to pass a By-law other than a Confirmatory By-law is debatable and amendable only in respect of the issue of whether or not the draft By-law prepared for that purpose is in proper form and whether it will, if passed as a By-law, duly implement the decision of the Council that led to its introduction.

**15.7. By-laws - Three readings**

Every proposed By-law shall receive three readings.

**15.8. By-laws – First and second reading**

Circulation of the By-law to the Members of the Council shall be deemed to be the first and second reading of the By-law.

**15.9. By-laws - Third reading**

The next reading of the title shall be deemed the third reading of the By-law. A motion confirming the three readings will be presented at the meeting where the By-law is to be adopted.

#### **15.10. By-laws - Signing and sealing**

The By-law shall be signed by the Warden and the Clerk as having been passed by Council, sealed with the seal of the Corporation of the County of Northumberland and numbered with a progressive number.

#### **15.11. By-laws - Incorporation of amendments**

All amendments to any By-law approved by the Council shall be deemed to be incorporated into the By-law and if the By-law is enacted and passed by Council, the amendments shall be inserted therein by the Clerk.

#### **15.12. By-laws - Form**

The Clerk shall endorse on all By-laws read in the Council the date of the three readings thereon and shall be responsible for the correctness of such By-laws should they be amended.

#### **15.13. Confirmatory By-law**

Upon completion of the business of the day, or immediately prior to any adjournment, or at any other time that the Warden or Presiding Officer deems it appropriate, the Warden or Presiding Officer shall entertain a motion for the enactment of a confirmatory By-law.

#### **15.14. Confirmatory by-law - Not debatable**

A motion for the enactment of a confirmatory By-law, or any part thereof, is not debatable or subject to amendment, and once put, the vote shall immediately be taken on it. A motion to pass any part of a confirmatory By-law may be voted upon separately, however, with a two-thirds majority vote.

#### **15.15. Confirmatory by-law - Separated votes**

Where a Member requests that a separate vote be taken on a particular item covered by a confirmatory By-law, the By-law shall be deemed to have been amended to exclude that item and, after the voting on the By-law is completed, another By-law to confirm the proceedings of the Council with respect to that item shall be presented to the Council as if it had been included in the motion for leave to introduce the original By-law.

#### **15.16. By-laws - Dates of introduction**

The Clerk shall endorse on all By-laws read in the Council the date(s) of their introduction and shall be responsible for the correctness of the By-laws.

#### **15.17. By-laws - Clerk authorized to make minor changes**

The Clerk is hereby authorized to make minor clerical, typographical or grammatical deletions, additions or other changes to any By-law for the purpose of ensuring correct and complete implementation of the actions of the Council.

#### **15.18. By-laws - Deposited with Clerk**

Every By-law which has been passed by the Council shall, immediately after being sealed with the seal of the Council and signed by the Warden or Presiding Officer and the Clerk and filed with the Clerk.

#### **15.19. By-laws – Re-adoption of Multi-Year Budget**

The re-adoption of the Multi-Year Budget will be based on the Multi-Year Budget Policy as adopted by County Council and in accordance with the Municipal Act, 2001.

### **16.0 Minutes and Standing Committee Reports**

#### **16.1. Minutes for confirmation**

Unless otherwise decided by the Council, the minutes of each meeting of the Council shall be submitted for adoption by the Council at its next regular meeting or as soon thereafter as is reasonably practicable.

#### **16.2. Warden or Presiding Officer and Clerk to sign Council minutes**

After the minutes of a previous meeting have been adopted, or approved as amended by the Council, the Warden or Presiding Officer and the Clerk shall sign them.

#### **16.3 Standing Committee Minutes**

Following a meeting of a Standing Committee, Minutes shall be prepared with recommendations to Council, for Council's consideration at the next Regular Meeting

## **17.0 Suspension of By-Law Provisions**

### **17.1. Suspension of Procedural By-law - Two-thirds vote required**

A Motion to Suspend or not to follow a Rule of Procedure established by this By-law shall require a two-thirds majority vote.

Subject to the requirements of the *Municipal Act*, the rules and regulations contained herein may be suspended by resolution for a matter that may have a significant impact or is considered an emergency as defined, by a vote of at least two-thirds of the entire Council, unless otherwise provided by law.

## **18.0 Amendments or Repeal to Procedural By-law**

### **18.1. Procedural By-law - Amendment and Repeal**

No amendment or repeal of this by-law or any part thereof shall be considered at any meeting of Council unless a notice of intention has been given in accordance with the Notice Provision Policy.

### **18.2. Waiving Notice - Prohibited**

The waiving of this notice by Council is prohibited in accordance with the Public Notice Policy.

This By-law shall not be repealed or amended nor shall it be suspended except as provided within the Procedural By-law, other than by a By-law passed by a two-thirds vote of the whole Council, and after notice in writing given and openly announced at the last preceding meeting of the Council setting forth the terms or substantial effect of the proposed by-law.

## **19.0 General**

### **19.1 Procedures – Robert’s Rules of Order may apply**

The most recent version of the Robert’s Rules of Order shall apply to matters not covered by this By-law.

### **19.2 Conflict**

Should any sections of this by-law, including any section or part of any schedules attached hereto be declared by a court of competent

jurisdiction to be ultra vires, the remaining sections shall nevertheless remain valid and binding.

Any conflict between this By-law and the provisions of the Act, the provisions of the Act prevail.

## **20.0 By-laws to be Repealed or Amended**

That By-law 39-2023 be Repealed.

## **21.0 Effective Date**

**That** By-law 44-2024 shall be deemed to have come into force on the 20<sup>th</sup> day of November, 2024.

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**Brian Ostrander, Warden**

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**Maddison Mather, Clerk**



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## Report 2024-152

**Report Title:** Northumberland County Community Development Initiatives Corporation (NCCDIC) – Approval of November 4, 2024 Board Meeting Minutes

**Prepared by:** TJ Flynn  
Investment Attraction Specialist  
Economic Development, Tourism and Strategic Initiatives

**Reviewed by:** Dwayne Campbell  
Acting Director  
Economic Development, Tourism and Strategic Initiatives

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** November 20, 2024

**Report Not Considered by Standing Committee Because:**

- Time-sensitive Issue (information received too late for Committee consideration)
- Urgent Matter (issue arose after this month’s Committee meeting)
- Other

**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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### Recommendation

“**That** County Council, having considered Report 2024-152 ‘Northumberland County Community Development Initiatives Corporation (NCCDIC) - Approval of November 4, 2024 Board Meeting Minutes’, approve the November 4, 2024 Board meeting minutes.”

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## **Purpose**

This report summarizes the resolutions of the Northumberland County Community Development Initiatives Corporation (NCCDIC) and seeks the approval of the shareholder, the Corporation of the County of Northumberland, as required by County By-law 24-2022.

## **Background**

In July 2022, Northumberland County Council enacted By-law 24-2022, a “By-law to Authorize and Approve Municipal Services Corporations and Certain Agreements and Other Matters Related to the Delivery of a High-Speed Digital Communications Network”. The By-law authorizes and approves municipal services corporations and agreements for the delivery of a turn-key high-speed digital communications network known as the Broadband Project.

## **Consultations**

n/a

## **Legislative Authority / Risk Considerations**

Legislative authority provided by Northumberland County By-law 24-2022.

In accordance with By-Law 24-2022, the NCCDIC needs to seek approval for the election, replacement and composition of the Board.

## **Discussion / Options**

At the inaugural NCCDIC Board meeting on November 4, 2024, TJ Flynn was elected as the NCCDIC Board Chair and the following changes were made to the Board officers:

- Dan Borowec removed as President;
- Dwayne Campbell appointed as President;
- Glenn Dees removed as Chief Financial Officer;
- Matthew Nitsch appointed as Chief Financial Officer;
- Robert Watson removed as Director; and
- Dan Borowec appointed as Director.

## **Financial Impact**

N/A

## **Member Municipality Impacts**

N/A

## **Conclusion / Outcomes**

It is recommended that Council approve the November 4, 2024 NCCDIC Board Meeting Minutes (attached) to authorize changes to the Board officers. County Council’s approval of the NCCDIC Board Meeting Minutes will allow the Broadband Project to move forward in a timely manner.

## **Attachments**

1. Report 2024-152 ATTACH 1 'Northumberland County Community Development Initiatives Corporation (NCCDIC) Board Meeting Minutes, 2024-11-04'
2. Report 2024-152 ATTACH 2 'By-law 24-2022'

**Inaugural Meeting of Board**  
**Northumberland County Community Development Initiatives Corporation**  
**Monday, November 4, 2024 at 11:00 a.m.**  
**Virtual – Microsoft Teams**

**Minutes**

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Present: Dan Borowec, Dwayne Campbell, TJ Flynn, Jennifer Moore, Matthew Nitsch, Robert Watson, Nancy MacDonald

Regrets: n/a

**1. Call to Order** at 11:01 a.m.

**2. Approval of Agenda**

Mover: TJ Flynn  
 Secunder: Robert Watson

“That the Northumberland County Community Development Initiatives Corporation (NCCDIC) Board approve the November 4, 2024 meeting agenda.”

Disposition: **Carried**

**3. Declarations of Interest**

- no declarations

**4. Reports**

- no reports

**5. Recommended Resolutions**

a. Mover: Jennifer Moore  
 Secunder: Robert Watson

“That TJ Flynn be nominated as Chair of the Northumberland County Community Development Initiatives Corporation (NCCDIC) Board; and

Further That TJ Flynn consents to be nominated for the position of Board Chair.”

- b. Mover: Robert Watson  
 Seconder: Jennifer Moore

“That the Northumberland County Community Development Initiatives Corporation (NCCDIC) Board (‘the Board’) confirm TJ Flynn as Board Chair, effective November 4, 2024; and

Further That the Board remove Dan Borowec as President, effective November 4, 2024; and

Further That the Board appoint Dwayne Campbell as President, effective November 4, 2024; and

Further That the Board remove Glenn Dees as Chief Financial Officer (CFO), effective November 4, 2024; and

Further That the Board appoint Matthew Nitsch as CFO, effective November 4, 2024; and

Further That the Board appoint Jennifer Moore, Dwayne Campbell, and Matthew Nitsch as Signing Officers for the Corporation, effective November 4, 2024.”

Disposition: **Carried**

- c. Mover: Jennifer Moore  
 Seconder: TJ Flynn

“That the Northumberland County Community Development Initiatives Corporation Board remove Robert Watson as a Director, effective November 4, 2024; and

Further That the Board appoint Dan Borowec as a Director, effective November 4, 2024.”

Disposition: **Carried**

## 6. Other Business

- No other business

## 7. Next Meeting

- To be scheduled at the call of the Chair

## 8. Adjournment at 11:05 a.m.



## By-law 24-2022

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### **A By-law to Authorize and Approve Municipal Service Corporations and Certain Agreements and Other Matters Related to the Delivery of a High-Speed Digital Communications Network**

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**Whereas** a By-law to authorize and approve municipal service corporations and certain agreements and other matters related to the delivery of a turnkey high-speed digital communications network that will provide next generation Internet services to businesses, homes and community services for the benefit, and the economic and social well-being of the inhabitants of the County through a public-private partnership with a private-sector led utility (the “Broadband Project”), including such provisions for governance, security and other matters as are deemed necessary by the Council to ensure the successful delivery of the Broadband Project or as are, or may be required by the federal and provincial funding partners for the Broadband Project through certain agreements with the Province of Ontario and the Government of Canada; and

**Whereas** Section 203(1) of the *Municipal Act*, 2001, S.O. 2001, c.25 provides that without limiting sections 9, 10 and 11 of the said Act, those sections authorize a municipality inter alia to establish corporations and to nominate or authorize a person to act as an incorporator, director, officer or member of a corporation in accordance with such conditions and restrictions as may be prescribed; and

**Whereas** Section 9 of the *Municipal Act*, 2001, S.O. 2001, c.25 provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** Section 107 of the *Municipal Act*, 2001, S.O. 2001, c.25 provides that, subject to section 106 of the said Act, a municipality may make grants, on such terms as to security and otherwise as the Council considers appropriate, to any person, group or body, including a fund, for any purpose that the Council considers to be in the best interests of the municipality; and

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**Whereas** Section 110(3) of the *Municipal Act*, 2001, S.O. 2001, c.25 provides that despite section 106 of the said Act, a municipality may provide financial or other assistance to any person who has entered into an agreement to provide facilities under section 110; and

**Whereas** Section 22(1) of the *Municipal Act*, 2001, S.O. 2001, c.25 provides that a municipality may provide a system that it would otherwise not have power to provide within the municipality, if it does so in accordance with an agreement with the Province of Ontario under a program established and administered by the Province of Ontario; and

**Whereas** Section 275(6) of the *Municipal Act*, 2001, S.O. 2001, c.25 provides that nothing in section 275 of the said Act prevents any person or body exercising any authority of a municipality that is delegated to the person or body prior to nomination day for the election of a new Council; and

**Whereas** after an open/competitive Request For Proposals process in January 2021, the County has selected Digital Infrastructure Group Inc. (“DIG”) and Meridiam Infrastructure North America Corp. (“Meridiam”) as the preferred proponents to partner, through their affiliate Ontario Broadband Networks GP (“OBN GP”), with the County in a public-private partnership for the delivery of the Broadband Project; and

**Whereas** on March 10, 2021, in respect of the Broadband Project, the County made an application to the Universal Broadband Fund for Federal and Provincial funding support for the establishment of a broadband network on the model of Broadband as an Open Access Utility to address the high-speed Internet needs of businesses, social service institutions and residents within the County (the “UBF Application”); and

**Whereas** by letter dated August 12, 2021, the Director General, Connected Canada, on behalf of Innovation, Science and Economic Development Canada advised the County that the UBF Application had been accepted for funding by the Federal Government and by the Province of Ontario on condition that the County execute an Ontario Payment Transfer Agreement with the Province (the “PTA”); and

**Whereas** pursuant to the PTA, the County is required to maintain in respect of governance, inter alia, decision-making mechanisms, procedures to enable the County to manage the funds for the Broadband Project prudently and effectively, procedures to identify and manage risk associated with the Broadband Project, and procedures to enable the County to complete the Broadband Project successfully; and

**Whereas** in accordance with Section 6 of Ontario Regulation 599/06, as amended, the Council has received a business case study in respect of the establishment of Northumberland County Community Development Initiatives Corporation (“NCCDIC”) and Intelligent Northumberland Inc. pursuant to Section 203 of the *Municipal Act*, 2001, S.O. 2001, c.25 (the “Business Case Study”) for municipal purposes including the

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administration of Project funding with provisions in respect of security therefor, participation in governance and decision-making through a partial equity interest in the Project, risk management, and monitoring the successful completion of the Project, as required by the PTA and as deemed to be prudent and appropriate by the Council of the County; and

**Whereas** DIG, Meridiam and OBN GP intend to made additional investments through the same limited partnership structure used for the Project to expand next generation internet services to the towns and other municipalities within the County, the County's partial equity and debt interests can be expected to generate additional benefits as increased revenues result from the expanded internet business occur over time, but without the requirement for any additional equity or debt investment from the County.

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:

1. **That** the Business Case Study for the establishment of NCCDIC and Intelligent Northumberland Inc. as municipal services corporations, attached hereto as Schedule "A" is hereby approved and adopted; and
2. **That** the establishment of NCCDIC and Intelligent Northumberland Inc. as municipal services corporations in accordance with the Business Case Study and their incorporation under the *Ontario Business Corporations Act*, is hereby authorized and approved; and
3. **That** the Asset Transfer Policy attached hereto as Schedule "B" is hereby approved and adopted; and
4. **That** the initial Boards of Directors of NCCDIC and Intelligent Northumberland Inc. shall consist of Jennifer Moore, T.J. Flynn and Robert Watson; and
5. **That** the Shareholders Agreement between the County and NCCDIC attached as Schedule "C" hereto, is hereby authorized and approved; and
6. **That** the structure of the Broadband Project described in Schedule "D" attached hereto, is hereby authorized and approved; and
7. **That** upon the establishment of NCCDIC and Intelligent Northumberland Inc., authority and direction is hereby given to NCCDIC and Intelligent Northumberland Inc. to enter into a General Partner Corporation Shareholder Agreement and a Limited Partnership Agreement with OBN GP, in accordance with the Term Sheets attached as Schedule "E" hereto; and



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instruments, notices and other writings and to perform and do all acts and things as they deem necessary to give effect to the approvals and directions set forth in this By-law and the attachments hereto.

**That** By-law 24-2022 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 20<sup>th</sup> day of July, 2022.



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**R.J. (Bob) Crate, Warden**



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**Nancy MacDonald, Clerk**

County of Northumberland

May 20, 2022

**Business Case:**

Northumberland County Community Development Initiatives Corporation as a Municipal Services Corporation

**Introduction**

Located on the traditional territory of the Mississauga, Northumberland County is a thriving community just one hour east of Toronto along Highway 401, with easy access to urban centres to the north, east and west. As an upper tier level of municipal government for the region, Northumberland County's vision is to bring together people, partnerships and possibilities for a strong and vibrant Northumberland. Our community includes seven distinct yet complementary municipalities as well as Alderville First Nation, with County Council comprised of the Mayors of each of these member municipalities:

- Township of Alwick/Haldimand
- Municipality of Brighton
- Town of Cobourg
- Township of Cramahe
- Township of Hamilton
- Municipality of Port Hope
- Municipality of Trent Hills

**Background**

Northumberland County is a rural-urban mix whose economic well-being has been tied to the following four key sectors:

- Agriculture
- Tourism
- Manufacturing
- Small Business Entrepreneurship

All four of these key sectors receive on-going support from the County's Economic Development Planning and Strategic Initiatives Department in order to ensure growth and economic renewal opportunities are made available. To date this support has resulted in significant gains within each of the sectors by initiating strategies and operational action plans which increased capacity by overcoming the challenges related to human resource attraction, infrastructure investment and financial assistance through the public and private sector collaborations.

In order to continue to increase growth within these four key sectors the need to embrace technology was essential and as with most rural constituencies in order to achieve that goal **connectivity is critical and essential**.

## **Background**

In July of 2019 County Council approved a Digital Strategy which outlined the requirements for the creation of an Intelligent Community.

**SMARTnorthumberland** represents a planned, coordinated effort to shape the introduction and use of new technologies in County workplaces and the community by focusing on specific indicators i.e., broadband, knowledge workforce, innovation, digital equality, sustainability and advocacy. It is through this alignment that Northumberland County can move towards a more “intelligent community”.

Our staff, businesses and residents informed us of their opinions and ideas. These included:

- broadband availability and capacity was their number one concern
- internal and community readiness was as important for success as was collaboration between the County and its member municipalities
- concerns about security and privacy were raised
- the importance around communication and engagement between all vested parties
- acknowledgement of the potential economic development opportunities and benefits

Our vision is **SMARTnorthumberland: an intelligent community**. Our mission is to **use information and communications technology to create inclusive prosperity, tackle social and governance challenges and enrich quality of life**.

This can be achieved through the following actions:

- Building digital infrastructure
- Modernizing the workplace
- Transforming lines of business
- Expanding community engagement
- Enhancing digital service delivery
- Establishing an Open Data initiative
- Addressing broadband challenges
- Establishing a digital governance framework
- Pursuing innovative opportunities
- Facilitating digital literacy

Extensive research followed the approval of the Digital Strategy culminating in participation in Canada's first Rural Broadband Conference in late 2019 and the need to undertake a complete analysis and determination of the current state of connectivity in Northumberland. Over the course of 2020 it was determined that of the approximate 40,000 households in Northumberland 13,500 households were either unserved or underserved. With this determination of underserved/unserved households also came a series of recommendations in the form of a business case to assess cost and structure for the creation of a model to overcome this challenge. The result was the creation of a Broadband as a Utility model, whereby Northumberland would create a public-private partnership to bring fiber to the home to all unserved or underserved households. The private sector partner would be responsible for the design, construction and operational management/administration of the project.

## **Objectives**

A public-private sector partnership is best served through the creation of a municipal services corporation (MSC). Operating Northumberland County Community Development Initiatives Corporation as an MSC enables partnership activities to be conducted directly by the corporation and with the associated covenants and liabilities separate and shielded from Northumberland County. The risk profile associated with the project would be contained in the MSC, again separate from Northumberland County.

The corporate structure will enable a governance framework whereby the Directors of the MSC will hold an unequivocal fiduciary duty to the MSC, allowing Directors to make decisions that are not based on political factors which may contradict the interests of the corporation.

The success of a public-private partnership rests in part with the ability to gain the confidence of the private sector partner by conducting business in a manner which meets the private sector requirements for timely, efficient and effective decision making.

## **Mandate**

Operating Northumberland County Community Development Initiatives Corporation as a MSC will facilitate the goal of insuring proper stewardship of public funds within a private sector framework supplemented by Board appointments consistent with the MSC being a separate entity.

## **Guiding Principles**

Directors and Officers of a corporation have a fiduciary duty to act in the best interests of the corporation. The MSC will be owned by Northumberland which results in an interrelationship between corporate and municipal laws. There will be an expectation that the objectives of the MSC will be supportive of Northumberland County's objectives.

Given this context the operations of the MSC and Northumberland will be governed by the following principles:

- The MSC Board of Directors will follow reporting and approval requirements set out in a shareholder agreement declaration issued by Northumberland County.
- Independent and experience/skills-based board made up solely of independent directors with no elected official representation.
- Comprehensive measurement of returns – shareholder measurement and returns will be based on profit levels and market share growth.

### MSC Structure

Under an MSC structure, the MSC could raise financing without municipal guarantee and separate from the municipality. As a separate body corporate, the MSC's liabilities would be isolated from Northumberland. The MSC would be the entity that enters into loan or other financing agreements, and the entity responsible for the associated borrower covenants.

In addition, the MSC structure would enable equity contribution by a minority investor or a joint venture partner which would facilitate hedging risk, increasing scale and scope economies as well as other potential strategic benefits to support growth and renewal.

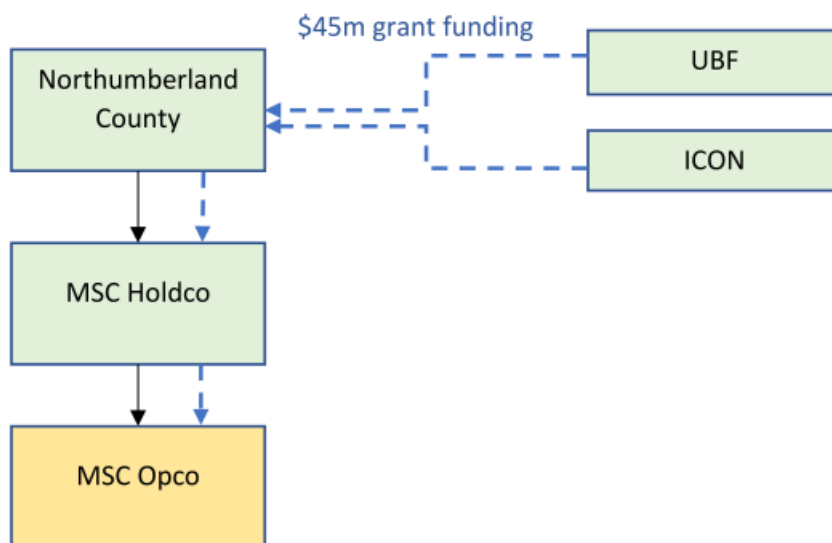
### Governance

The proposed structure involves establishing the MSC with a HOLDCO and an OPCO.

The HOLDCO will be wholly owned by Northumberland County. All the common voting shares in the MSC would be held by the HOLDCO. The creation of a HOLDCO allows for and enables future business growth.

The OPCO will be the operating structure for Broadband as a Utility. The OPCO is wholly owned by the HOLDCO.

The chart below illustrates the proposed structure.



As a corporation, a board (“**Board**”) of directors would need to be appointed for the MSC. Northumberland, as sole shareholder, would set the size of the Board and appoint directors.

Under this corporate structure, the Board would be charged with oversight over management of the business but would be required to seek shareholder approval over fundamental matters, as required under corporate statute and as may be set out in a shareholder declaration. Management would be charged with the day-to-day operations of the business but would be required to obtain board approval for major decisions.

#### 1. Shareholder Rights

- a. As sole voting shareholder, Northumberland would determine what matters it considers to be so fundamental that the Board **must** obtain its approval before undertaking such actions. Such matters, particularly if not already found in the applicable corporate statute, would be set out in a shareholder declaration.
- b. At its sole option and discretion, Northumberland **may** direct the MSC (Northumberland County Community Development Initiatives Corporation) to carry out certain actions in relation to its Business, subject to applicable Laws.

#### 2. Independence of the Board

- a. A key advantage to the MSC structure is the ability to appoint directors who are independent from the municipality. The MSC structure enables a focus on industry business experiences as qualifications for Board members. The Board’s fiduciary responsibility would be to the MSC and as such the directors would be guided by what is in the best interest of the corporation, free from the pressures of immediate political issues.

### **Public Accountability**

Corporate structures require that corporations conduct an annual general meeting (“**AGM**”). At the AGM, the voting shareholders will appoint the slate of directors and receive the financial statements.

Operating as an MSC, Northumberland would expect that the HOLDCO report to council on major business developments or events. The expected reporting obligations would be set out in a shareholder declaration issued by Northumberland to the MSC.

Reporting and communications between the MSC and its sole voting shareholder, Northumberland, would be shareholder communications as provided under corporate statute, and thus, subject to confidentiality and not conducted in public council meetings. Northumberland may also receive such information in the context of municipal council proceedings as appropriate, including in camera but subject to the requirements of the Municipal Act.

## **Financial**

The OPCO will be the recipient of financial returns subject to the completion of the project and operation of the utility model based upon final negotiation(s) within the public -private sector partnership.

## **Conclusion**

With the creation of a MSC it enables the financing and risk profile associated with economic prosperity to be contained in a corporation, separate from Northumberland, and allowing for a more fulsome public-private relationship within a business context.

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Schedule B to By-law 24-2022



## By-law 25-2022

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### A By-law Establish an Asset Transfer Policy for the County of Northumberland

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**Whereas** by By-law 24-2022, the Council of the County of Northumberland has authorized and directed the establishment of corporations pursuant to section 203 of the *Municipal Act*, 2001, S.O. 2001, c.25; and

**Whereas** the Council of the County of Northumberland deems it necessary to address tangible asset transfers to such corporations as required by paragraph 1 of section 7 of Ontario Regulation 599/06;

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows, and the Council approves and adopts as part of By-law 24-2022 (Schedule "B") the following policy in respect of asset transfers:

1. **That** Schedule "B" to By-law 24-2022 constitutes the asset transfer policy of the Council of the County of Northumberland as required by paragraph 1 of section 7 of Ontario Regulation 599/06; and
2. **That** in this policy, the following terms have the following meanings:

**ASSET** includes real property, personal property, equipment, goods, capital shares in corporations, rights and grants of money, securities including debentures, contracts, permits, licences and similar regulatory authorizations, and goodwill;

**AUDITED NET BOOK VALUE** means the net difference between the assets and liabilities on the audited financial statements, without adjustment for goodwill or premiums that might be paid for the asset if it were to be exposed to the full market for sale;

**CORPORATION** means a corporation established by the Council of the County of Northumberland pursuant to the *Municipal Act*, 2001, including a municipal services corporation;



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**REGULATION** means Ontario Regulation 599/06, made pursuant to the Municipal Act, 2001, as amended or replaced from time to time;

**TRANSFER** means to assign or to convey; and

3. **That** the County may, from time to time, Transfer Assets to Corporations, in accordance with the provisions of the Regulation and this policy; and
4. **That** the Council of the County may attach conditions to the Transfer of an Asset to a Corporation, including a purchase price for the Asset to be paid or owed to the County by the Corporation, what the Corporation may do with the Asset, under what conditions the Corporation may further Transfer the Asset, including such conditions as to security and as to the exercise of governance over the use of the Asset by the transferee through the holding of such securities or other instruments as the Council deems appropriate, and how the Asset should be disposed of upon the winding-up, bankruptcy or dissolution of the Corporation; and
5. **That** if the County proposes to Transfer an Asset, other than a grant, to a Corporation that is wholly owned by the County, the Asset shall be transferred to the Corporation at Audited Net Book Value and the Chief Administrative Officer shall provide the Council with an estimate of the Audited Net Book Value, prior to the Transfer taking place. The net disposition value from the Transfer will be recorded in the financial and accounting records of the County; and
6. **That** if the County proposes to Transfer any grant to a Corporation, the County Treasurer shall prepare a statement of the value of such grant; and
7. **That** if the County proposes to Transfer an Asset to a Corporation to which the Province of Ontario and/or the Government of Canada has contributed funds, then the County shall comply with the notice and other requirements of the Regulation and with any other conditions imposed by the Province and/or Canada in respect of the Transfer or use of such funds; and
8. **That** if the County proposes to Transfer a right granted to the County in an agreement with the Province of Ontario and/or the Government of Canada, then the County shall obtain prior consent in compliance with the requirements of the Regulation; and

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9. In addition to compliance with the provisions of this policy, any particular Transfer of an Asset, other than a grant that is Transferred in accordance with an agreement with the Province of Ontario and/or with Canada, shall be subject to the approval of the Council of the County of Northumberland.
10. This policy does not apply to Transfers of Assets between divisions or departments of the County.
11. This policy shall become effective on the date when By-law <sup>24</sup>~~25~~-2022 is passed. *NM Clerk.*

**That** By-law 25-2022 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 20<sup>th</sup> day of July, 2022.



  
R.J. (Bob) Crate, Warden

  
Nancy MacDonal, Clerk

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**SHAREHOLDER DECLARATION**

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**THE CORPORATION OF THE COUNTY OF NORTHUMBERLAND**

**-and-**

**NORTHUMBERLAND COUNTY COMMUNITY DEVELOPMENT INITIATIVES  
CORPORATION**

**Dated as of ●**

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Schedule A: NCCDIC. Dividend Policy

Schedule B: Director Compensation Policy

**THE CORPORATION OF THE COUNTY OF NORTHUMBERLAND**  
**SHAREHOLDER DECLARATION**

**RECITALS:**

- A. Northumberland County Community Developments Initiatives Corporation (“**NCCDIC**”) is a municipal services corporation wholly-owned by the Corporation of the Municipality of the County of Northumberland (“**Northumberland**”) pursuant to Section 203 of the *Municipal Act, 2001* and Ontario Regulation 599/06, with Northumberland as sole shareholder;
- B. This Shareholder Declaration sets out the requirements of Northumberland relating to the governance and other fundamental principles and policies of NCCDIC.

**1. Definitions and Interpretation**

- 1.1 Wherever used in this Shareholder Declaration, the following terms shall have these respective meanings:

“**Auditor**” is defined in Section 17(b);

“**Board**” means the board of directors of NCCDIC;

“**Book Value**” means the book value of NCCDIC as at the end of its last completed Fiscal Year as shown in its audited Financial Statements;

“**Business**” is defined in Section 5;

“**Business Plan**” means a five year business plan and budget for NCCDIC prepared and approved in accordance with Section 18.1;

“**CAO**” means the chief administrative officer of Northumberland;

“**Chair**” means the Chair of the Board of NCCDIC from time to time;

“**Council**” means the municipal council of the County of Northumberland;

“**Financial Statements**” means, for any particular period, audited or unaudited (as stipulated in this Declaration), comparative financial statements of NCCDIC consisting of not less than a balance sheet, a statement of income and retained earnings, a statement of changes in financial position, a report or opinion of the Auditor (in the case of audited Financial Statements) and such other statements, reports, notes and information prepared in accordance with generally accepted accounting principles (consistently applied) and as are required in accordance with any applicable law;

“**Fiscal Year**” means, in respect of NCCDIC, the annual period of twelve (12) consecutive months as determined by the Board for tax and accounting purposes, including the preparation of financial statements;

**“Governmental Authority”** means any federal, provincial, or municipal government, parliament or legislature, or any regulatory authority, agency, tribunal, commission, board or department of any such government, parliament or legislature, or any court or other law, regulation or rule making entity, having jurisdiction in the relevant circumstances, including the Canadian Radio-television and Telecommunications Commission, and any person acting under the authority of any Governmental Authority;

**“Northumberland”** means the Corporation of the County of Northumberland;

**“Laws”** means:

- (i) applicable Canadian federal, provincial or municipal laws, orders-in-council, by laws, codes, rules, policies, regulations and statutes;
- (ii) applicable orders, decisions, codes, judgments, injunctions, decrees, awards and writs of any court, tribunal, arbitrator, Governmental Authority or other person having jurisdiction;
- (iii) applicable rulings and conditions of any licence, permit, certificate, registration, authorization, consent and approval issued by a Governmental Authority; and
- (iv) any requirements under or prescribed by applicable common law;

**“Lien”** means any mortgage, assignment, encumbrance, security interest, regardless of form, that secures the payment of any indebtedness or liability or the observance or performance of any obligation;

**“Nominating Committee”** means a committee of the Board established by the Board for the purpose set out in Section 8(h)(iii);

**“NCCDIC”** means Northumberland County Community Developments Corporation;

**“OBCA”** means the *Business Corporations Act* (Ontario);

**“Person”** means a natural person, firm, trust, partnership, limited partnership, company or corporation (with or without share capital), joint venture, sole proprietorship, governmental or regulatory authority or other entity of any kind;

**“President and CEO”** means the president and chief executive officer of NCCDIC;

**“Private Director”** means an individual who is not a member of Northumberland County Council or an employee of, or consultant to, Northumberland or of any agency, board or commission of Northumberland;

**“Shareholder”** means the Corporation of the County of Northumberland;

**“Shareholder Declaration”** or **“Declaration”** means this shareholder declaration;

“**Shareholder Representative**” is defined in Section 12.2;

“**Strategic Plan**” is defined in Section 3(d);

“**Subsidiary**” has the meaning given to such term in the OBCA.

1.2 Schedules – The following schedules form a part of this Shareholder Declaration and are incorporated by reference:

Schedule A: NCCDIC Inc. Dividend Policy

Schedule B: Director Compensation Policy

1.3 Headings and Table of Contents – The inclusion of headings and a table of contents in this Shareholder Declaration are for convenience of reference only and shall not affect the construction or interpretation of this Shareholder Declaration.

1.4 Number – In this Shareholder Declaration, unless the context otherwise requires, words importing the singular include the plural and vice versa and words importing gender include all genders.

1.5 Laws – All references to statutes or Law contained in this Shareholder Declaration means those statutes or Law in effect from time to time, and all amendments thereto or any re-enactment thereof or replacement statutes.

## 2. Purpose

The purposes of this Declaration are as follows:

- (a) Subject to the Board’s authority to manage or supervise the management of the business and affairs of NCCDIC, to provide the Board with the Shareholder’s expectations relating to the principles of governance and other fundamental principles and policies regarding the Business;
- (b) To inform the residents of the County of Northumberland of the Shareholder’s fundamental principles regarding the Business;
- (c) To set out the accountability, responsibility and relationship between the Board and the Shareholder

Except as provided in Section 13, this Shareholder Declaration is not intended to constitute a unanimous shareholder declaration under the OBCA or to formally restrict the exercise of the powers of the Board.

## 3. Shareholder’s Expectations

The Shareholder expects that the Board will establish for itself policies to:

- (a) develop and maintain a prudent financial and capitalization structure for NCCDIC consistent with industry benchmarks and sound financial principles and established on the basis that the Corporation is intended to be a self-financing entity;
- (b) subject to Schedule A, preserve and enhance the value of the Business, and provide the Shareholder with a commercially reasonable return on equity:
  - (i) through the payment of dividends or otherwise;
  - (ii) increase enterprise value over time; and
  - (iii) consistent with a prudent financial and capitalization structure;
- (c) manage all risks related to the business conducted by NCCDIC, through the timely adoption of appropriate risk management strategies and internal controls consistent with industry norms; and
- (d) develop a long range strategic plan (“**Strategic Plan**”) for NCCDIC which is consistent with the maintenance of a viable, competitive business and preserves and enhances the value of NCCDIC.

#### **4. Principles**

The following principles will govern the operations of NCCDIC:

- (a) NCCDIC recognizes that it is in the best interests of NCCDIC and the Shareholder that it conduct its affairs:
  - (i) on a for-profit and commercially prudent basis, and in accordance with the financial performance objectives of the Shareholder as set out herein; and
  - (ii) in a manner consistent with policies as may be established by the Shareholder from time to time.
- (b) NCCDIC will operate in a safe and environmentally responsible manner.
- (c) The Board is responsible for determining and implementing the appropriate balance among the foregoing principles and for causing NCCDIC to conduct its affairs in accordance with the same.
- (d) Shareholder return and benefits will be measured by several metrics, including but not limited to, dividends and increase in enterprise value over time. In general, a long term, strategic view will be applied to the measure of shareholder return.

#### **5. Permitted Business Activities**

Subject to the restrictions in Section 13, NCCDIC may engage in businesses and related services and activities which are permitted by any Laws applicable from time to time (the



“**Business**”), and as the Board of NCCDIC may authorize in accordance with the terms of this Shareholder Declaration. In so doing, NCCDIC shall comply with all applicable Laws.

## **6. Standards of Governance**

As required by the OBCA, the Board shall supervise the management of the business and affairs of NCCDIC, and, in so doing, shall act honestly and in good faith with a view to the best interests of NCCDIC and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

## **7. Board of Directors and Responsibilities**

Subject to any matters requiring approval of the Shareholder pursuant to this Shareholder Declaration, the Board will supervise the management of the business and affairs of NCCDIC, including the following specific matters:

- (a) approving the Business Plan;
- (b) approving the Strategic Plan;
- (c) approving any dividend payment as provided for in Schedule A;
- (d) appointing the officers of NCCDIC; and
- (e) approving the remuneration of the senior management of NCCDIC (which includes but is not necessarily limited to the officers).

## **8. Board of Directors**

- (a) Number of Directors – The Board of NCCDIC shall consist of no less than one (1) director and no more than five (5) directors to be appointed by and approved by the Shareholder.
- (b) Initial Board: The first board of directors shall consist of the following three (3) directors: Jennifer Moore, T.J. Flynn and Robert Watson (the “Initial Board”). The Initial Board shall serve until the construction of the turnkey high-speed digital communications network to provide Internet services to Northumberland businesses, homes and community services through a public-private partnership with a private sector led utility is completed (the “Broadband Project”).
- (c) Composition of the Board – Except for the Initial Board of directors as contemplated in Section 8(b), unless otherwise determined by the Shareholder in its discretion, the Board shall consist of Private Directors only.
- (d) Chair of NCCDIC – The Chair of the Board shall not have a deciding vote in the case of a tie.

- (e) President and CEO, Chief Financial Officer and Chief Operating Officer of NCCDIC – The President and Chief Executive Officer and the Chief Financial Officer of NCCDIC shall not be Directors but may be invited to attend meetings of the Board, at the discretion of the Board.
- (f) Term of Directors; Staggered Board – Except for the Initial Board, the Shareholder shall elect Directors to hold office for a term of three (3) years, except that any one or more Directors may be elected for a one (1) or two (2) year term if necessary and at the discretion of the Shareholder to provide staggered terms. At the first annual meeting of the Shareholder, up to two (2) of the Directors may be elected with a one (1) year or two (2) year term to give effect to a staggered Board. If directors are not elected at an annual meeting, the incumbent directors continue in office until their successors are elected.
- (g) Successive Terms - Any member of the Board may serve for successive terms as determined by the Shareholder in its discretion, except for any initial Director that is not a Private Director.
- (h) Vacancies – If a member of the Board ceases to be a director for any reason, the Shareholder will fill the vacancy created thereby as soon as reasonably possible.
- (i) Board Committees – The Board shall establish the following committees:
  - (i) Audit and Finance Committee to review financial results, which may comprise only directors of the Board;
  - (ii) Governance Committee to determine senior management compensation and the detailed procedures for Director compensation, which may comprise only directors of the Board; and
  - (iii) Nominating Committee to identify, evaluate and recommend candidates for the Board to the Shareholder, which may comprise only directors of the Board.
- (j) Role of Nominating Committee – After the initial Board is appointed, the Shareholder shall consider candidates nominated by the nominating committee of the Board (the “**Nominating Committee**”), but shall not be obliged to select such candidates. It is expected that the Nominating Committee will develop a process to identify and evaluate potential Board candidates in order to recommend a slate of qualified candidates to the Shareholder.
- (k) Compensation
  - (i) Directors – The directors shall receive such remuneration for their service as directors as determined from time to time by the Shareholder, provided that each member of the Board shall be entitled to incur reasonable expenses for travel and/or training in respect of the director’s role on the Board, in accordance with policies established by the Board from time to

time and approved by the Shareholder. Initially, the director compensation policy will be as set out in Schedule B.

## **9. Qualifications of Directors**

The Board will be residents of Canada. In appointing directors to the Board, the Shareholder will give due regard to the qualifications of candidates, including experience or knowledge with respect to:

- (a) awareness of commercial and public policy issues related to NCCDIC including, among other areas, the telecommunications/broadband market;
- (b) relevant business expertise and industry knowledge in the telecom sector and other businesses which NCCDIC may pursue;
- (c) governance experience with private and public boards of directors involved in significant commercial corporations;
- (d) financial, legal, accounting, marketing and/or commercial experience;
- (e) knowledge and experience with risk management strategy, including financial literacy.

## **10. Conflict of Interest Policy**

The directors and officers of NCCDIC will strictly abide by the requirements of the OBCA and NCCDIC in respect of conflicts of interest, including any requirements in respect of disclosure and abstention from voting. A detailed conflict of interest policy will be established by NCCDIC within six (6) months of the date hereof.

## **11. Direction by the Shareholder**

- 11.1 Direction by the Shareholder – At its sole option and discretion, the Shareholder may direct NCCDIC to carry out certain actions in relation to its Business, subject to applicable Laws.
- 11.2 Notification of Shareholder Directions – Directions of the Shareholder shall require a resolution or bylaw of Council duly passed at a meeting of Council, and any such direction shall be delivered to the Board by written notice signed by the Shareholder Representative. The Shareholder Representative shall deliver a copy of each such written notification delivered to the Board contemporaneously with each notification.

## **12. Decisions of the Shareholder**

- 12.1 Advance Notice – No required approval or decision of the Shareholder will be given unless NCCDIC has given reasonable advance notice in writing of the need for approval and has provided such information as is reasonably necessary for the Shareholder to make an informed decision regarding the subject matter requiring approval.

- 12.2 Shareholder Representative – The Shareholder hereby designates the CAO as the legal representative of the Shareholder (the “**Shareholder Representative**”) for purposes of communicating to the Board pursuant to Section 12.3, any consent or approval required by this Shareholder Declaration or by the OBCA. NCCDIC shall be entitled to rely on any communication received by the CAO.
- 12.3 Notification of Shareholder Approval – Approvals or decisions of the Shareholder required pursuant to this Shareholder Declaration or the OBCA shall require a resolution or bylaw of Council duly passed at a meeting of Council, and any such decision shall be delivered to the Board by written notice signed by the Shareholder Representative.

### **13. Matters Requiring Shareholder Approval**

The Shareholder hereby directs NCCDIC at all times to seek the approval of the Shareholder in respect of each of the following matters prior to NCCDIC undertaking or causing to be undertaken any of the following matters:

- (a) in any one financial year, entry into one or more transactions to acquire or be acquired, whether by way of purchase or otherwise, of, or merger or amalgamation with, any one or more Persons, which transactions have a transaction value of greater than 25% of the Book Value individually, or in the aggregate;
- (b) entry into any joint venture, partnership, strategic alliance or other venture, which would require an investment, or which would have a financial impact greater than 25% of the Book Value;
- (c) in any financial year, enter into one or more transactions which individually or in the aggregate, except as provided in the Business Plan, result in the disposition, lease or sale of any part of the business of NCCDIC equal to or greater than 25% of its Book Value;
- (d) entry into formal or informal discussions or preparation or execution of any letter, memorandum of understanding or other binding or non-binding document with any Person in relation to any transaction described in paragraph (a), (b) or (c) of this Section 13;
- (e) changing or removing any restriction on the business of NCCDIC;
- (f) creating new classes of shares of NCCDIC;
- (g) enter into one or more amalgamations of NCCDIC with any other corporation(s);
- (h) the institution of proceedings for any winding up, arrangement or dissolution of NCCDIC;
- (i) appointment of auditors of NCCDIC;

- (j) an application to continue NCCDIC as a corporation under the laws of another jurisdiction;
- (k) issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class of NCCDIC;
- (l) redeem or purchase any outstanding shares of NCCDIC;
- (m) any change in the dividend policy of NCCDIC;
- (n) engaging in any business activity other than as expressly permitted under Section 5;
- (o) salary, benefits and other compensation of members of the Board;
- (p) election, replacement, composition and number of members of the Board;
- (q) directors and officers insurance arrangements for NCCDIC;
- (r) provide any financial assistance, whether by loan, guarantee or otherwise, to any director or officer of NCCDIC;
- (s) establish a new Subsidiary; and
- (t) enter into any agreement, commitment or investment that creates any Lien or recourse in favour of any third party to the assets of NCCDIC.

For purposes of this Section 13, the Book Value of all assets of NCCDIC shall be the values reported in the audited Financial Statements of NCCDIC as at the end of its most recently completed Fiscal Year. For the purpose of paragraph (r) of this Section 13, the term "financial assistance" does not include remuneration paid in the normal course of business to directors, officers or employees, including honoraria, wages, salaries or bonuses, or any reimbursement for expenses arising from such persons' duties.

#### **14. Audit**

NCCDIC's Financial Statements will be audited annually. The first Auditor of NCCDIC is [NTD – INSERT NAME THE AUDITOR].

#### **15. Accounting**

NCCDIC will, in consultation with the Auditor, adopt and use the accounting policies and procedures which may be approved by the Board from time to time and all such policies and procedures will be in accordance with generally accepted accounting principles and applicable regulatory requirements.

## 16. Annual Financial Statements

The Board will cause the Auditor to deliver, as soon as practicable and in any event within ninety (90) days after the end of each Fiscal Year, the audited Financial Statements of NCCDIC for consideration by the Shareholder.

## 17. Annual meeting

- (a) Within six (6) months after the end of each Fiscal Year, the Board shall report to the Shareholder at a public meeting of Council and provide such information concerning NCCDIC as the Board considers appropriate.
- (b) The Shareholder shall annually, consider candidates for the Board as proposed by the Nominating Committee and elect the members of the Board, appoint the auditor (the "**Auditor**") of NCCDIC, receive the audited Financial Statements of NCCDIC for the last completed Fiscal Year and complete such other business as would normally be completed at an annual meeting of shareholders under the OBCA.

## 18. Reporting

### 18.1 Business Plan

Not later than sixty (60) days prior to the end of each Fiscal Year, the Board will approve and submit to the Shareholder on a strictly private and confidential basis in camera and in accordance with applicable law, a business plan for NCCDIC for the next five Fiscal Years (the "**Business Plan**"). The Business Plan will be prepared on a consistent basis with the Business Plan then in effect. NCCDIC will carry on its business and operations in accordance with the Business Plan which will include, in respect of the period covered by such plan:

- (a) the strategic direction and any new business initiatives which NCCDIC will undertake;
- (b) an operating and capital expenditure budget for the next Fiscal Year and an operating and capital expenditure projection for each Fiscal Year thereafter, including the resources necessary to implement the draft business plan;
- (c) the projected annual revenues and profits for each Fiscal Year of the Business Plan for NCCDIC;
- (d) pro forma consolidated and unconsolidated financial statements, including projected dividend payments to the Shareholder;
- (e) an acquisition budget setting forth the nature and type of capital expenditures proposed to be made in the following Fiscal Year, supported by explanations, notes and information upon which the budget was based;

- (f) any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the Shareholder; and
- (g) any material variances from the Business Plan then in effect.

## **18.2 Quarterly Reports**

Within 60 days after the end of each fiscal quarter, the Board will prepare (on a consistent basis with the previous fiscal quarter) and submit in writing to the treasury department of the Shareholder a quarterly report on a strictly confidential basis. The quarterly report will include, in respect of the immediately preceding fiscal quarter:

- (a) quarterly unaudited consolidated and unaudited Financial Statements;
- (b) such explanations, notes and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in the current Business Plan, including any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the Shareholder;
- (c) information that is likely to materially affect the Shareholder's financial objectives;
- (d) information that is likely to materially affect customers' perceptions or opinions regarding NCCDIC;
- (e) information regarding any matter, occurrence or other event which is a material breach or violation of any law; and
- (f) any such additional information as the Shareholder may specify from time to time.

## **18.3 Access to Records**

The duly appointed Shareholder Representative shall have unrestricted access to the books and records of NCCDIC during normal business hours. The Shareholder Representative shall treat all information of NCCDIC with the same level of care and confidentiality as any confidential information of the Shareholder and in compliance with applicable Laws, having regard to the commercially sensitive and highly competitive nature of the Business.

## **18.4 Reporting on Major Developments**

In addition to the annual meeting described in Section 17, the Board shall report to the Shareholder Representative on major business developments or materially adverse results as the Board, in its discretion, considers appropriate and such reports received may be considered by the Shareholder Representative in a forum determined to be appropriate by the Shareholder Representative giving consideration to the Board's recommendation and the nature of the commercially sensitive and highly competitive nature of the Business.

## 18.5 Confidentiality

Except as required by applicable Laws or any Governmental Authority and except for the annual report to Council pursuant to Section 17, the Shareholder shall treat as confidential each Business Plan and all other information provided to it in confidence pursuant to this Section 18, subject to the *Municipal Act* and other applicable Laws.

## 19. Revisions to this Shareholder Declaration

The Shareholder and NCCDIC acknowledge that this Shareholder Declaration may be revised from time to time as circumstances may require and that the Shareholder will consult with the Board prior to completing any revisions and will promptly provide NCCDIC with a copy of such revisions.

## 20. Notices

Any notice, designation, communication, request, demand or other document, required or permitted to be given or sent or delivered to or from the Shareholder or NCCDIC shall be in writing and shall be sufficiently given or sent or delivered if it is:

- (a) delivered personally,
- (b) sent to the party entitled to receive it by registered mail, postage prepaid, mailed in Canada, or
- (c) sent by email.

Notices shall be sent to the following addresses or email addresses:

- (i) in the case of the Shareholder,  
The Corporation of the County of Northumberland  
Address  
  
Attention: Chief Administrative Officer  
  
Email:
- (ii) in the case of NCCDIC,  
  
Address  
Attention: Chief Executive Officer  
  
Email:

or to such other address or telecopier number as the party entitled to or receiving such notice, designation, communication, request, demand or other document shall, by a notice given in



accordance with this Section 20, have communicated to the party giving or sending or delivering such notice, designation, communication, request, demand or other document.

Any notice, designation, communication, request, demand or other document given or sent or delivered as aforesaid shall:

- (d) if delivered personally as aforesaid, be deemed to have been given, sent, delivered and received on the date of delivery;
- (e) if sent by registered mail as aforesaid, be deemed to have been given, sent, delivered and received (but not actually received) on the fourth Business Day following the date of mailing, unless at any time between the date of mailing and the fourth Business Day thereafter there is a discontinuance or interruption of regular postal service, whether due to strike or lockout or work slowdown, affecting postal service at the point of dispatch or delivery or any intermediate point, in which case the same shall be deemed to have been given, sent, delivered and received in the ordinary course of the mails, allowing for such discontinuance or interruption of regular postal service; and
  - (i) if sent by telecopy machine, be deemed to have been given, sent, delivered and received on the date the sender receives the telecopy answer back confirming receipt by the recipient.

DATED at Northumberland, Ontario this ● day of ●, 2022.

**THE CORPORATION OF THE  
MUNICIPALITY OF NORTHUMBERLAND**

By: \_\_\_\_\_  
Name:  
Title:

By: \_\_\_\_\_  
Name:  
Title:

**NORTHUMBERLAND COUNTY  
COMMUNITY DEVELOPMENT  
INITIATIVES CORPORATION**

By: \_\_\_\_\_  
Name:  
Title:

By: \_\_\_\_\_  
Name:  
Title:

## SCHEDULE "A"

### NCCDIC INC. DIVIDEND POLICY

The dividend policy of NCCDIC is predicated on the mandate of the Board which includes maximizing value to the Shareholder. Such value is generally realized by the Shareholder through dividends or the appreciation of Shareholder investment. The Board shall declare and pay dividends from available earnings and cash flow, as follows:

#### 1. Conditions Precedent to the Payment of Dividends

Dividends will be paid to the extent that such payment would not otherwise cause:

- (a) noncompliance with relevant statutes and regulations;
- (b) a breach of contract or the immediate or anticipated failure to otherwise meet the terms of financing arrangements;
- (c) an impairment in the operations and maintenance of the assets of the Corporation;
- (d) an impairment in financial prudence including capital investment in infrastructure;
- (e) a deterioration in the credit rating of NCCDIC, as applicable;
- (f) an impairment in the maintenance and growth of businesses, consistent with the Business Plan.

#### 2. Payment of Dividends

Dividends will be paid quarterly and paid March 1st (or shortly following the approval of the annual audited financial statements of the preceding year), June 1st, September 1st and December 1st. The first dividend of the Fiscal Year, targeted for payment on March 1st, will also include any adjustment to bring the total annual dividend for the preceding year to the full Dividend Amount in the event that the previous annual dividend declared and paid was less than \$\*. All of the foregoing will be subject to the Conditions Precedent.

#### 3. Reporting to Shareholder

In the event that the Board does not approve a payment of a Regular Dividend, the Board will promptly report the circumstances underlying the non-payment to the Shareholder and, thereafter, provide progress reports to the Shareholder and, as applicable to NCCDIC on a quarterly basis until such time as the payment of Regular Dividends resumes.

4. Amendment to Dividend Policy

The Shareholder may amend this dividend policy if business circumstances change to warrant such change, all in the sole discretion of the Shareholder.

**SCHEDULE “B”**  
**DIRECTOR COMPENSATION POLICY**

**1. COMPENSATION PRINCIPLES**

- (a) **Goals.** NCCDIC offers remuneration to directors in order to:
- (i) attract and retain skilled, productive Board members with core governance competencies;
  - (ii) ensure external market competitiveness and equity;
  - (iii) recognize the additional responsibilities undertaken by the Chair; and
  - (iv) be fiscally responsible and consistent with corporate governance best practices.
- (b) **Review.** The Board shall ensure that the compensation of Elected Directors is reviewed every five years by an independent consultant, using the principles set out in this section, to ensure compensation practices remain current and in-line with market practices.

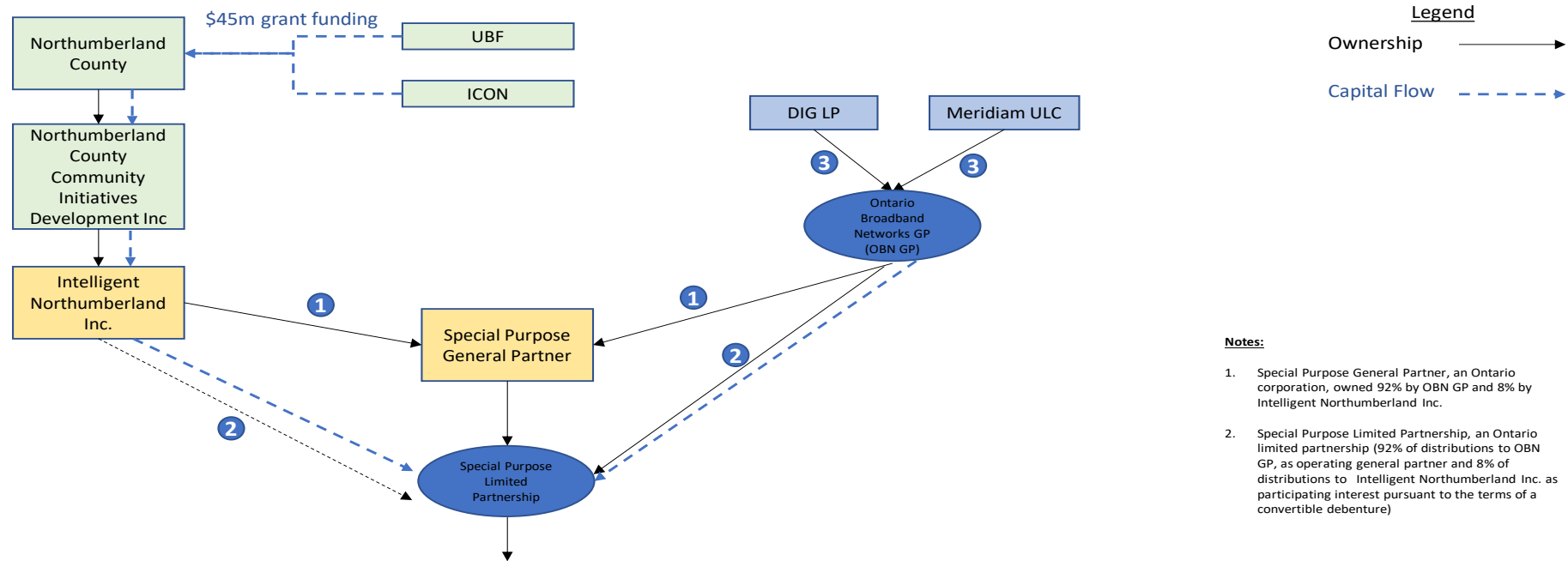
**2. COMPENSATION**

- (a) **Components.** Compensation of directors may consist of an annual retainer or a per diem for each meeting attended, or a combination of the foregoing.
- (b) **Maximum Compensation.** The compensation paid to a Director is expected to comprise a base annual retainer of approximately \$\*. The aggregate compensation paid to a Director, whether as a per diem for meetings attended or as annual retainer or combination of the foregoing, shall not exceed \$\*except in the case of the Chair. The aggregate compensation which may be paid to the Chair will not exceed \$\*.
- (c) **Procedures.** The Governance Committee will be charged with determining the specific details and procedures of Director compensation, subject to the requirements of this policy.

**3. NO COMPENSATION FOR INITIAL BOARD**

- (a) **Initial Board.** The Initial Board, defined in section 8 (b), shall receive no director compensation, but these directors shall be entitled to be reimbursed for their reasonable expenses incurred as a result of serving as a director of NCCDIC and its subsidiaries.

# Broadband Project Corporate Structure



**Legend**  
 Ownership ———→  
 Capital Flow - - - - -→

- Notes:**
1. Special Purpose General Partner, an Ontario corporation, owned 92% by OBN GP and 8% by Intelligent Northumberland Inc.
  2. Special Purpose Limited Partnership, an Ontario limited partnership (92% of distributions to OBN GP, as operating general partner and 8% of distributions to Intelligent Northumberland Inc. as participating interest pursuant to the terms of a convertible debenture)

- Commercial Contracts for the Project:
- Management Services Agreement
  - Construction Agreements
  - Fibre Wholesale Agreements
  - O&M Agreement
  - Credit Documents with Third Party Lender(s)
  - Services Contracts
  - Customer Contracts
  - Exclusivity Agreement
  - Project Support Agreement

**Schedule “E” to By-law 24-2022**  
**NORTHUMBERLAND COUNTY BROADBAND PROJECT**  
 Equity Term Sheet

Reference is made to the project to design, construct, operate and maintain a high speed fibre optic network in Northumberland County that initially services 13,448 households located within the geographic boundaries of Northumberland County and any future extension or expansion of such high speed fibre optic network to service additional households, institutions, commercial and industrial customers within the geographic boundaries of Northumberland County (the “**Project**”).

The purpose of this term sheet is to describe in broad terms the basis upon which Intelligent Northumberland Inc. (“**Intelligent Northumberland**”) and Ontario Broadband Networks GP (“**OBN GP**”) are prepared to form a special purpose general partner and a special purpose limited partnership to undertake the Project. The provisions of this term sheet outline the principal terms and conditions upon which the Parties will negotiate the shareholders agreement on the terms contemplated in Section B.(I) below (the “**Shareholders Agreement**”) the limited partnership agreement on the terms contemplated in Section B.(II) below (the “**LP Agreement**”) in respect of the Project and the terms of the convertible debenture to be held by which Intelligent Northumberland (the “**Convertible Debenture**”). The provisions of this term sheet under Parts A, B C and D do not create or constitute legally binding obligations between the Parties, nor impose any liability on any Party to another. The provisions of this term sheet under Part E will be legally binding on the Parties upon execution and delivery of this term sheet.

The OBN GP will, on behalf of Project LP, be required to obtain debt financing from an arm’s length third party on commercially reasonable terms to finance the construction and commissioning of the Project (the “**Project Financing**”). For clarity, OBN GP will be required fund the full amount of Project Financing to Project LP or cause one or more of its affiliates to fund the full amount of Project Financing to Project LP if the Project Financing is not available from an arm’s length third party on commercially reasonable terms.

The parties intend that the execution and delivery of the LP Agreement, the Shareholders Agreement and the Project Agreements will occur immediately prior to or concurrently with the financial close of Project Financing (“**Financial Close**”). For clarity, (i) any Project Financing will be without recourse of any kind to Intelligent Northumberland and/or Northumberland County, and (ii) Intelligent Northumberland will not be required to pledge its interest in Project LP or the GP as security to any lender in connection with a Project Financing or otherwise provide security of any kind.

<b>A. PRELIMINARY MATTERS</b>	
<b>Item</b>	<b>Details</b>
<b>1. Purpose</b>	<p>To document the general terms of the proposed limited partnership (“<b>Project LP</b>”) between Intelligent Northumberland, as a limited partner, and Ontario Broadband Networks GP, as a limited partner (together, the “<b>Parties</b>”).</p> <p>The purpose of SPV LP will be to bring fibre optic connectivity to Northumberland County through the Project.</p>
<b>2. Parties and Project Agreements</b>	<ul style="list-style-type: none"> <li>• The Parties will, as applicable, cause the following to occur (i) incorporate, under the laws of the Province of Ontario, a corporation that as the general partner of SPV LP (the “<b>Special Purpose GP</b>”</li> </ul>

	<p><b>Corp.”), (ii) enter into the Shareholders Agreement, (iii) form Project LP, and (iv) enter into the LP Agreement.</b></p> <ul style="list-style-type: none"><li>• It is anticipated that Project LP will enter into the following material contracts in connection the Project:<ul style="list-style-type: none"><li>○ a management services agreement with the Parties or their affiliates (the “<b>Management Services Agreement</b>”);</li><li>○ one or more agreements to design, engineer and construct the Project, in one or phases, with the Parties or their affiliates (the “<b>Construction Agreements</b>”);</li><li>○ form of wholesale contract with one or more internet service providers (the “<b>Fibre Wholesale Agreement</b>”);</li><li>○ an operations and maintenance agreement for the Project (the “<b>O&amp;M Agreement</b>”);</li><li>○ a credit agreement and certain security documents, direct agreements and other ancillary documents (“<b>Credit Documents</b>”), each on the terms and conditions agreed between the SPV LP and the lender;</li><li>○ one or more services contracts between SPV LP, the Parties or their affiliates or other third parties to provide customer services (the “<b>Services Contracts</b>”);</li><li>○ an exclusivity agreement between, on the one hand, OBN GP and [NTD: insert applicable parent entities of the partners] and, on the other hand, Intelligent Northumberland with respect to the expansion of the Project to greater than 13,448 households located and/or the design, construction, operation and maintenance of an additional high speed fibre optic network in Northumberland County (the “<b>Exclusivity Agreement</b>”);</li><li>○ a contribution support agreement between Project LP and Northumberland County pursuant to which Project LP will (i) provide documentation, support and evidence to assist to Northumberland County in the performance of any conditions to secure grant funding from the Province of Ontario or the Government of Canada, and (ii) pay an administration fee to Northumberland County by way of set-off from amounts received from grant funding from</li></ul></li></ul>
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	<p>the Province of Ontario or the Government of Canada (the “<b>Project Support Agreement</b>”); and</p> <ul style="list-style-type: none"> <li>○ [●].</li> </ul> <p>Collectively, the LP Agreement, Shareholders Agreement, Management Services Agreement, Construction Agreements, O&amp;M Agreement, Credit Documents, Fibre Wholesale Agreement, Exclusivity Agreement, the Project Support Agreement and [●] are referred to herein as the “<b>Project Agreements</b>”. The execution, delivery and performance of the Project Agreements, together with all agreements and instruments contemplated by or ancillary to such agreements by the Project LP, in will be unanimously approved by the shareholders of the Special Purpose GP Corp. within the Shareholders Agreement.</p>
<b>B. SPECIAL PURPOSE GENERAL PARTNER CORP.</b>	
<b>I. SHAREHOLDERS AGREEMENT</b>	
<b>Item</b>	<b>Details</b>
<p><b>1. Ownership</b></p>	<p>As set out in Section A.2, the Parties will incorporate a corporation that will serve as the managing general partner of Project LP. The proportion of common shares in the capital of the Special Purpose GP Corp. will be issued and held as follows:</p> <ul style="list-style-type: none"> <li>• Intelligent Northumberland: 8%; and</li> <li>• OBN GP: 92%</li> </ul> <p>(Intelligent Northumberland and OBN GP are referred together in this Section A.2 as the “<b>Shareholders</b>”).</p>
<p><b>2. Governance</b></p>	<p>The Special Purpose GP Corp. will be governed by a Shareholders Agreement which will set out, among other things, the following:</p> <ul style="list-style-type: none"> <li>• The board of directors of the Special Purpose GP Corp will consist of 5 directors (the “<b>Board</b>”), of which Intelligent Northumberland will nominate 1 director, and OBN GP will nominate 4 directors.</li> <li>• Quorum for a meeting of the board of directors will be 3 directors, provided at least one nominee director from each of Intelligent Northumberland and OBN GP are present.</li> <li>• The board of directors will meet at least once every 2 months monthly during the construction phase of the Project and quarterly thereafter. Participation in board meetings may occur through videoconference.</li> </ul>

	<ul style="list-style-type: none"> <li>• A director may at any time call a meeting of the directors by giving not less than 5 business days' notice.</li> </ul>
<p><b>3. Reserved Matters</b></p>	<p>The Special Purpose GP Corp. shall not take any of the following corporate actions without the unanimous approval of the Shareholders:</p> <p><i>Amendments to Constatng Documents</i></p> <ul style="list-style-type: none"> <li>• any amendment to the articles or by-laws of the Special Purpose GP Corp .or its subsidiaries, except as may be necessary to resolve any conflict in favour of the Shareholder Agreement;</li> <li>• any amendment, renewal or cancellation of the certificate of Project LP or any amendment to the LP Agreement;</li> </ul> <p><i>New Issuances, Redemptions, Variances and Transfers of Securities</i></p> <ul style="list-style-type: none"> <li>• the issuance of any securities of Project LP or the Special Purpose GP Corp., or the issuance or granting of any options, rights, warrants or other agreements to purchase, acquire or otherwise obtain any securities except to the existing Shareholders or partners of Project LP or upon a conversion of the Debenture (as defined in Section B.(II) below);</li> <li>• the approval of any transfer or indirect transfer of securities of Project LP or the Special Purpose GP Corp, the Encumbrance of any securities of Project LP or the Special Purpose GP Corp. other than to a Permitted Transferee;</li> <li>• the admission of any additional partners of Project LP other than a Permitted Transferee and acceptance of subscriptions for new Units (as defined in Section B.(II) below) or the approval of any agreement to vary a partner's right to receive distributions or the distributions to the holder of the Convertible Debenture;</li> <li>• any repayment of all or a portion of the principal amount of the Convertible Debenture;</li> <li>• the admission of any new shareholder of the Special Purpose GP Corp. other than a Permitted Transferee or approval of any agreement to vary a Shareholder's right to receive dividends or distributions;</li> </ul> <p><i>Fundamental Matters</i></p> <ul style="list-style-type: none"> <li>• any change in the fiscal year of the Special Purpose GP Corp., any subsidiary or Project LP;</li> <li>• the filing of any application under the <i>Bankruptcy and Insolvency Act</i>, the <i>Companies Creditors Arrangement Act</i> or legislation of similar effect in respect of the Special Purpose GP Corp., Project LP or any subsidiary;</li> <li>• the purchase, lease or other acquisition of any property or assets out of the ordinary course of the business of the Special Purpose GP</li> </ul>

	<p>Corp., Project LP or any subsidiary or the making of any commitment to do so;</p> <ul style="list-style-type: none"><li>• the issuance or making of any material correspondence to the residents of Northumberland County or any other Governmental Authority or any Indigenous community in respect of the Project, including any material correspondence that could reasonably be expected to have an adverse effect on the Project;</li><li>• the purchase or other acquisition of any securities or other ownership, equity or proprietary interest in any other Person or the incorporation or creation of any subsidiary of the Special Purpose GP Corp., Project LP or any subsidiary;</li><li>• the amendment, modification and/or termination of any Project Agreement or the granting of any waivers or consents thereunder;</li><li>• the determination of any matter referred to the Shareholders pursuant to a Conflict of Interest pursuant to Section 4;</li><li>• any amalgamation or merger of the of the Special Purpose GP Corp., Project LP or any subsidiary with another Person;</li><li>• the dissolution, winding-up or liquidation of the of the Special Purpose GP Corp., Project LP or any subsidiary or the Special Purpose GP Corp., Project LP or any subsidiary ceasing to carry on business in the ordinary course;</li><li>• an initial public offering, whether on a treasury or secondary basis, resulting in the holding of equity of the of the Special Purpose GP Corp., Project LP or any subsidiary, directly or indirectly, by the public, or a transaction giving rise to a stock market listing or over-the-counter quotation of equity of the of the Special Purpose GP Corp., Project LP or any subsidiary or any subsidiary, directly or indirectly, including an amalgamation, securities exchange take-over bid or other transaction having a similar result, and an offering of units of an income trust or similar offering where the trust, directly or indirectly, owns equity of the of the Special Purpose GP Corp., Project LP or any subsidiary;</li><li>• the transfer, lease, exchange or other disposition of any assets of the Special Purpose GP Corp., Project LP or any subsidiary out of the ordinary course of its Business or the granting of any right, option or privilege to purchase, lease or otherwise acquire those assets;</li><li>• the resignation of the Special Purpose GP Corp. as the general partner or the transfer of its Units to another Person or the admission of a new or additional general partner of Project LP;</li><li>• any change from Canada in the place of tax residence of the Special Purpose GP Corp., Project LP or any subsidiary;</li><li>• the entering into of any arrangement whereby the Special Purpose GP Corp, in its capacity as managing general partner of Project LP,</li></ul>
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	<p>delegates all or substantially all of its duties as managing general partner of the Project LP to any other Person;</p> <ul style="list-style-type: none"> <li>• a material change in, or the taking of any action which may lead to or result in a material change in, the business;</li> <li>• the making of any tax elections pursuant to the LP Agreement; and</li> <li>• entering into any agreement or other commitment to do any of the matters set out in this section, either with respect to Project LP, the Special Purpose GP Corp. or with respect to any subsidiary.</li> </ul>
<p><b>4. Conflicts of Interest</b></p>	<p>For the purpose of this Section 4, "<b>Representative</b>" means a director and/or officer of an appointing Shareholder. "<b>Conflict of Interest</b>" means any matter before the board of directors which requires the board of directors to determine whether or how Project LP should:</p> <ul style="list-style-type: none"> <li>a) enforce or waive a right against a Representative's appointing Shareholder or any affiliate of such Shareholder in relation to a liability, loss, cost, charge or expense paid, suffered or incurred by Project LP from an act or omission of that appointing Shareholder or any affiliate of such Shareholder, including the initiation of any legal or dispute resolution process;</li> <li>b) respond to or defend the exercise or purported exercise of a right by a Representative's appointing Shareholder or any affiliate of such Shareholder against Project LP in relation to a liability, loss, cost, charge or expense paid, suffered or incurred by such person;</li> <li>c) determine not to enforce any rights of Project LP under any Project Agreement or grant any allowances or relief to a Representatives' appointing Shareholder or any affiliate of such Shareholder with respect to its obligations under such Project Agreement; or</li> <li>d) budget or allocate any Partnership funds to allow for, or otherwise fund, defend or otherwise respond to the matters set forth in (a), (b) and (c) above.</li> </ul> <p>In the event of a Conflict of Interest, the terms of the Shareholders Agreement will relieve the board from the power to vote or deliberate on matters relating to any such Conflict of Interest and vest such power with the applicable Shareholder whose representatives are not subject to a Conflict of Interest.</p>

<p><b>5. Other Non-Arm's Length Transactions</b></p>	<p>Other than the Project Agreements, any other agreement, arrangement or understanding entered into by the Project LP or the Special Purpose GP Corp with any person who is not at arm's length within the meaning of the <i>Income Tax Act</i> (Canada) in respect of the activities and affairs of the Project LP or the Special Purpose GP Corp will be on terms that are no less favourable to the Project LP or the Special Purpose GP Corp, as applicable, than those that would have been available from an arm's length third party.</p>
<p><b>6. Financial Matters</b></p>	<p>The financial year of the Special Purpose GP Corp will end on December 31 of each year.</p> <ul style="list-style-type: none"> <li>• The Special Purpose GP Corp will: <ul style="list-style-type: none"> <li>○ furnish to each Shareholder, within 90 days following the end of each fiscal quarter of the Special Purpose GP Corp, the unaudited financial statements of the Special Purpose GP Corp for such quarter; and</li> <li>○ furnish to each Shareholder, within 120 days following the end of each fiscal year, the audited annual financial statements of the Special Purpose GP Corp for such fiscal year.</li> </ul> </li> <li>• The Special Purpose GP Corp and the Project LP will prepare financial statements in accordance with Canadian generally accepted accounting principles applicable to private enterprises under Part II of the CPA Canada Handbook of the Chartered Professional Accountants of Canada.</li> </ul>
<p><b>7. Share Transfers</b></p>	<ul style="list-style-type: none"> <li>• Any transfer of shares of the Special Purpose GP Corp, other than a transfer to an affiliate (such term to be defined in the Shareholders Agreement), will require prior written consent of all of the Shareholders.</li> <li>• Shareholders will be entitled to transfer shares to an affiliate without the consent of all of the Shareholders, providing: <ol style="list-style-type: none"> <li>1. the transferor Shareholder gives notice to the other Shareholders;</li> <li>2. the transferor Shareholder transfers all, but not less than all, of the shares owned by them;</li> <li>3. the transferee Shareholder executes an agreement to be bound by the Shareholders Agreement; and</li> </ol> </li> </ul>

	<p>4. the transferee Shareholder continues to be an affiliate of the transferor, unless the other Shareholders unanimously agree in writing.</p> <ul style="list-style-type: none"> <li>• If a Shareholder transfers all, or a portion, of its units in the Project LP to a transferee, that Shareholder will concurrently transfer the same proportion of its shares in the Special Purpose GP Corp to the same transferee.</li> <li>• Other than with respect to securing any senior debt, the Shareholders will not be allowed to create a security interest on its shares in the Special Purpose GP Corp or its rights under the Shareholders Agreement without the consent of the other Shareholders.</li> </ul>
<p><b>B. PROJECT LP</b></p>	
<p><b>II. LP AGREEMENT</b></p>	
<p><b>Item</b></p>	<p><b>Details</b></p>
<p><b>1. Partnership Structure</b></p>	<p>The Special Purpose GP Corp., as general partner (the “<b>Managing General Partner</b>”) and OBN GP, as general partner (the “<b>Operating General Partner</b>”) and the Special Purpose GP Corp, as limited partner, will together form the Project LP under the laws of Ontario to design, build, own, operate and maintain the Project with such Project LP governed by the terms and conditions of the LP Agreement.</p> <p>The interests of the partners of the limited partnership will be divided into and represented by units, as follows:</p> <ol style="list-style-type: none"> <li>1. Class A general partner units (the “<b>Class A GP Units</b>”), of which 1 Class A GP Unit will be authorized for issuance and issued to the Managing General Partner;</li> <li>2. Class B general partner units (the “<b>Class B GP Units</b>”), of which 92 units will be authorized for issuance and issued to the Managing General Partner;</li> <li>3. Class A limited partnership units (the “<b>Class A LP Units</b>”), of which 1 Class A LP Unit will be authorized for issuance and issued to the Managing General Partner; and</li> <li>4. Class B limited partnership units (the “<b>Class B LP Units</b>”), of which 8 Class B LP Units will be authorized and reserved for issuance pursuant to the terms of the Convertible Debenture</li> </ol> <p>The Class A GP Units, Class B GP Units, Class A LP Units and Class B LP Units are collectively referred to as the “<b>Units</b>”.</p>

<p><b>2. Attributes of Units</b></p>	<p>Except as set forth above and with respect to distributions, all of the Units will be of equal preference and priority, and will have the same rights and restrictions attached.</p>
<p><b>3. Voting</b></p>	<ul style="list-style-type: none"> <li>• Each Partner will have voting rights in proportion to its holding of Units in the Project LP. General meetings of the partners will be held at any time determined by the Managing General Partner. Approval of all of the Partners (an “<b>Extraordinary Resolution</b>”) will be required for the following matters: <ul style="list-style-type: none"> <li>○ removal or dismissal of the Managing General Partner;</li> <li>○ appointment or admission of a new or successor Managing General Partner;</li> <li>○ any material change in the business carried on by Project LP;</li> <li>○ the sale, lease, exchange, transfer or other disposition of all or substantially all of the assets of the Project LP, except on dissolution or as otherwise contemplated by the LP Agreement.</li> </ul> </li> </ul> <p>For clarity, all Project-specific decisions will remain the responsibility of the GP, as set out in the Shareholders Agreement.</p>
<p><b>4. Equity Commitment and Contributions</b></p>	<ul style="list-style-type: none"> <li>• The Operating General Partner will be required to contribute capital to Project LP in such amounts as required to complete the design, construction, operation and commissioning of the Project. For clarity, Operating General Partner will be solely responsible to contribute additional equity to finance construction cost overruns or other liabilities and expenses of Project LP.</li> <li>• Intelligent Northumberland will not be required to contribute any capital to Project LP except for an aggregate amount of \$8 upon the conversion of its Convertible Debenture.</li> </ul>
<p><b>5. Project Financing</b></p>	<ul style="list-style-type: none"> <li>• The GP will use commercially reasonable efforts to negotiate non-recourse long-term debt with an institutional or other lender on the best available market terms (the “<b>Senior Debt</b>”).</li> <li>• Any Senior Debt will not include any recourse or claim against Intelligent Northumberland, Northumberland County Community Initiatives Development Inc. or the County of Northumberland of any kind or the require the subordination of the Convertible Debenture.</li> </ul>
<p><b>6. Allocations and Distribution</b></p>	<p><b>Allocation</b></p> <ul style="list-style-type: none"> <li>• Distributions of distributable cash of Project LP will be allocated as follows:</li> </ul>

	<ul style="list-style-type: none"><li>○ <i>first</i>, the partner holding the Class A GP Unit will be entitled to be paid a priority distribution equal to 0.01% of any amount available for distribution, up to a maximum of \$500 in any calendar year;</li><li>○ <i>second</i>, the partner holding Class A LP Unit will be entitled to be paid a priority distribution equal to 0.01% of any amount available for distribution, up to a maximum of \$500 in any calendar year; and</li><li>○ <i>third</i>:<ul style="list-style-type: none"><li>● to the partner holding Class B GP Units, in proportion to the number of Class B Units held by them, 92% of distributions of net income; and</li><li>● to the partner holding Class A LP Units, in proportion to the number of Class A Units held by them, 8% of distributions of net income, provided that if no Class A LP Units are issued and outstanding on the applicable distribution date all such distributions will be paid as participating interest to the holder of the Convertible Debenture.</li></ul></li></ul> <ul style="list-style-type: none"><li>● For tax purposes, income and loss of the Project LP will be allocated as set out above.</li></ul> <p><b>Distributions</b></p> <ul style="list-style-type: none"><li>● The Managing General Partner will make distributions of Distributable Cash each quarter.</li><li>● Distributions of Distributable Cash may be subject to the payment waterfall required by the lenders and such payment waterfall will be set out in the Credit Documents.</li><li>● <b>“Distributable Cash”</b> means, with respect to a particular period, the amount by which the Project LP’s cash on hand at the end of such period (including any amounts borrowed by the Operating General Partner on behalf of Project LP and net proceeds received by Project LP from the Partners or the sale of assets) exceeds:<ul style="list-style-type: none"><li>○ unpaid operating and administration expenses of Project LP for that and any previous period;</li><li>○ unpaid debt service payments and charges incurred during that and any previous period; and</li></ul></li></ul>
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	<ul style="list-style-type: none"> <li>○ any reasonable cash reserve for appropriate levels of working capital which the Managing General Partner determines is necessary to satisfy Project LP’s current and anticipated obligations incurred or to be incurred in connection with the Project including funds set aside or reserves required by lenders to Project LP in respect of its borrowings or funds which cannot be distributed due to restrictions set out in the Credit Agreement.</li> </ul>
<p><b>7. Functions and Powers of the Partners</b></p>	<ul style="list-style-type: none"> <li>• The LP Agreement will contain standard provisions setting out the limitations on the authority and powers of the Limited Partners.</li> <li>• The duties of the Operating General Partner will be to undertake the operation and management of Project LP and the Project on a day-to-day basis. The Operating General Partner will not be permitted to take any actions that are Reserved Matters under the terms of the Shareholder Agreement (as set out in Section B.1.(3) above) for and on behalf of Project LP, which will be incorporated by reference into the terms of the LP Agreement.</li> </ul>
<p><b>8. Financial Matters</b></p>	<p>The financial year of Project LP will end on December 31 of each year. The GP will:</p> <ul style="list-style-type: none"> <li>• furnish to each Partner, within 90 days following the end of each fiscal quarter of the Project LP, the unaudited financial statements of the Project LP for such quarter;</li> <li>• furnish to each Partner, within 120 days following the end of each fiscal year, the audited annual financial statements of the Project LP for such fiscal year;</li> <li>• furnish to each Partner information concerning the amount of income or loss and tax income or tax loss for the fiscal year, the allocation thereof among the partners and all necessary income tax and provincial corporation capital tax reporting information.</li> </ul> <p>Project LP will, at the request of any Partner:</p> <ul style="list-style-type: none"> <li>• engage such accountants or auditors for the Project LP as may be approved by the Partners (the “<b>Auditors</b>”);</li> <li>• require the Auditors to conduct annual audits and such other audits as may be otherwise required; and</li> <li>• have the Auditors prepare audited financial statements for Project LP.</li> </ul>

<p><b>9. Dissolution</b></p>	<p>The Project LP will only be dissolved as a result of the occurrence of any of the following events:</p> <ul style="list-style-type: none"> <li>• all of the Partners consent to the voluntary dissolution of the Project LP;</li> <li>• the dissolution, liquidation, bankruptcy, insolvency or winding up of the GP or the appointment of a trustee, receiver, receiver and manager or liquidator of the GP, or following any event permitting a trustee or receiver or receiver and manager to administer the affairs of the GP;</li> <li>• the sale of all or substantially all of the Project LP's assets or of the Project;</li> <li>• any event that makes it unlawful for the business of the Project LP to be carried on; or</li> <li>• the occurrence of any other event which, under the laws of the Province of Ontario causes the dissolution of a limited partnership, other than admissions or withdrawal of a partner.</li> </ul> <p>The LP Agreement will contain provisions regarding liquidation of the assets of Project LP upon a dissolution event.</p>
<p><b>10. Dealing with Units</b></p>	<ul style="list-style-type: none"> <li>• Any transfer of Units of the Project LP, other than a transfer to an affiliate, will require prior written consent of all of the Limited Partners, which consent can be withheld for any reason.</li> <li>• A Partner will be entitled to transfer of its Units to an affiliate without the consent of all of the Limited Partners, provided that:             <ol style="list-style-type: none"> <li>1. the transferor partner gives notice to the other partners;</li> <li>2. the transferor partner transfers all, but not less than all, of the Units owned by it;</li> <li>3. the transferee partner executes an agreement to be bound by the LP Agreement;</li> <li>4. the transferee partner continues to be an affiliate of the transferor Limited Partner, unless the other partners unanimously agree in writing; and</li> <li>5. The Operation General Partner must at all times hold an equal percentage of shares in the Managing General Partner as it holds Class B GP Units in Project LP.</li> </ol> </li> <li>• No direct or indirect transfer of any Units or ownership interests in any partner, and no issuance of any additional shares or partnership Units may be made which results in a change in the control of such</li> </ul>

	<p>partner unless such Transfer or issuance is approved by each of the Partners.</p> <ul style="list-style-type: none"> <li>The Parties will fully cooperate in connection with the completion of any permitted transfer of Units and under terms of the Shareholders Agreement and Units under the terms of the LP Agreement, including the execution of all necessary resolutions and consents.</li> </ul>
<p><b>11. Capital Accounts</b></p>	<ul style="list-style-type: none"> <li>The Managing General Partner will maintain a separate capital account for each partner and will, on receipt of an amount in respect of a Capital Contribution, credit the account of the applicable partner with that Capital Contribution and will debit the account with the amount of any Capital Contribution actually returned from time to time by Project LP to the Limited Partner.</li> <li>The interest of a Limited Partner will not terminate by reason of there being a negative or nil balance in the Limited Partner's capital account. No Limited Partner will be responsible for any losses of any other Limited Partner, or share in the allocation of net income or loss attributable to the Units of any other Limited Partner.</li> </ul>
<p><b>12. No Interest on Capital Account</b></p>	<ul style="list-style-type: none"> <li>Project LP will not pay interest on any credit balance of the capital account of a partner. No partner is required to pay interest to the Partnership on any Capital Contribution returned to the partner or on any negative balance in the partner's capital account</li> </ul>
<p><b>13. No Right to Withdraw Amounts</b></p>	<ul style="list-style-type: none"> <li>No partner will have any right to withdraw any amount or receive any distribution from Project LP except as expressly provided for in the LP Agreement and no distribution to any Partner will be deemed a return or withdrawal of amounts contributed to the capital of the Partnership except as expressly provided in the LP Agreement, but if any court of competent jurisdiction at any time determines that notwithstanding the provisions of this Agreement a partner is obligated to pay any amount distributed to such partner to or for the account of Project LP or to any creditor of Project LP such obligation will be the obligation of the applicable partner.</li> </ul>
<p><b>14. Right of First Offer</b></p>	<ul style="list-style-type: none"> <li>If the Operating General Partner wishes to transfer its Class B GP Units it must first comply with the terms of this Section 14 by delivering a Sale Notice to the holder of the Convertible Debenture or the holder of the Class B LP Units, as applicable.</li> <li>If the holder of the Convertible Debenture or the Class B LP Units wishes to transfer its Convertible Debenture or the Class B LP Units, as applicable, it must first comply with the terms of this Section 14 by delivering a Sale Notice to the Managing General Partner.</li> </ul>

	<ul style="list-style-type: none"><li>• For the purposes of this Section 14, (i) a transferor of Units or the Convertible Debenture is referred to as a “<b>Transferor</b>” and the non-transferring holder of Units or the Convertible Debenture is referred to as the “<b>Non-Transferring Participant</b>”, (ii) the written notice of transfer delivered by the Transferor to the Non-Transferring Participant is referred to as a “<b>Sale Notice</b>”, and (iii) any Units or the Convertible Debenture that are offered pursuant to the terms of a Sale Notice are referred to herein as the “<b>Offered Securities</b>”.</li><li>• Each Sale Notice will (i) state that the Non-Transferring Participant is entitled to purchase the whole of the applicable Offered Securities, (ii) the price at which the Transferring Partner is prepared to sell the Offered Securities; (iii) the proposed closing date for the sale of the Offered Securities, which date must be at least 180 Business Days after the delivery of the Sale Notice; (iv) whether or not the Transferor has received an unsolicited, <i>bona fide</i> arm’s length third party offer to purchase any of the Offered Securities, in which case, details of such third party offer including the name and address of the third party, the terms and conditions of such third party offer including the purchase price that the Transferor is to obtain from such third party for the Offered Securities, and any other information that would reasonably be relevant to the Non-Transferring Participant , must be attached to the Sale Notice; and (v) any other terms and conditions of the offer.</li><li>• Each Non-Transferring Participant will have 180 Business Days after receipt of the Sale Notice within which to provide written notice to the Transferor specifying that it intends to purchase the Offered Securities. If the Offered Securities remain unaccepted or the Non-Transferring Participant declines the Sale Notice, the Transferor will have the option to transfer the Offered Units to a third party provided that (i) the transfer is completed at a price which is not less than the price and on terms and conditions which are not more favourable, from a buyer’s perspective, than those set out in the Sale Notice; and (ii) the Transfer is completed within a 90 day period following the decline of the Sale Notice or deemed non-acceptance by the Non-Transferring Participant , after which the transferring Partner must again comply with this right of first offer before transferring any of the Offered Securities to any Person.</li><li>• Each Transferor will be required to transfer a proportionate number of shares of the Special Purpose General Partner Corp. to the Non-Transferring Participant or its Affiliate equal to the proportionate number Offered Securities transferred to the Non-Transferring Participant .</li></ul>
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<p><b>15. Lock-Up</b></p>	<ul style="list-style-type: none"> <li>The Managing General Partner shall: (a) transfer its Units (other than to Permitted Transferees or another Limited Partner); or (b) solicit or initiate inquiries or proposals from, or provide non-public information to, any person with respect to, or participate in any negotiations regarding, or participate in or take any steps to bring about, any such transfer of its Units, in each case, at any time during the 10-year period following the completion of construction of the Project (the “<b>Lock-Up Period</b>”).</li> </ul>
<p><b>C. OTHER COMMERCIAL ITEMS</b></p>	
<p><b>Item</b></p>	<p><b>Details</b></p>
<p><b>1. Decision Support</b></p>	<p>Execution of the Shareholder Agreement and LP Agreement and the Support Agreement will be subject to, among other things, authorization by Council resolution, resolutions of Intelligent Northumberland and appropriate partnership resolutions from OBN GP.</p>
<p><b>2. Audit</b></p>	<p>The GP and the Project LP will be audited by an independent nationally recognized accounting firm.</p>
<p><b>3. Dispute Resolution</b></p>	<p>The Shareholder Agreement and LP Agreement will contain dispute resolution provisions for this type of transaction that will include senior executive discussions, mediation and arbitration.</p>
<p><b>4. Representations, Warranties and Indemnities</b></p>	<p>The Shareholder Agreement and LP Agreement will provide representations, warranties, covenants and indemnities usual for a transaction of this type.</p>
<p><b>D. CONVERTIBLE DEBENTURE</b></p>	
<p><b>Item</b></p>	<p><b>Details</b></p>
<p><b>1. Term</b></p>	<p>50 years</p>
<p><b>2. Renewal(s)</b></p>	<p>30 years</p>
<p><b>3. Principal</b></p>	<p>\$1,000</p>
<p><b>4. Interest</b></p>	<p>Participating interest equal to 8% of distributions of net income of Project LP</p>
<p><b>5. Borrower Prepayment</b></p>	<p>None</p>
<p><b>6. Security</b></p>	<p>None</p>
<p><b>7. Subordination</b></p>	<p>None</p>
<p><b>8. Conversion</b></p>	<p>Convertible at the option of the holder at any time for Class B LP Units at \$1 per Class B LP Unit. Conversion will occur automatically upon the 50<sup>th</sup> anniversary of the issuance of the debenture unless the holder otherwise elects a renewal.</p>
<p><b>9. Other Terms</b></p>	<p>Other customary terms and conditions for a debenture of this type.</p>
<p><b>E. GENERAL MATTERS</b></p>	

<b>Item</b>	<b>Details</b>
<b>10. Interpretation</b>	In this term sheet, words signifying the singular number include the plural and vice versa, and words signifying gender include all genders. Every use of the words “including” or “includes” in this Letter of Intent is to be construed as meaning “including, without limitation” or “includes, without limitation”, respectively.
<b>11. Governing Law</b>	This term sheet is governed by, and is to be construed and interpreted in accordance with, the laws of the Province of Ontario and the laws of Canada applicable in that Province.
<b>12. Amendment and Waiver</b>	No amendment, discharge, modification, restatement, supplement, termination or waiver of this term sheet or any provision of this term sheet is binding unless it is in writing and executed by the Parties. No waiver of, failure to exercise or delay in exercising, any provision of this term sheet constitutes a waiver of any other provision (whether or not similar) nor does any waiver constitute a continuing waiver unless otherwise expressly provided.
<b>13. Counterparts</b>	This term sheet may be executed and delivered by the Parties in one or more counterparts, each of which will be an original, and each of which may be delivered by facsimile, e-mail or other functionally equivalent electronic means of transmission, and those counterparts will together constitute one and the same instrument.

[SIGNATURE PAGE FOLLOWS]

Intelligent Northumberland Inc. and Ontario Broadband Networks GP have entered into this Term Sheet on this \_\_\_ day of \_\_\_\_\_, 2022.

**INTELLIGENT NORTHUMBERLAND INC.**

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

**[ONTARIO BROADBAND NETWORKS GP, by its partners, \_\_\_ and \_\_\_\_]**

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

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## Report 2024-153

**Report Title:** Federation of Canadian Municipalities – Local Leadership for Climate Adaptation Funding

**Prepared by:** Korey McKay  
Environmental Officer  
Public Works

**Reviewed by:** Adam McCue  
Associate Director of Operations  
Public Works

Denise Marshall  
Director of Public Works  
Public Works

**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** November 20, 2024

**Report Not Considered by Standing Committee Because:**

- Time-sensitive Issue (information received too late for Committee consideration)
- Urgent Matter (issue arose after this month’s Committee meeting)
- Other

**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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### Recommendation

“That County Council having considered Report 2024-153 ‘Federation of Canadian Municipalities – Local Leadership for Climate Adaptation Funding’, direct staff to apply to a funding opportunity from the Federation of Canadian Municipalities’ Local Leadership for Climate Adaptation initiative for the purpose of developing an Adaptation and Resiliency Plan for Northumberland County.”

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## **Purpose**

The purpose of this report is to seek County Council's direction for staff to apply for the Federation of Canadian Municipalities' Local Leadership for Climate Adaptation funding.

## **Background**

Northumberland County is developing a Climate Action Strategy that responds to our strategic plan objective to respond to the climate crisis. The strategy consists of two phases:

1. The Corporate Greenhouse Gas Emissions Reduction Plan. This plan is in the final stages of development and will be brought to the December 18, 2024, meeting of County Council to seek approval.
2. An Adaptation and Resiliency Plan. This plan will be developed throughout 2025.

The purpose of an Adaptation and Resiliency Plan is to address the impacts of a changing climate to the built, social, economic, and environmental systems of Northumberland County. The work undertaken and the measures that will be implemented after development of the plan will help to minimize the negative impacts of climate change by addressing locally identified risks while leveraging local opportunities to increase resilience. Climate change affects everyone, but the impacts are not felt equally amongst all communities, with disproportionate consequences for communities and populations that are already more vulnerable due to systemic inequities.

In March of 2024, Northumberland County was successful in applying to the Ontario Resource Centre for Climate Adaptation (ORCCA) Outreach and Engagement Program. The County is part of a cohort of participants that are working with the ORCCA team to develop an outreach and engagement initiative to meet an adaptation goal. The County is receiving 76 hours of staff support from ORCCA to assist in developing a climate science report and an outreach and engagement strategy for the development of an Adaptation and Resiliency Plan. This program came at no cost to the County.

The Federation of Canadian Municipalities has recently announced Climate-Ready Plans and Processes Funding under the Local Leadership for Climate Adaptation initiative for municipalities that are looking to start or strengthen their climate adaptation plans. This funding could support the County's efforts to develop an Adaptation and Resiliency Plan. The deadline to submit a funding application is November 29, 2024.

The grant could cover 60% of eligible costs with stackable incentives that are additional to the grant. Staff estimate that 70-85% of costs could be covered through the program if successful.

## **Consultations**

Staff are working with the County's Grant Writer to put forward a funding application before the deadline, should County Council approve moving forward.

An important aspect of an effective adaptation planning process is working together with a variety of partners and stakeholders. An Adaptation and Resiliency Working Group made up of various County staff departments, local municipal staff, and external organizations is being formed. Information provided by the Working Group will help to identify climate impacts and their risks, ideate solutions to address them, and plan for implementation. To date, the working group has confirmed representation from:

- Northumberland County public works, land use planning, emergency planning, paramedic services and natural heritage departments
- Ganaraska Region Conservation Authority and Lower Trent Conservation Authority
- Municipality of Port Hope, Municipality of Brighton, Municipality of Trent Hills, and the Township of Cramahe
- Haliburton, Kawartha, Pine Ridge District Health Unit
- Lakefront Utilities and Elexicon Energy
- Blue Dot Northumberland and Community Power Northumberland

Other engagement opportunities, such as one-on-one discussions to gather input from experts and a survey for community input, are expected to occur during plan development.

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

Research from the Canadian Climate Institute states that climate change is already costing Canadian households billions of dollars, and that proactive adaptation can dramatically reduce these costs.

The development of an Adaptation and Resiliency Plan will still move forward with existing resources should the FCM funding application not be successful.

### **Discussion / Options**

If successful, the Local Leadership for Climate Adaptation funding will allow the County to purchase a Building Adaptive and Resilient Communities (BARC) membership from ICLEI Canada for \$25,000. The BARC framework has been used by over 120 Canadian municipalities, including Durham Region and the City of Peterborough, to build an adaptation plan. Through a membership, the County can receive research assistance, planning guidance, and tools and materials to assist in the development of our Adaptation and Resiliency Plan.

### **Financial Impact**

The maximum request through the Federation of Canadian Municipalities – Local Leadership for Climate Adaptation Fund is \$105,000, up to approximately 70-85% of eligible costs. The anticipated total project cost is under development and anticipated to be under \$150,000.

Staff remuneration is an eligible expense under the funding program, therefore, the County's potential share of the costs is already budgeted for through the Environmental Officer's remuneration.

### **Member Municipality Impacts**

County staff engaged with local municipal CAOs to identify local municipal staff to join the Adaptation and Resiliency Working Group. Participation on the Working Group is expected to build knowledge and capacity on climate adaptation for member municipal staff. Member municipalities can leverage work completed on developing climate impact statements and assessing vulnerability and risk to inform their adaptation planning efforts.

### **Conclusion / Outcomes**

It is recommended that County Council direct staff to apply for Local Leadership for Climate Adaptation funding for developing an Adaptation and Resiliency Plan for Northumberland County.

## **Attachments**

N/A.

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## Proclamation

Event: National Housing Day

Date: November 22, 2024

**“Whereas** homelessness and housing affordability has become a pressing issue impacting communities across Ontario and here in Northumberland; and

**Whereas** the County recognizes it plays an integral role as the housing services system manager and sole shareholder of the Northumberland County Housing Corporation and is actively working to address the need for increased permanent, safe, and affordable housing to build brighter futures in Northumberland; and

**Whereas** the County is expanding stock and affordability through the increase of permanent units and rent subsidies in our community, with over 250 new units and subsidies achieved, or in the planning process, over the next 3 years; and

**Whereas** the County is also expanding housing options across the housing continuum to meet people where they are at, from transitional housing to supportive housing to permanent market rent housing; and

**Whereas** the County of Northumberland acknowledges the importance of supporting unhoused individuals without stable or permanent housing as a fundamental human right; and

**Whereas** in 2023 the County funded over 70% of housing operating funds and over 50% of capital costs, the County calls on the provincial and federal governments to equitably fund housing needs in Northumberland and across the province; and

**Whereas** November 22 is recognized as National Housing Day across Canada, where communities look to raise awareness on the importance of permanent, safe and affordable housing to promote health and well-being;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim November 22, 2024 as ‘National Housing Day’ in Northumberland County, and call upon all residents, community organizations, businesses, and government agencies in Northumberland County to join us in recognizing this day as an opportunity to reflect upon and address the housing challenges faced by our community and to support unhoused individuals who deserve the dignity of having a safe and stable place to call home.”

Dated this 20<sup>th</sup> day of November, 2024

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**Brian Ostrander, Warden**

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## Proclamation

Event: International Day for the Elimination of Violence Against Women 16 Days of Activism Against Gender Based Violence

Date: November 25 – December 10, 2024

**“Whereas** the United Nations General Assembly established the International Day for the Elimination of Violence Against Women in 1993; and

**Whereas** November 25 commemorates the Mirabal sisters of the Dominican Republic, who were brutally murdered in 1960, and calls for worldwide acknowledgement of gender-based violence; and

**Whereas** violence remains the most significant issue of gender inequality affecting women, girls and gender-diverse individuals; and

**Whereas** the 16 Days of Activism Against Gender-based Violence is a global campaign that starts on November 25 and concludes on December 10, which is recognized as Human Rights Day; and

**Whereas** this campaign encourages us to raise our voices against gender-based violence and reinforces our pledge to eliminate violence targeting women, girls, and 2SLGBTQI+ individuals; and

**Whereas** Northumberland County is dedicated to eradicating femicide and all types of gender-based violence;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council do hereby proclaim November 25 to December 10, 2024, to be ‘International Day for the Elimination of Violence Against Women 16 Days of Activism Against Gender Based Violence’ in Northumberland County.”

Dated this 20 day of November, 2024

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**Brian Ostrander, Warden**

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## Proclamation

Event: International Day of Persons with Disabilities

Date: December 3, 2024

**Whereas** 03 of December each year is observed by the United Nations as International Day of Persons with Disabilities; and

**Whereas** the day is an opportunity to promote the rights and well-being of persons with disabilities in all spheres of society and development, and to increase awareness of the situation of persons with disabilities in every aspect of political, social, economic and cultural life; and

**Whereas** Northumberland County is committed to accessibility and ensuring that people of all ages and abilities enjoy the same opportunities as they live, work, visit and invest in our community;

**Now Therefore Be It Resolved That** I, Warden Brian Ostrander, on behalf of Northumberland County Council do hereby proclaim 03 of December 2024 to be 'International Day of Persons with Disabilities' in Northumberland County."

Dated this 20 day of November, 2024

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**Brian Ostrander, Warden**

## International Day of Persons with Disabilities: Dec 3, 2024

### Proclamation

**“Whereas** 03 of December each year is observed by the United Nations as International Day of Persons with Disabilities; and

**Whereas** the day is an opportunity to promote the rights and well-being of persons with disabilities in all spheres of society and development, and to increase awareness of the situation of persons with disabilities in every aspect of political, social, economic and cultural life; and

**Whereas** Northumberland County is committed to accessibility and ensuring that people of all ages and abilities enjoy the same opportunities as they live, work, visit and invest in our community;

**Now** Therefore Be It Resolved That the Northumberland County Warden proclaim 03 of December 2024 as International Day of Persons with Disabilities in the County of Northumberland.”

### Background

The Northumberland Accessibility Advisory Committee (NAAC) is seeking County Council’s endorsement and support to proclaim December 3, 2024 as International Day of Persons with Disabilities in Northumberland County.

The annual observance of the International Day of Persons with Disabilities was proclaimed in 1992, by the United Nations General Assembly resolution 47/3.

The observance of the Day aims to

- promote an understanding of disability issues,
- mobilize support for the dignity, rights and well-being of persons with disabilities, and
- increase awareness of gains to be derived from the integration of persons with disabilities in every aspect of political, social, economic and cultural life.

It's a day for us to promote the full and equal participation of persons with disabilities and to take action for the inclusion of persons with disabilities in all aspects of society and development.

## Awareness activities

On December 3, 2024, the County will raise awareness of the IDPD. The United Nations 2024 Theme for IDPD is "**Amplifying the leadership of persons with disabilities for an inclusive and sustainable future.**"

For Northumberland County, the NAAC chose the theme "**Advocating for Accessibility Together**".

The County's awareness activities will focus on the value of advocating for accessibility together and the recruitment of new members for the Northumberland Accessibility Advisory Committee.

- Social media postings will focus on "Advocating for Accessibility Together" and invite community members to apply to join the Northumberland Accessibility Advisory Committee.
- Chaser sign outside Courthouse - "Dec 3, 2024 is International Day of Persons with Disabilities | Advocating for Accessibility"
- A website banner will recognize IDPD and provide a link to the NAAC application form.
- Jostle postings/information screens (internal) - will focus on the NAAC's leadership in advocating for an accessible and inclusive Northumberland County.
- "Believe in Possibilities" education session will be held for County staff with the aim to reduce the stigma of disability.



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**By-law 45-2024**

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**A By-law to Confirm the Proceedings of the  
Northumberland County Council Meeting  
held on November 20, 2024, 2024**

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**Whereas** Section 248 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides for the adoption of a comprehensive general by-law that consolidates and includes the provisions of any by-law previously passed by the Council;

**Now Therefore Be It Enacted** as a by-law of the Council of the Corporation of the County of Northumberland as follows:

1. The action of Council at its Meeting on Wednesday, November 20, 2024 in respect of each motion, resolution, and other action taken by the Council at its meeting, is, except where the prior approval of the Ontario Land Tribunal is required, hereby adopted, ratified and confirmed.
2. The Warden and proper Officers of the Corporation are hereby authorized and directed to do all things necessary, where required, and the Warden and Chief Administrative Officer are hereby directed to execute all documents necessary in that behalf, and the Clerk shall hereby be authorized and directed to affix the seal of the Corporation to all such documents.

**That** By-law 45-2024 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 20<sup>th</sup> day of November, 2024.

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**Brian Ostrander, Warden**

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**Maddison Mather, Clerk**