

The Corporation of the County of Northumberland
Social Services Committee
Agenda

April 2, 2025, 9:30 am

Council Chambers

555 Courthouse Road, Cobourg, ON K9A 5J6

Hybrid Meeting (In Person and Virtual)

Zoom Information

Join Zoom Meeting

<https://us06web.zoom.us/j/82781565032?pwd=GWZU3lg9QlWWGNdHKNKp7TjBwvD1o.1>

Meeting ID: 827 8156 5032

Passcode: 939137

Phone: 1-855-703-8985 Canada Toll-free

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 or 1-800-354-7050 ext. 2327.

1.b Meeting Format

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

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

2. **Call to Order**

2.a **Territorial Land Acknowledgement**

3. **Approval of the Agenda**

Recommended Motion

"**That** the agenda for the April 2, 2025 Social Services Committee be approved."

4. **Disclosures of Interest**

5. **Delegations**

5.a **Delegation, Rebound Child and Youth Services 'Nightstop'**

6 - 14

Sam Rockbrune, Executive Director, Rebound Child and Youth Services

Recommended Motion

"**That** the Social Services Committee receive the presentation from Rebound Child and Youth Services regarding 'Nightstop' for information; and

Further That the Committee recommend that County Council receive the PowerPoint presentation for information."

6. **Business Arising from Last Meeting**

7. **Communications**

7.a **Correspondence, Vault Mental Health Services Inc. 'Relocation Letter'**

15 - 15

Recommended Motion

"**That** the Social Services Committee receive the correspondence from Vault Mental Health Services Inc. regarding 'Relocation Letter' for information; and

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

- 7.b **Correspondence, Inter-Municipal Taskforce on Housing and Homelessness 'Housing Solutions Workshop Report'** 16 - 44

Recommended Motion

"**That** the Social Services Committee receive the correspondence from the Inter-Municipal Taskforce on Housing and Homelessness regarding 'Housing Solutions Workshop Report' for information; and

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

8. Staff Reports

- 8.a **Report 2025-065 '310 Division Street Community Liaison Committee - Indemnification'** 45 - 49

Rebecca Carman, Associate Director Housing and Homelessness

Recommended Motion

"**That** the Social Services Committee, having considered Report 2025-065 '310 Division Street Community Liaison Committee – Indemnification', recommend that County Council enact a By-law at the April 16, 2025 County Council meeting to confirm that members of the 310 Division Street Community Liaison Committee are covered under Northumberland County By-law 55-08: A By-law to provide for the indemnity and defence of councillors and employees of the County of Northumberland against liability incurred while acting on behalf of the County of Northumberland."

- 8.b **Report 2025-066 '310 Division Street, Cobourg Data Update - April 2025'** 50 - 52

Glenn Dees, Director Health and Human Services

[Report attachment will be added to the agenda prior to the meeting]

Recommended Motion

"**That** the Social Services Committee receive Report 2025-066 '310 Division Street, Cobourg - Data Update – April 2025' for information; and

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

- 8.c **Report 2025-067 'Cobourg Police Services Partnership – 310 Division Street, Cobourg'** 53 - 55

Rebecca Carman, Associate Director Housing and Homelessness

Recommended Motion

"That the Social Services Committee receive Report 2025-067 'Cobourg Police Services Partnership – 310 Division Street, Cobourg' for information; and

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

9. Other Matters Considered by Committee

9.a Northumberland County Housing Corporation - Meeting Minutes

56 - 60

Recommended Motion

"That the Social Services Committee receive the January 29, 2025 meeting minutes of the Northumberland County Housing Corporation for information; and

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

9.b 310 Division Street Community Liaison Committee - Meeting Minutes

61 - 70

Recommended Motion

"That the Social Services Committee receive the January 23, 2025 meeting minutes of the 310 Division Street Community Liaison Committee for information; and

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

10. Media Questions

11. Closed Session

Recommended Motion

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

Further That the meeting is closed to the public as permitted under the Municipal Act Sections 239. (2.b), (2.i), and (2.k) in order to address matters pertaining to personal matters about an identifiable individual, financial or labour relations information, supplied in confidence to the municipality, 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, and confidential negotiations (homelessness programming), and that Jennifer Moore, Glenn Dees, Rebecca Carman, Bill Smith, Maddison Mather, and Cheryl Sanders remain present."

12. Motion to Rise and Result from Closed Session

Recommended Motion

"That this Committee rise from Closed Session at _____ a.m.; and

Further That the confidential resolution moved in Closed Session regarding matters pertaining to personal matters about an identifiable individual, financial or labour relations information, supplied in confidence to the municipality, 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, and confidential negotiations (homelessness programming), is hereby referred to the open session of the Social Services Committee, which refers it to County Council for adoption; and

Further That the Committee recommend that County Council direct staff to "daylight" information (when the County is able to do so) that can be shared with the public, on a date to be determined with the CAO, the Director, and Clerk and these details be provided within Council Minutes (open session)."

13. Next Meeting - Wednesday, May 7, 2025 at 9:30 a.m.

14. Adjournment



NIGHTSTOP

A community response to a local need



About Rebound Child and Youth Services

We are a not-for-profit, incorporated, charitable organization, providing high-quality, community-based programs and services to children, youth, and families in Northumberland County since 1997.

Mental Health Support and Counselling

Youth Justice Services

Family Wellness Hub

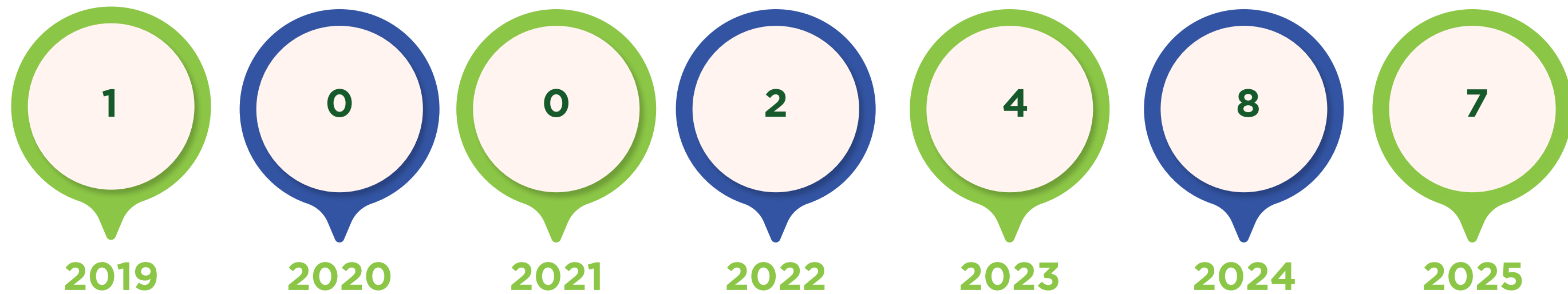
Youth Homelessness Prevention

Youth Wellness Hub Northumberland



Youth Homelessness in Northumberland County

Rebound has operated the Ontario Works Youth Trustee Program for 7 years starting in 2018. Our numbers have doubled every year since 2021.



Number of unsheltered youth under 18 years old in Northumberland County:

NIGHTSTOP

Founded in the UK in 1987, Nightstop provides community-based support for youth facing homelessness, expanding to over 25 services or programs in the UK. In 2018, Nightstop came to Canada through 360 Kids. In 2024, Durham Youth Services began offering Nightstop.

Nightstop offers an alternative housing solution for youth experiencing homelessness by enlisting community members to volunteer their homes as temporary shelters for youth in need.

Currently, Northumberland County lacks a youth homelessness shelter, which makes Nightstop the first resource for youth in crisis in the community, therefore it is an essential resource in addressing the critical gap for youth experiencing homelessness in the area by temporary housing youth in community members' homes.

Rebound is excited to bring this innovative program to Northumberland County in 2025.



How does it work?

1. The Nightstop service is contacted when a youth needs shelter, either directly or through a partner agency. The youth completes a referral form, from which Rebound conducts a risk assessment, including obtaining two personal references from the youth.

2. Once the youth successfully passes the risk assessment, Nightstop staff will contact a vetted volunteer Host to see if they would be willing to take the youth in for the night.

3. When placed in a Host home, the youth is will have a private room to sleep in and be offered an evening meal, breakfast, and a packed lunch for the next day. Youth will also have access to a shower and laundry.

4. The Nightstop staff will conduct a warm transfer for the youth that night and contact the youth and Host the next morning. Staff are also available by phone the entire stay.

5. The youth leaves the next morning at an agreed time. Youth may be placed with the same host or a different Host each night, depending on Host availability and preference
Youth can access Nightstop for 6 weeks

Who is a host?

A host is a volunteer member of the community who has successfully undergone a thorough vetting process and received comprehensive training from Nightstop staff. This ensures that they are fully equipped to provide safe and supportive overnight accommodation for vulnerable youth in need.

The vetting process for hosts includes the following steps: completion of an initial assessment form, a detailed interview, a home inspection, a vulnerable sector police check, submission of three personal references, and six hours of mandatory training.



Who is a eligible youth?

A Nightstop youth, also referred to as a guest is an individual within Northumberland County aged 16-24 who has successfully completed the Nightstop risk assessment (low risk) and completed two approved reference checks.

Each youth that enters Nightstop will need to agree to the terms of the program, including abstaining from any substance use while accessing the program and follow the Host house rules.



Upcoming Dates

Information Night: March 25th - 6:00pm





We Appreciate Your Time and Attention. Thank you.



Contact Us

Grace Riley

Nightstop Family Coordinator
and Client Case Worker

griley@rcys.ca



Our Website

www.rcys.ca/nightstop



To Whom It May Concern,

My name is Jessica O'Connor, and I am the owner of Vault Mental Health and a long-term visitor of the Town of Cobourg. My parents moved to Cobourg when I was 17, and I have spent every summer and holiday there since. It was a natural decision for me to open my fourth location in a town that holds so many cherished memories. I've always loved walking downtown and have felt safe and comfortable in the community.

I chose 304 Division St. for my fourth office location, a beautiful space in the Grand Hall. The building has long been respected, as have its landlord and neighboring businesses. However, just one month into my lease, the neighboring buildings became severely mismanaged. This has led to ongoing safety concerns, with homeless individuals struggling with serious mental health and addiction issues creating an unsafe environment.

As a result, both clients and therapists have terminated their services and employment at Vault Mental Health due to the constant anxiety and disruptions. Therapists have been followed to their cars, and we've had to ask individuals not to smoke crack on the steps. The loud disruptions and concerning behavior from individuals who are clearly unwell have created an untenable situation.

While I have deep compassion for those facing such difficult circumstances — especially in light of the ongoing economic downturn and lack of community resources for displaced or homeless individuals — the unmanaged nature of this situation forced me to make a difficult decision. I had no choice but to relocate my office to Port Hope at 11 Mill St., where we now feel significantly more supported and secure thanks to the presence of effective community resources and leadership.

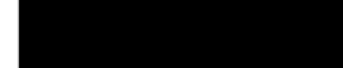
It saddens me that we could not stay in Cobourg, especially since available downtown spaces unaffected by these challenges are so limited. I am writing to express my strong support for the hardworking local businesses that continue to suffer under these conditions. It is my hope that the town and its community can come together to provide real solutions — not simply to place people, but to care for and support them in meaningful ways. Small businesses should not bear the burden of managing this complex issue alone.

Thank you for your time and attention to this matter.

Sincerely,

Jessica O'Connor

Personal privacy (MFIPPA s.14)



Owner, Vault Mental Health

March 24, 2025

Dear Warden and Northumberland County Council (c/o County Clerk),

On behalf of the Intermunicipal Taskforce on Housing and Homelessness, we are pleased to share this report on the findings and recommendations from our Northumberland Housing Solutions Workshop held on February 28, 2025.

Organized in partnership with the Northumberland Builders and Developers Association, the workshop included participants from all seven Northumberland communities, representing every stage of the development process. Together we sought to clarify the specific barriers to accelerating the development of diverse new housing stock and to brainstorm potential solutions.

We look forward to engaging with you as we work to sequence priorities and advance recommendations in the coming year and beyond.

Sincerely,

Claire Holloway Wadhvani and Todd Attridge

Taskforce co-Chairs for 2025

Northumberland Housing Solutions Workshop

SUMMARY AND RECOMMENDATIONS



CONTENTS

- BACKGROUND..... 2**
 - Intermunicipal Taskforce on Housing and Homelessness..... 2
 - Housing Solutions Workshop..... 2
- KEY CHALLENGES..... 3**
 - Municipal Planning Processes..... 3
 - Cost of Development..... 4
 - Lack of Collective Interest/Commitment for Affordable Housing Development..... 5
- RECOMMENDATIONS..... 6**
 - Increase Flexibility in Municipal Planning..... 6
 - Use Pre-Approvals/Streamlined Processes to Encourage Repeat Development..... 7
 - Strengthen Communication in Planning Processes..... 8
 - Explore Opportunities for Standardization Across County..... 9
 - Strengthen Staff Retention in Planning/Building Services..... 9
 - Nurture Partnerships with Diverse Local Stakeholders to Accelerate Progress..... 10
- Appendix A: Pain Points..... 11**
- Appendix B: Solutions..... 15**
- Appendix C: Further Reading..... 25**
- Acknowledgments..... 27**

BACKGROUND

Intermunicipal Taskforce on Housing and Homelessness

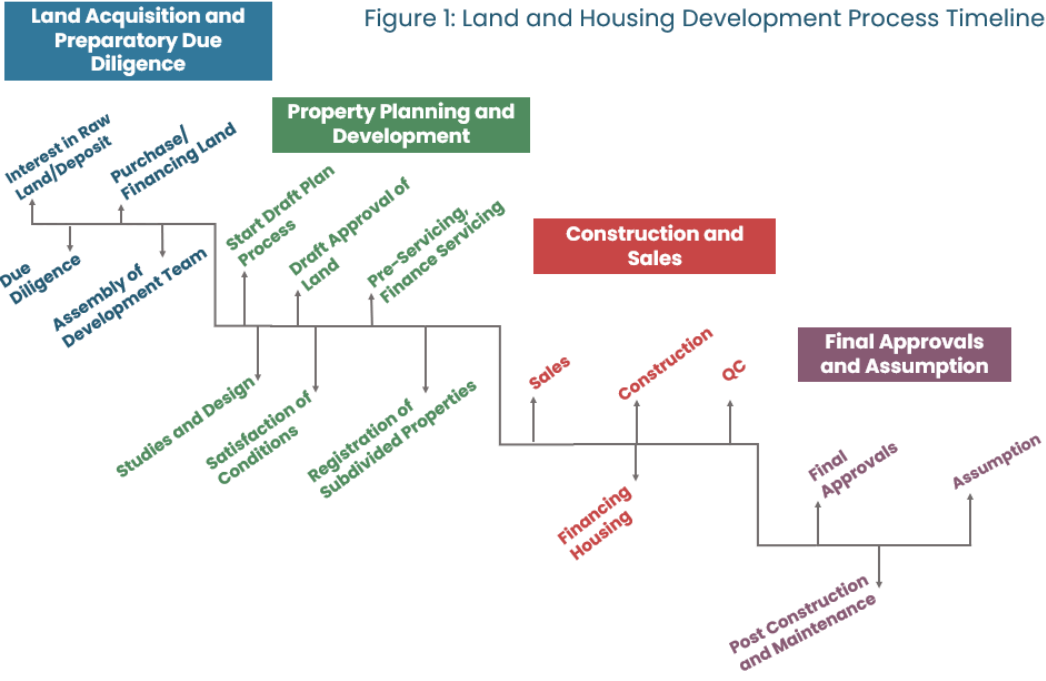
The Intermunicipal Taskforce on Housing and Homelessness was established by resolution of lower-tier Municipal Councils across Northumberland County in late 2023. The Taskforce serves as a forum for elected officials to explore issues related to the dual affordable housing and homelessness crises and opportunities for lower-tier municipalities to play a more active role in addressing housing and shelter needs in their communities.

Housing Solutions Workshop

On February 28th, 2025, the Northumberland Intermunicipal Taskforce on Housing and Homelessness convened a workshop with participants representing every stage of the development process in order to clarify the specific barriers to accelerating the development of diverse new housing stock and to brainstorm potential solutions.

The workshop was organized in partnership with the Northumberland Builders and Contractors Association, with participation from select developers and builders (17), including both private and non-profit groups, real estate agents (5), and lenders (5) from across the County’s seven municipalities, as well as municipal planners (8), building officials (4), and elected officials (8).

In the morning session, participants were organized into ‘affinity groups’ where they could discuss challenges and opportunities with others in their respective fields. Groups were invited to identify ‘pain points’ commonly experienced from their perspectives through the different stages of the development process (see Figure 1).



In the afternoon session, participants moved to form mixed groups that included perspectives from many or all of the affinity groups, to discuss solutions. Each participant was encouraged to share a pain point from the morning session that stood out to them, which allowed the participants from other affinity groups to express their perspective on that challenge, deepening understanding of the process and why things are the way that they are—or how they might be changed from a different perspective. Data from this session was collected through worksheets that prompted participants to write a pain point description; indicate where in the process this occurs; describe potential ‘easy’ solutions that they’ve identified; describe any ‘complex’ solutions they’ve identified; and provide any additional useful notes or comments for consideration. Finally, each group reported their top findings verbally at the end of the day, a process that quickly highlighted some common themes between the groups.

Participants informally reported that the event was successful: several reported feeling better informed about the process, and several others requested follow-up sessions either county-wide or locally on a regular basis. Conversations that had the potential to be challenging, between frustrated parties who are typically (and functionally) adversarial, instead became processes of collaborative problem-solving. The advocacy, policy, and process recommendations that follow represent common themes, ‘low-hanging fruit’ for short-term gains, as well as long-term goals that can be taken up by local stakeholders, Northumberland County, and lower-tier Municipalities to streamline our work together and advance our common goals related to the acceleration of housing development across the housing continuum.

KEY CHALLENGES

In reviewing ‘pain points’ identified by workshop participants, several common themes were observed that were articulated by diverse stakeholders. These key challenges are highlighted as being the core barriers to our collective success in accelerating housing development in the particular context of communities in Northumberland County.

Municipal Planning Processes

The single largest theme of the session oriented around the process of gaining approvals for planning applications submitted to Northumberland County Planning Department¹ and/or through the respective Municipal Planning Departments at our seven lower-tier Municipalities.

Common ‘pain points’ included:

- The process is confusing and there is no consistency between the eight different planning departments (County and lower-tiers)

¹ While Brighton, Cobourg, Port Hope, and Trent Hills review and approve Plans of Subdivision at the lower-tier, Plans of Subdivision for Alnwick/Haldimand, Cramhe, and Hamilton Township are submitted to and reviewed/approved by Northumberland County Planning Department.

- There are large delays in hearing back from staff, especially compounded due to regular staff turnover
- There are frequent process changes (often stemming from policy changes from the Province), adding confusion and delays
- Processes include repetitive/redundant reviews and changing scope
- Process often requires engaging with two tiers of government who may have contradictory or duplicate effort requirements
- Proposing anything that is new (e.g. manufactured housing) or deviates from standard single family home development (e.g. tiny homes, multi-residential) requires additional work and time consuming approvals

Municipal planning processes are largely determined by the province via the *Planning Act*, and the requirements for a complete application are determined by various Acts and the specific features of any given piece of property, which leads to two other common themes that seem to be in opposition to one another:

- There is both too much and not enough standardization in the process; and
- Staff do not have the requisite delegated authority to exercise discretion in how they apply the process

The tension between these points shows up in the user experience of the planning process: layperson residents don't know where to even begin, prompting County and Municipal planning staff to insist on mandatory pre-consultation meetings to ensure a complete application will be submitted; while seasoned developers feel restricted and delayed by mandatory pre-consultation meetings and exhaustive planning checklists that may or may not closely apply to their particular property.

The tension between standardization and discretion is particularly challenging with regards to the development of smaller scale housing projects, including ADUs on existing residential properties. Standards which are appropriate for larger-scale development are universally applied and complex zoning bylaw amendments, including time consuming/costly full scope public planning processes per the Planning Act, can be required for relatively small deviations which could accelerate and facilitate development.

Cost of Development

Stimulating new home development requires ensuring that developers/builders are able to navigate not only the planning environment, but also the economic challenges they face in our current regional and global economic environments. These include many factors beyond the control of Municipalities, highlighting the need for multi-sectoral collaboration and advocacy efforts to influence other levels of government and industry partners.

Common 'pain points' include:

- Cost of land represents a significant portion of the cost of development, must be purchased before any other part of the process can be undertaken, and can usually only be financed up to 50%; carrying that loan adds significant cost, particularly if there are delays in the planning process — relatedly, municipalities do not generally have complete land inventories to identify land for development and/or do not have land to contribute for development of affordable housing units.
- Development Charges (DCs) are generally payable at the building permit stage, and are also typically financed, adding to the debt servicing costs on the entire project
- Labour in the building trades is in relatively short supply, and therefore expensive; keeping workers on standby while the developer deals with planning approval delays adds significant expense
- New homes are still subject to HST, adding significantly to the purchase price of any new home
- Homes smaller than 1500 sq ft typically cannot be financed using traditional mortgage / borrowing instruments
- Grant programs in relation to housing from government agencies can be challenging to qualify for at smaller scale; many developers don't even try
- Incentives from all levels of government are often unknown, challenging to apply for, or are too small to provide incentive for more new builds
- Residents interested in contributing to housing stock through development of garden suites or other additional dwelling units may not have the capital for upfront costs for permits and other requirements

Lack of Collective Interest/Commitment for Affordable Housing Development

While there is in principle an acknowledgement across Northumberland Municipalities that more affordable housing is needed, this has not yet been seen as successfully reflected in policy, processes, or results.

Common 'pain points' include:

- Ongoing challenges with NIMBYism in communities (often specific to affordable housing development in close proximity to their homes)
- Municipal Official Plans and Zoning Bylaws that prioritize standard single family homes (meaning a more onerous approvals process for other forms of housing, including time consuming and costly public planning processes for required amendments)
- Municipal planning approvals processes that are geared towards larger developers building more traditional, larger, single family homes (sub-divisions)

- Barriers to participation in housing development for smaller builders, nonprofits and individual residents (including complicated requirements, use of technical language, financial burden)
- Traditional lending instruments are not always available for smaller developments or development of smaller (affordable) housing units
- Builders are often more interested in building larger homes that are more profitable
- Pathways to reducing costs of housing construction - such as manufactured housing - tend to be viewed with skepticism or reluctance by planners, building officials, and lenders

RECOMMENDATIONS

Increase Flexibility in Municipal Planning

While Zoning bylaws are intended to ensure development in line with community interests, it is recognized that they have become more complicated over time and may now be working against our community goals for accelerating housing development and encouraging development of diverse housing across the housing continuum. Lower-tier Municipalities are encouraged to explore opportunities to build in more flexibility into their Zoning By-Laws (ZBLs) and related planning policies and procedures in order to prevent universal application of standards from being a barrier to the development of new housing, especially smaller-scale housing developments, alternative housing types, and infill development. It is recognized that this flexibility can be achieved through updates to the wording of ZBLs, but may also be achieved through delegated authority to staff and/or development of complementary policies that provide for exceptions to be made when planning applications are aligned with specific municipal priorities.

Potential approaches include:

- Updating ZBLs to allow for more diverse and desired types of development to be built 'as of right' in appropriate residential zones
 - e.g., allowances for tiny homes, multi-residential units, etc. without additional permissions
- Simplifying ZBLs by reducing the number of zones, allowing for more variation within a zone and reducing the number of developments requiring costly and time consuming zoning amendment processes
 - e.g., "block zoning"

- Using more flexible language in ZBLs to allow for variances appropriate to each site plan based on the application of professional discretion by planning staff
 - e.g., replacing 'required' with 'recommended' for considerations which are not tied to the building code such as parking mandates, size restrictions on ADUs, set-backs, etc. to allow planning staff to exercise their professional discretion for approvals
 - e.g., Using a suggested acceptable range rather than a single hard number for requirements that are not tied to the building code such as parking mandates, size restrictions on ADUs, set-backs, etc. to allow planning staff to exercise their professional discretion for approvals
- Officially delegating more authority to planning staff to exercise professional discretion
 - e.g., Reducing requirements for duplicate or redundant studies
 - e.g., Waiving minor requirements that are not otherwise codified and that would slow down approvals or prevent the development of housing
 - e.g., Prioritizing staff time toward desired projects that align with official Municipal priorities
- Ensuring consistency across ZBLs (ensuring there are no contradictory requirements which contribute to confusion and/or change in requirements mid-process) and with the corresponding Municipal Official Plan

Use Pre-Approvals/Streamlined Processes to Encourage Repeat Development

Many stakeholders identified opportunities to look at development of alternative / streamlined processes to support accelerated housing development by eliminating duplicated efforts or relying on past submissions. Municipalities are encouraged to explore opportunities to reduce the time and effort for approvals of repeat builds/development that have met all regulatory requirements and undergone thorough review and inspection from planning and building services such that they can be more easily replicated.

Potential approaches include:

- Developing a streamlined process for re-submission of the same design so that if a builder wants to build another of the same house that they have previously built on a different lot, they should not have to go through all steps of the approvals process again but can rely on the approvals received for the previous iteration
- Compiling a 'menu' of pre-approved designs for garden suites, tiny homes, etc. that could be approved through an expedited process, saving time and money for residents seeking to develop infill/rental/affordable units on their properties

- Creating a registry of ‘trusted partners’ made up of builders that are local, have experience building within the community to the satisfaction and confidence of planning and building services staff - these select partners could be treated as partners and subject to a more streamlined and accelerated approvals process to keep them building in our communities

Strengthen Communication in Planning Processes

A common thread in pain points identified across the development process relates to how/when information is shared, whether it’s understood consistently by all involved parties, and whether it is consistent and timely. There is common agreement among diverse stakeholders that improvements to communications around the development process, especially with regards to municipal approvals, is an opportunity for ‘quick wins’ that will build trust among partners and streamline / shorten timelines.

Potential approaches include:

- Improving communication with proponents by introducing service standards for staff response to inquiries
 - e.g., Setting a standard for the number of business days between receiving a message and responding
 - e.g., Setting clear expectations for turn around on approvals once all required documents have been submitted (ideally with a service commitment)
 - e.g., Providing regular updates throughout the review/approval process such that proponents do not experience ‘radio silence’ and can plan appropriately
- Exploring the potential of digital and AI-enhanced processes to streamline and speed up planning approvals
 - e.g., Adopting digital (online) applications for straightforward planning applications that prompt for all required information and attachments²
 - e.g., Exploring use of AI for preliminary application review to streamline process and shorten timelines
- Strengthening public communication and awareness of planning policies and processes
 - e.g., Ensuring planning documents (Official Plan and Zoning By-Law), as well as required public communications (Notices of Meetings, etc) are available in "plain language"³

² Edmonton's Planning Portal takes planning applications online, approving some types of permits same-day - see <https://selfserve.edmonton.ca/>

³ This has recently been done with regard to Additional Dwelling Units in Northumberland at <https://tinyhomesnorthumberland.ca>. For an excellent example of the power of plain language in government communications, see Dave Meslin's [work](#), including his book [Teardown](#).

- e.g, Providing thorough explainers of the process on easy-to-navigate municipal websites (including visual process maps and timelines, etc.)
- e.g., Provide planning toolkits (and checklists) for desired types of development⁴
- e.g., Orienting public meetings toward education in addition to just meeting statutory requirements

Explore Opportunities for Standardization Across County

Most of the industry partners involved in housing development are working across lower-tiers and identify opportunities for easing their efforts through more consistency of standards and requirements. Increased standardization may also help accelerate uptake of good practices between municipalities and provide opportunities for cost and time savings in approvals processes, especially with respect to human resources.

Potential approaches include:

- Standards for ADUs that are adopted in common by all lower-tiers to facilitate other stakeholders' efforts to encourage and facilitate this type of housing infill
- Exploring opportunities for shared services at the County that could fill gaps in human resources, improve timeliness, and ensure consistency (such as building inspection, which would allow for consistent application of Building Code standards, allow for engagement of specialized staff, and provide potential for costs savings to ratepayers)

Strengthen Staff Retention in Planning/Building Services

The frequency of staff turnover is at least partially a function of factors beyond the control of any municipality (e.g., provincial policies that require third party review and prohibit Conservation Authorities from performing that review have bolstered the role of consultants in the process, creating employment opportunities for municipal planners who want to enter the private sector and creating vacancies at municipalities). Nonetheless, the frequency of complaints about turnover reveal how costly this turnover can be for municipalities and proponents alike. Addressing the staffing of Municipal planning departments is therefore an important measure to ensure consistency and timeliness of planning approvals.

Potential approaches include:

- Ensuring competitive employment packages for key planning staff
- Application of human resources strategies to retain qualified staff
- Exploring opportunities for shared human resources with neighbouring municipalities to increase complement of staff as needed
- Using consultants to fill in gaps and reduce delays associated with staffing turnover

⁴ See Brighton's [ADU toolkit](#) as an existing example in Northumberland

Nurture Partnerships with Diverse Local Stakeholders to Accelerate Progress

There is a general sense that this exercise of bringing diverse stakeholders to the table as collaborators and partners with a shared interest to accelerate housing development is worthwhile. Harnessing this approach, there are opportunities for collaborative efforts to tackle some of the more complex and cross-cutting challenges and advance long-term/complex solutions.

Potential approaches include:

- Collaborating with local education partners, including high schools and colleges, to encourage students to pursue housing related skilled trades - this includes participation by industry partners to support co-op placements, etc.
- Including industry partners in consultations/collaboration towards the development of new approaches within municipalities
- Creating future similar opportunities for diverse stakeholder interaction and collaboration (potentially through regular events hosted through the taskforce, and other potential fora within respective lower-tier Municipalities)
- Collaborating with community to explore opportunities for community supported development such as Community Land Trusts and Community Bond Financing
- Engaging with diverse stakeholders in efforts to address NIMBYism and support education of residents about the development process (e.g. community information sessions about ADUs could include planners, building officials, lenders, realtors, etc. to answer questions)

NEXT STEPS

The Intermunicipal Taskforce will sequence priorities to advance through the Taskforce to the benefit of communities across the County.

Once the sequence is established, a delegation representing the collaborators in the workshop will engage each respective Municipality in Spring 2025, through presentation to Councils, to seek endorsement.

All Northumberland stakeholders interested in participating in these collaborative efforts and joining future events on the topic are encouraged to contact their local Taskforce representative (see page 27).

Appendix A: Pain Points

The following are transcriptions of handwritten sticky notes used to identify "pain points" or challenges in the development process, generated by participants who had been separated into "affinity groups" based on their profession or role in the development process, including: builders/developers, nonprofit housing providers, real estate agents, municipal planners, municipal building officials, lenders, and municipal councillors. While each affinity group was encouraged to identify pain points from the perspective of their own profession or role, every group contributed to every category regardless of whether their professional involvement included participation in that stage of development. Many entries do not fall easily into a category, and some are repeated in multiple categories. Many entries also offer solutions, showing how eager participants were to solve these problems!

Land Acquisition & Preparatory Due Diligence

- Lack of servicing of designated lands
- Lack of consultation with local municipality regarding development potential
- How do "ordinary citizens" know where to start?
- What can I do with my land? Process is confusing.
- Process development
- Land: few lenders, high LTV, private \$\$\$
- Keeping people in their homes
- Why are pre-fab homes re-inspected if already inspected at factory?
- Capacity building
- Political will
- Is there really a political will?
- Stronger policies requiring affordable housing options
- How can a municipality acquire land? Idea: Kawartha Lakes developer agreements
- How to get municipal staff and council time allotted to affordable housing
- No policy for disposal of land
- No inventory of municipally owned land
- Staff change-over at municipality
- Mismatch between what is needed and what will sell. What incentives can we offer to build what is needed most? What other factors prevent buying? (i.e., cost)
- Financing is challenging: confusing, constantly changing, limited applicability (modular, tiny homes, trailers, or different ownership models can make financing harder)
- Limit # of investment properties/de-commodify housing
- Demand for big building lots for wealthy retirees, speculators, etc make land more expensive for farming or more dense housing
- Role of lower tier unclear
- Lack of institutional memory!
- Rural service water & sewage

- Hamilton Twp doesn't have excess land
- Municipalities are not "paving the way" for communities to be open & receptive to building housing, especially affordable housing
- Cost & availability of urban lands
- Over-housed seniors have no units to downsize to
- The number of severances allowed
- Smaller lots (rural) leading to smaller building footprints
- Increase the housing density within existing housing stock
- Be able to build more ADU in standard process - reduction in building code requirements
- Provincial standard with a little local options
- Incent developers to build on smaller lots/smaller homes; waive taxes/fees, tax breaks, HSt waived for 1st time home buyers
- Lack of standardization; system navigator
- Expertise in specific types of housing
- How to finance development as municipal government
- How to manage different lower tier municipalities
- How to enter into partnerships with 7 ideas from 7 different municipalities
- How to get all lower tiers together on the same page
- Upper tier, who has housing development, while it's the lower tier that has land

Property Planning & Development

- Site plan approval timeline
- Conflicting professional options regarding scope/due diligence during development process
- Political will
- Parking *
- 1 level of approvals
- Consolidate agreement requirements for affordable housing, i.e., DCs @ local level, affordability agreement for County
- Inadequate municipal services to supply/densify urban settlement areas
- Solving for... 1) Rental 2) Ownership 3) Homeless 4) "Affordable"
- DC deferral
- Servicing not to be restricted by municipal boundaries
- Solution: AI-intake, need capacity i.e., County level
- Size & sq. ft.: space, size, functionality
- Staff changeover at municipality
- Registration of subdivision from long ago; Idea - use it or lose it
- System designed to support the privileged class
- Advocacy with province about DCs
- Discretion (guidance not necessarily consistent)
- Simplify zoning
- ARU - conditions become restrictive

- Lack of planning policy that consider alternative forms of housing ownership & community development
- Restrictive zoning that prioritizes single family dwellings
- Multi-unit require zoning changes
- Need more as of right
- Zoning requirements limiting smaller buildings - ADU (closing the path)
- Tax relief & waive DCs & land tax
- Planning policies that allow alternative housing forms
- Efficient land use
- Vacant, empty & unutilized lands by municipalities
- Municipalities are not "paving the way" for the communities to be open & receptive to building housing, especially affordable
- Respect professionals
- Lack of standardization
- Accountability
- People don't want to be landlords
- Idea: small scale shared septic (Frontenac); Need policies to align
- Planning functions at both County & lower tiers - coordination
- Changing policy environment

Construction and Sales

- Lack of affordable housing incentives in rural areas/not attractive or feasible to developers
- Conflicting planning goals/objectives for development between municipal council/developers for affordable housing
- Sitting on plans of subdivision requires carrying development charges
- Losing units out of the system
- First (or second) sale erases the impact of affordability measures in development process
- Need a business model that helps people/NFP be part of the solution
- Province - sledgehammer approach that treats all municipalities the same
- NFP access to funds for operation of rental units
- Sales \$, labour, materials continue to rise & will not decrease
- Labour shortages, skilled trades
- How to scale up the workforce model
- Development Charges - need to focus on what is actually in Northumberland
- Ownership models: fee simple is usually assumed, but other models are potentially cheaper; land lease, co-ownership, co-op, etc. Lending is harder with all of these
- Developer agreements, phased-in DC collection
- Developers are building for people with money
- As REALTORS® it's our job to help a seller get the best price
- Lack of standardization
- Minimum Code standards may increase costs (to do it safely) vs no permits
- Changes to building code requirements add expense (continual changes in recent years)
- Cultural expectations for housing: reality TV fuels unrealistic desires/expectations for living standards
- Cost of energy efficiency & thermal performance

- Economic conditions determine whether work progresses
- Need business model that incentivizes building for affordable housing

Final Approvals and Assumption

- How can we guarantee that properties will be held @ affordable use?
- Never seems to be a final approval
- Moving the goalposts
- Maintenance of infrastructure/roads/services by municipalities increase with increased development, ergo costs increase
- Need system navigator to support individuals e.g., laneway suites
- Upper levels of government changes
- How to get individuals into the solution mix; too many hurdles
- Landlord/tenant rules disincentivize investment in rentals
- Losing units out of the system
- Set targets for who to attract to the community, e.g., young families vs old rich
- Lack of coordination of C.O.A [Committee of Adjustment]
- Lack of standardization
- Always digging out
- Staff time for planning

Appendix B: Solutions

The following are transcriptions of handwritten solutions worksheets. Each worksheet prompted participants to fill out the following categories:

1. Pain point description (ideally related to the pain points noted in the morning session)
2. Where in the process does this occur?
 - a. Land Acquisition and Preparatory Due Diligence
 - b. Property Planning and Development
 - c. Construction and Sales
 - d. Final Approvals and Assumption
3. "Easy" solution(s) identified
4. "Complex" solution(s) identified
5. Additional comments or notes

Most worksheets were filled in with short, point-form notes; transcribing them has required some small edits to make them more readable in this format, and some guesses with regard to illegible words or unexplained initialisms in square brackets. Some participants skipped entire sections of the worksheet. Each transcription below aims to capture a worksheet in its entirety, including notes on the back, attempting to be true to the content of the worksheet as much as possible. The report above uses this content to identify common themes, and provide some analysis of the suggestions for local applicability and effectiveness.

Pain Point	Building costs fluctuations
Process	Construction and Sales
Easy Solutions	Simplify building process & home design; reduce material complexity; layering/trades
Complex Solutions	Adopt technology & advanced manufacturing techniques; Standardize building envelope

Pain Point	Different rules in different municipalities
Process	Planning and Development
Easy Solutions	-Upper tier municipality does all planning in one central location with the same rules for the entire county.

	-Checklist for all requirements & understanding the cost of these studies & requirements.
Complex Solutions	-New system & process for cloud based centralized planning approvals at the upper tier level. -Accountability to meet deadlines.
Comments	-Coordination & cooperation between municipalities & departments. -NO consultants, they just increase costs. -i.e., Kawartha Lakes & Uxbridge pre-authorized models for planning approvals, single-family

Pain Point	Navigating the planning & permit process, learning the by-laws.
Process	Preparatory Due Diligence / Planning and Development
Easy Solutions	-Technology to learn the complex rules & by-laws to plan a build on a piece of property. -Municipal by-law & permitting search engine.
Complex Solutions	-More technology. -Public engagement & info online, i.e., ConnectPtbo. Improve processes & systems. -More options/lanes to get to the final result/building.
Comments	-Examples: Calgary & Kelowna using AI for planning, building, by-laws & permits.

Pain Point	Lack of funding for non-profit housing development
Process	Planning and Development / Construction
Easy Solutions	-Use Municipal lines of credit to help build housing -Less taxes and zero DCs (waived by municipalities?).

Pain Point	Making planning user friendly
Process	Planning and Development
Easy Solutions	-Use plain language in all public facing planing information and documents

	-Eliminate need for professional planners for straightforward applications (layperson should be able to do it)
--	--

Pain Point	Creating models for other methods of housing (other than detached single family homes)
Process	Planning and Development / Construction and Sales
Complex Solutions	-Standardize and streamline approvals (so that it's as easy as building a standard detached single family) -Allow by right? To reduce/mitigate NIMBY friction

Pain Point	Difficulty in developing alternative / affordable forms of housing
Process	Pre Due Diligence / Planning and Development / Construction and Sales
Solutions	<ol style="list-style-type: none"> 1. Streamlining permitting process (online system): <ol style="list-style-type: none"> a. portal for submitting documents b. AI could generate reports back to developer c. reduce inspections d. requires political will from the provincial government (PPS) 2. Targets for ADUs within new subdivisions & flexibility for the developer to choose which lots will have ADUs (Brighton) 3. Banking rules: <ol style="list-style-type: none"> a. Variety of ownership models b. Banking/lending for more creative ownership models (federal) c. Lending is not an option for homes under 650 sq ft d. ADUs that are not legal will not be considered as income for lending purposes 4. Central Lakes website for ideas to assist builders 5. Public Private Partnerships <ol style="list-style-type: none"> a. Working with private investors b. political will at municipal councils c. variety of housing models (NFP, rentals, attainable ownership)

Pain Point	Getting people to build that targets \$400,000 market
Process	Planning and Development
Easy Solutions	-Government \$ investment. -Duplex, triplex, quadplex incentives. -Government \$ directed to people/groups willing to build (e.g., church groups)
Complex Solutions	-Rentals - small investors need to be willing to be landlords, investments needed to support them in doing so and education needed about landlord protections

Pain Point	Restrictions on trailer parks, tiny home communities, etc.
Process	Planning and Development
Easy Solutions	-Official Plan policies currently prohibit new trailer parks; -change OP policies
Complex Solutions	-Municipal responsibility agreements (re: communal servicing); municipalities are typically resistant to it.

Pain Point	Lack of general understanding of development process
Process	Planning and Development
Easy Solutions	-more clear explanations on municipal websites

Pain Point	Process, rezonings: length of time (funding), longer than 6 months, public process, NIMBY
Process	Prep Due Diligence / Planning and Development / Construction and Sales
Easy Solutions	-staff delegated authority for site plans. -track application timeline (staff time). -Have land pre-zoned. Council will for affordable housing (give direction). -DC can be deferred (10 years from Cobourg). Respect consultants hired by developers.

Complex Solutions	-County-wide site plan approval
Comments	Need to build more trust between municipalities, developers, and consultants. Especially public meetings.

Pain Point	Interesting builders/developers in building affordable homes
Process	Prep Due Diligence / Planning and Development / Construction and Sales
Easy Solutions	<ul style="list-style-type: none"> -incentivize builders to build (money); -incentivize buyers to buy small homes; -HST incentives?; -DC charges less; -allow more homes per lot (more density); -consult more with building [unreadable]; -make more rental (encourage basement or room rentals).

Pain Point	Municipality needs to send a direction for affordable housing
Process	Prep Due Diligence / Planning and Development / Construction and Sales
Easy Solutions	<ul style="list-style-type: none"> -educate the public about the benefits, economics of affordable housing (website). -invest in community improvement projects. municipal housing facilities bylaw. instead of CIP. cost benefit analysis.
Complex Solutions	<ul style="list-style-type: none"> -remove DC on all affordable housing projects. -Have zoning done prezoned for affordable housing. 6plex or 5plex.

Pain Point	Building affordable housing
Process	Prep Due Diligence / Planning and Development / Construction and Sales
Easy Solutions	<ul style="list-style-type: none"> -Land banking - as municipalities identify surplus land it gets specially designated for affordable housing projects, appropriately. -Housing providers apply directly to a central repository with their concepts for development (RFP?). -Where possible, extend services adjacent to the identified "affordable" project properties.

Pain Point	Land & construction costs not meeting pricing needs of the community & cuts to college programs that support building. How can we fill the labour gap?
Process	Construction and Sales
Easy Solutions	<ul style="list-style-type: none"> -Greater partnerships with local colleges to build dual credit high school/college course; -STIX education through Stalwood is creating edu & credit programs to open up more opportunities career wise; -research shows greater market participation for trades workers; -Shift discourse to greater support/positivity surrounding local partnerships for trades education.
Complex Solutions	<ul style="list-style-type: none"> -Legislative changes & playing the waiting game for greater access to education & growing the workforce; -provincially funded internship programs; -access to more locally sourced materials through provincially & federally funded programs to increase jobs and level cost of source materials; -focus on expanding education efforts.
Comments	<ul style="list-style-type: none"> -Emphasis on exposing GenZ to community efforts to build/learn/grow within their homes; -develop partnerships with school boards for co-ops/business/local government; increase level of university/college internships for building & planning

Pain Point	Issues with Development Charges
Process	All
Easy Solutions	<ul style="list-style-type: none"> -DCs are waived for affordable housing/funded by the taxpayer; -being able to defer; -find ways to work with timelines for DC timelines; -consider cost of infrastructure.
Complex Solutions	<ul style="list-style-type: none"> -the biggest costs are wastewater and infrastructure growth; -this can be developed into a tax on the final user, if the developer can defer payment at occupancy then everyone gets \$ municipality gets paid.

Comments	-Say all DC's are gone – how do we guarantee this impacts affordability?
-----------------	--

Pain Point	How can we address the issues of zoning/affordable housing against NIMBYism?
Process	All
Easy Solutions	-Increase transparency with conversations about changing zoning to create a greater community mix earlier on; -better protection for staff from council to push back; -we need to engage with the community through transparent education to show progress & attention to historic detail.
Complex Solutions	-At a policy level: more collaborative partnerships; -update zoning by-laws to be reflective of OP plans for intensification/affordable housing; -more consistency in the secondary plan as well; -Integration of the strategic plan to zoning (at a higher level there is less room for pushback).
Comments	-the official plan of most communities are in the OP but not zoning; -should we have a standardized SOP to increase public confidence in the municipal process? Staff/council relationships need to be developed to increase confidence internally and within the community; -Development of a pre-consultation list perhaps to keep all levels of staff in the group – SOP for risk-based information sharing; -We need to focus on relationship building within the staff/council/developer realm so that we can enhance our level of trust within the community; -Cross-functional relationship building; -we need a municipal task force on affordable housing to do long term demographic studies to be able to lobby the province.

Pain Point	Complications with zoning/planning permits
Process	Planning and Development / Constructions and Sales
Easy Solutions	-We need more qualified individuals to be reviewing documents, i.e., eliminating peer reviews of docs by people who aren't qualified; -how can we detangle complex zoning bylaws from site planning?;

	-zoning by-laws need to be simplified or re-written accordingly to support the current climate.
Complex Solutions	-legislative protections for the municipality from the province so that planning departments...; -if there was a pool of approved professionals the municipality could pull for the review process, this could speed up review/ease onus on planners
Comments	-updates to planning act correlate with major slow-downs with housing production; -we are in the bottom 15% of development (280 days roughly for a site plan - this needs to be sped up); -consistency with zoning by-law policy-making to change by-laws will ease decision-making turnaround -we need to more frequently update zoning by-laws to consistently reflect changing community needs -we need delegated authorities based on urgency of each project -delegated authority for discretion and protection for staff to use their discretion appropriately when looking at zoning on a case-by-case basis (in line with approved policy and council direction) -how can zoning be more customizable to suit needs, i.e., why should 1.5 parking spaces be mandated if a new build is on a bus route? -More accountable/frequent reporting systems between all levels of staff so that pain points can be identified more frequently/eliminate the build up of long-range build up

Pain Point	How can we upgrade infrastructure to support large-scale development long range?
Process	Planning and Development / Construction and Sales
Easy Solutions	-More strings will be attached long range/will see more funding but greater restrictions on what will be built -Finding small incremental numbers to find affordability to do it ourselves (developer) so less onus is on the municipality (2%-5%) -Finding long-term staffing solutions
Complex Solutions	-Trying to overcome complex cashflow issues -More staffing solutions for various experts to speed up con/dev process -Policy impacts resource distribution - conduct policy analysis to determine needs for various resource needs

Comments	-We need to find a way to streamline work @ the municipal level so that workers aren't constantly playing legislative catch-up instead of working on community-level projects/priorities -Are we housing ready?
-----------------	--

Pain Point	Consistency of process and policy and code application.
Process	Planning & Development, Construction & Sales
Complex Solutions	-Shared services - single tier -Shared communication -Working towards consistent rules across the municipality

Pain Point	Supply of housing
Process	Land Acquisition & Preparatory Due Diligence
Complex Solutions	-Capping # of houses pulled out of inventory being converted to rental units, student housing, short term accommodation

Pain Point	Studies and designs during the property planning process
Process	Planning and Development
Easy Solutions	-Reducing and scoping studies and providing consistent comments that aren't subject to change

Pain Point	Due diligence - Seeking information about property - Also applicable to zoning info
Process	Land acquisition and Preparatory Due Diligence
Easy Solutions	-Automated system based on receiving information "in plain language"

Pain Point	Lack of public support for Nonprofit housing
Process	All

Easy Solutions	-Set <i>clear</i> objectives/criteria for planning decisions by council that prioritize public good over individual sentiments
Complex Solutions	-Educate people on planning, civics, emotional intelligence. Who is responsible for that?

Pain Point	Keeping new housing affordable despite market
Process	Construction and Sales / Assumption
Complex Solutions	-Restrict ownership of some units to buyers who qualify for first-time homeowner incentives/programs, reducing the buyer pool/competition for those units -Make all capital gains on such units taxable to keep out investors

Pain Point	Developers struggle with unforeseen delays from planning staff
Process	Planning and Development
Easy Solutions	-Staff directive to prioritize resources towards biggest housing gains -Consistency across the county re: planning requirements -Prioritize staff retention to reduce backlogs -Any identical plan should have only a cursory review
Complex Solutions	-Share resources between county & lower tiers for planning -Planning portal to streamline reviews (i.e., Edmonton)

Pain Point	Market value is market value. Producing housing more affordably doesn't necessarily impact market value.
Process	Construction and Sales
Easy Solutions	-Ownership models (co-ownership, land lease, co-op, etc) can reduce some costs and volatility
Complex Solutions	-Ownership models that maintain an ownership stake for a nonprofit or municipality can control resale costs, preventing the savings from cheaper construction or affordability programs from being lost as soon as the unit is sold

Appendix C: Further Reading

The solutions identified at the Housing Solutions Workshop as being relevant and promising for the acceleration of housing development in Northumberland have many consistencies and overlap with recommendations from other government agencies and task forces, industry partners, and economists from across the country.

Familiarizing ourselves with these resources may help us to build on thoughts and ideas generated locally, deepen our understanding, and contribute to our progress as we work together to action the recommendations found in this report.

- The Institute on Municipal Finance and Governance produces "Who Does What" reports on the role of municipalities in different aspects of governance. In 2022 they produced a [report](#) on the role of municipalities in housing, including a useful backgrounder which can serve as a primer for contextualizing upper and lower-tier municipalities in relation to housing development.
- The Canadian Association to End Homelessness, The Canadian Housing and Renewal Association, the Canadian Real Estate Association and Habitat for Humanity Canada recently presented a report prepared by the Missing Middle Initiative outlining ten tangible parts of a 'Team Canada' "Sovereign Housing Plan" to ensure we can build a resilient housing system that works for everyone - see [Housing Canada Report](#), 2025.
- The Task Force for Housing and Climate, a collaboration of experts from numerous higher ed institutions, think tanks, and NGOs, produced [a 2024 report](#) with concise lists of actions to be taken at the federal, provincial, and municipal levels. The recommendations in this report are broad and categorical, but also very ambitious, providing excellent inspiration for local implementation. This report also has the support of an influential Board of Directors, including now-Prime Minister Mark Carney, longtime Conservative cabinet minister Lisa Raitt, former Mayor of Edmonton and current CMHC Chair Don Iveson, and former Toronto Chief City Planner Jennifer Keesmaat, suggesting that its recommendations might have nonpartisan political support at all levels across the country.
- Monika Turner, who facilitated the Housing Solutions Workshop, produced a [Housing Continuum Report](#) in 2023 for Habitat for Humanity Northumberland detailing the current state of housing options and recent housing starts in Northumberland. This report is useful for clarifying our current context, and the (in)effectiveness of prior attempts to change the development environment and incentives in Northumberland.
- For provincial context, the Ontario Ministry of Municipal Affairs and Housing released a [Housing Affordability Task Force report](#) in 2022. To date the provincial government has implemented 28 of the 74 recommendations, partially implemented 19, and are

reviewing the remaining 27. As noted on the linked page under several of the partially implemented recommendations, municipalities are encouraged to exceed the standards set by the province (e.g., the province allows up to three units per lot in all residential zones, while the report calls for up to four units as of right). Further, reading updates about implementation of these recommendations provides a rundown of recent planning changes at the provincial level, and may alert readers to new possibilities for development.

- The City of Mississauga released [a report in early 2025](#) outlining the results of their Mayor's Housing Task Force, which identified 30 actions in four categories, most of them aimed at reforming the collection and use of Development Charges, taxes, and fees. This is a well-written report, helpful for understanding the ways municipalities can use their fee structures to influence what gets built without having to increase regulations. The report also contains recommendations for provincial and federal levels.
- The Central Lakes Association of Realtors, whose territory includes Northumberland County, recently produced [a report on the Region of Durham's](#) efforts to address housing affordability, with specific recommendations for each member municipality. CLAR's Director of Public Affairs, Lisa Comerford, participated in the Housing Solutions Workshop and noted that CLAR could potentially provide a similar report for Northumberland if there was interest for it.
- A [2021 report from the CSA Group](#), authored by Steven Haylestrom (a participant in the Housing Solutions Workshop), provides a review of the regulatory landscape of modular housing in Canada and makes suggestions for standards. [A 2024 report from CSA](#) explores the pros and cons of modular development, making recommendations for policy changes at the federal and provincial levels that would enable more modular development.
- The Government of Canada is developing a '[Housing Catalogue](#)' of designs for low-rise housing designs with the aim of speeding up design and permitting processes.
- In 2022, a task force established by the Rural Ontario Municipal Association produced a comprehensive report on '[Addressing Barriers to Attainable Housing and Purpose-Built Rentals in Rural Ontario](#)'.

Acknowledgements

The Intermunicipal Taskforce would like to thank the following partners whose contributions made the Housing Solutions Workshop possible:

The Northumberland Developers and Builders Association, and Anthony Dew of Stalwood Homes in particular, for collaborating in the design of the workshop and sponsoring morning refreshments.

The Township of Alwick Haldimand for providing us with use of their Civic Centre facility to host the event free of charge.

Northumberland County for sponsoring lunch for participants.

Monika Turner for volunteering her time to facilitate the workshop.

Finally, all the municipal staff and community partners who contributed their time, energy, and experiences for our collective learning: Baldar Corporation, BV&Co, Central Lakes Association of Realtors, Cornerstone Family Violence Prevention Centre, Cramhe Township, Fidelity Homes, Ganaraska Credit Union, Habitat for Humanity, Hamilton Township, Housing at High Speed, Mortgages by Sarah Turck - Sherwood Mortgage Group, Municipality of Brighton, Municipality of Port Hope, Municipality of Trent Hills, Northumberland Builders and Developers Association, Northumberland County, Northumberland County Housing Corporation, Peterborough and Kawarthas Home Builders Association, Port Hope United Church, RE/MAX Lakeshore Realty Inc, Roger & Co - Royal Heritage Realty Ltd., Roslyn Builders, St. Mark's Maples Court, Stalwood Homes, The Bunkie Co., The Modular Solution, Think Tiny Homes, Town of Cobourg, Township of Alwick Haldimand, and TVM Group.

Intermunicipal Taskforce Members:

Todd Attridge, Municipality of Port Hope
Nicole Beatty, Town of Cobourg
Sherry Hamilton, Cramahe Township
Claire Holloway Wadhvani, Municipality of Port Hope
Mark Lovshin, Hamilton Township
Jennifer Moore, Northumberland County
Mary Catherine O'Neill, Township of Alwick Haldimand
Rob Pope, Municipality of Trent Hills
Jeff Wheeldon, Municipality of Brighton



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



Report 2025-065

Report Title: 310 Division Street Community Liaison Committee - Indemnification

Committee Name: Social Services

Committee Meeting Date: April 2, 2025

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

Reviewed by: Darrell Mast
Municipal Solicitor
Corporate Services

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

Approved by: Jennifer Moore, CAO

Council Meeting Date: April 16, 2025

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

Recommendation

“That the Social Services Committee, having considered Report 2025-065 ‘310 Division Street Community Liaison Committee – Indemnification’, recommend that County Council enact a By-law at the April 16, 2025 County Council meeting to confirm that members of the 310 Division Street Community Liaison Committee are covered under Northumberland County By-law 55-08: A By-law to provide for the indemnity and defence of councillors and employees of the County of Northumberland against liability incurred while acting on behalf of the County of Northumberland.”

Purpose

The purpose of this report is to confirm that members of the 310 Division Street Community Liaison Committee (CLC) are included under the County's Indemnification By-law 55-08.

Background

The County formed a CLC for 310 Division Street, with the inaugural meeting taking place in December 2024. Members of the CLC have inquired about their liability exposure while acting as part of the CLC. While the CLC is not a decision-making body, it is recommended that By-law 55-08 applies to the CLC members, to safeguard against any potential liability issues raised in the future.

Consultations

External discussions have taken place with the CLC on this report and internal consultations have occurred with the Municipal Solicitor.

Legislative Authority / Risk Considerations

Sections 278 and 279 of the *Municipal Act, 2001* allow for municipalities to pass by-laws to provide for the indemnification of its employees and Council.

By-law 55-08 outlines the circumstances where the County can indemnify individuals while acting on its behalf.

Discussion / Options

By-law 55-08: 'A By-law to provide for the indemnity and defence of councilors and employees of the County of Northumberland against liability incurred while acting on behalf of the County of Northumberland' outlines circumstances for the indemnity and defense of employees and councilors when acting on behalf of the County.

Section 1.b. of the by-law defines an employee as "any salaried officer, or any other person in the employ of the County and persons that provide their services on behalf of the County without remuneration, exclusive of reimbursement of expenses or honoraria, if Council of the County has passed a by-law designating such persons or class of persons as employees for the purposes of this By-law."

As such, in order to ensure that all members of the CLC are included under the indemnification by-law, it is proposed that Council enact a by-law clarifying that any current or future member of the 310 Division Street CLC are included in this by-law.

Financial Impact

There is no financial impact.

Member Municipality Impacts

N/A

Conclusion / Outcomes

It is recommended that County Council enact a By-law at the April 16, 2025 County Council meeting confirming that members of the 310 Division Street Community Liaison Committee are covered under Northumberland County By-law 55-08.

Attachments

- 1) Report 2025-065 ATTACH 1 'A By-law to Designate Certain Volunteers as Employees for the Purposes of By-law 55-08'



By-law ##-2025

A By-law to Designate Certain Volunteers as Employees for the Purposes of By-law 55-08

Whereas Council has enacted by-law 55-08, being a by-law to provide for the indemnity and defence of councillors and employees of the County of Northumberland against liability incurred while acting on behalf of the County of Northumberland; and

Whereas the definition of “employee” in by-law 55-08 includes “...persons that provide their services on behalf of the County without remuneration, exclusive of reimbursement of expenses or honoraria, if Council of the County has passed a by-law designating such persons or class of persons as employees for the purposes of this By-law; and

Whereas Council has directed the establishment of a Community Liaison Committee for the 310 Division Street shelter facility, whose members provide their services on behalf of the County without remuneration;

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 class of persons described as members of the Community Liaison Committee for the 310 Division Street, Cobourg Shelter are hereby designated as “employees” for the purposes of By-law 55-08 during the term of such membership; and
2. **That** it is not the intention of this Council that this by-law should apply more broadly than its explicit terms, and that it should not be construed or interpreted as an offer or acknowledgment of employment by the County of Northumberland of any person or confer upon any person any right, entitlement or other benefit of employment at common law, equity, or under any Provincial or Federal Act greater than that person would otherwise have, except as expressly provided for herein.

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

That By-law ##-2025 be introduced and be deemed to be read a first, second and third time, passed, signed and sealed this 16th day of April, 2025.

Brian Ostrander, Warden

Maddison Mather, Clerk

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



Report 2025-066

Report Title: 310 Division Street, Cobourg - Data Update – April 2025

Committee Name: Social Services

Committee Meeting Date: April 2, 2025

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

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

Approved by: Jennifer Moore, CAO

Council Meeting Date: April 16, 2025

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

Information Report

That the Social Services Committee receive Report 2025-066 '310 Division Street, Cobourg - Data Update – April 2025' for information; and

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

Purpose

The purpose of this report is to provide updated data to Council on 310 Division Street, Cobourg.

Background

County staff collect data from service delivery partners and contractors to support the successful delivery of sheltering services and ensure compliance with the Town of Cobourg's Emergency Care Establishment (ECE) By-law.

Data is received from Transition House and Integrity Investigative Solutions (security provider) and are received in various formats. This data is then consolidated, analyzed and cleaned by the Homelessness Data Analysis Coordinator.

Consultations

Consultations are ongoing with the Town of Cobourg in data sharing possibilities, County Legal Counsel and the external sources of data.

Legislative Authority / Risk Considerations

All privacy legislation is adhered to in the collection and distribution of data.

Risk has been considered through the collection and analysis of data to identify early usage and trends at 310 Division Street and the surrounding community. Northumberland County is actively working with the Town of Cobourg staff to identify opportunities for data sharing and analysis.

This data collection also supports the County's compliance with the ECE by-law through an understanding of reported concerns and response from the County's security contractors in addressing concerns as required.

Discussion / Options

County staff are working with the Town of Cobourg staff to move toward a data sharing process that would allow for the Town to share data with the County to include this in the data collection as well. At the time of writing this report, staff at the Town are considering proposed consent language to ensure that the data that is provided to the County has enough detail to be able to ensure that there are not duplicate counts between datasets.

The data presented in Attachment 1 is an update to the data provided at the March 5, 2025 Social Services Committee meeting. In addition, data points are in the process of being added to the County's public Key Performance Indicator Dashboard. Once data points are online, it is proposed that data reporting to Council shift to quarterly.

The collection of qualitative data is being investigated. The establishment of effective measures for the quality and essence of types of interactions, experiences and outcomes is under development. This data will begin to be collected once measures are established and as operations of 310 Division Street have become more solidified and clients and staff have become more acclimated to the new shelter environment.

Financial Impact

N/A

Member Municipality Impacts

N/A

Conclusion / Outcomes

It is recommended that the Social Services Committee and County Council receive this report for information.

Attachments

- 1) Report 2025-066 ATTACH 1 '310 Division Street Data Update – April 2025'

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



Report 2025-067

Report Title: Cobourg Police Services Partnership – 310 Division Street, Cobourg

Committee Name: Social Services

Committee Meeting Date: April 2, 2025

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

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

Approved by: Jennifer Moore, CAO

Council Meeting Date: April 16, 2025

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

Information Report

“That the Social Services Committee receive Report 2025-067 ‘Cobourg Police Services Partnership – 310 Division Street, Cobourg’ for information; and

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

Purpose

The purpose of this report is to provide an update on the partnership between the County and Cobourg Police Services in the successful operation of 310 Division Street and to provide accurate data from the Cobourg Police Services March Board meeting as directed at March 19, 2025 County Council Meeting.

Background

At the March 18, 2025 Cobourg Police Services Board Meeting, Chief VandeGraaf provided his monthly update which included an update on the work being conducted by the Cobourg Police Services (CPS) in the downtown area. A recording of this meeting is available at: <https://pub-cobourg.escribemeetings.com/>.

During Chief VandeGraaf's monthly update, he shared that the CPS continues to respond to what the community 'asks of us' and increasing their presence in the downtown area, adding an additional 19 foot patrols downtown at key hours (morning and evening). CPS continues to work with local business owners to manage on their behalf after hours, laying trespass charges when necessary and responding to homelessness related concerns such as after-hours presence in vestibules.

Chief VandeGraaf also noted that the CPS has conducted 74 property checks including 57 in the area of 310 Division Street in the month of February. It is important to note that a property check is a pro-active self-directed effort from an officer and is not a response to a call from a member of the public or staff/security at 310 Division. The Chief also noted the ongoing engagement with the County through Staff Sergeant Bambridge and Sergeant MacDonald.

Chief VandeGraaf noted that Staff Sergeant Bambridge engages with the County to work toward addressing safety concerns in the neighbourhood around 310 Division for all involved and is considering options around auxiliary and special constables for this project. Chief VandeGraaf noted that Sergeant MacDonald is the CPS Representative for the Community Liaison Committee (CLC), works with the Mental Health Engagement and Response Team (MHEART) and the CPS Homeless Addiction Resource Project (HARP), and works with staff directly at 310 Division Street. In addition, Sergeant MacDonald works with the County through the Homelessness Leadership Table and the Homelessness Coordinated Response Team (HCRT).

The request for this report came forward after information from the Cobourg Police Services Board meeting was shared at County Council where staff were directed to clarify the information provided and report back with accurate information to the April Social Services Committee meeting. To do this, County staff reviewed the presentation provided by Chief Vandegraaf and watched the recording of the Board meeting and confirmed data presented and the appropriate interpretation of it with members of the CPS. Through these discussions, the County has confirmed that the information shared in the Board meeting was that there were 57 property checks within the area of 310 Division. A property check is a pro-active self-directed effort from an officer, special constable or auxiliary member providing a visible presence in and around the direct vicinity of 310 Division and may possibly include a visit to 310 Division itself. Property checks are not a reactionary call for service that a member of the public would contact dispatch for such as a theft, trespass, or other nuisance type behaviour.

Consultations

Internal consultations have occurred with staff in Homelessness Services.

External consultations have occurred with members of the CPS, Integrity Investigative Solutions Inc., and Transition House leadership.

Legislative Authority / Risk Considerations

It is important that accurate information be shared with the public. Through this report and Chief VandeGraaf's report, the nature of the activity of the CPS in and around 310 Division Street has been clarified.

Discussion / Options

In the opening of 310 Division Street, the County and the CPS have increased their intentional partnerships to support both clients of 310 Division Street and the surrounding neighbouring residents and businesses. The County, CPS, Integrity Investigative Solutions Inc. (contracted security service provider), and Transition House meet monthly to discuss the status of community safety initiatives in the area surrounding 310 Division Street. These meetings have focused on troubleshooting overlapping processes and practices between partners, develop response and engagement plans for neighbouring properties and within 310 Division Street with the goal of serving everyone within the vicinity of 310 Division Street. In addition, joint communication and outreach is planned between the CPS and the County to support good neighbour initiatives within the vicinity of 310 Division Street. CPS and County staff have attended 310 Division Street to discuss good neighbour practices and shared CPS' 4E approach (engage, explain, educate, enforce) to moving forward with open drug use with both staff and clients.

Proactive presence by security and the CPS support efforts toward enhancing public safety and the perception of safety. This is achieved through community initiatives and the collaborative efforts of CPS and the County in establishing strong communication protocols, partnership relationships and joint efforts in serving the community.

As directed by County Council, staff have clarified the accurate statistics shared at the CPS Board Meeting, the number shared by the Chief was that there were 57 property checks in the area of 310 Division. A property check is a pro-active self-directed effort from an officer, special constable or auxiliary member providing a visible presence in and around the direct vicinity of 310 Division and may possibly include a visit to 310 Division itself. Property checks are not a reactionary call for service that a member of the public would contact dispatch for such as a theft, trespass, or other nuisance type behaviour.

During the same time (February 2025), there were 6 calls placed to the CPS for assistance at 310 Division Street by Integrity Security Solutions Inc. and/or Transition House staff and a total of 17 calls to the County's Emergency Care Establishment phone line with concerns. A request has been made to CPS for the call volume as directed by County Council, CPS is reviewing this request.

Financial Impact

N/A

Member Municipality Impacts

N/A

Conclusion / Outcomes

It is recommended that the Social Services Committee and County Council receive this report for information.

Attachments

N/A

**Meeting of Board of Directors
Minutes**

January 29, 2025

1:30 p.m. – 3:00 p.m.

Northumberland County

Zoom Video Conference

Board Members Present (Virtual):

Molly Anthony

Cathy Borowec

Victor Fiume, Chair

Steve Gilchrist

Councillor John Logel

Jacqueline Pennington

Lou Rinaldi

Board Members' Present (In-Person): Chair Victor Fiume, Jennifer Moore

Board Members' Regrets: Councillor Mandy Martin, Daphne Livingstone, Anneke Russell, Maryam Mohajer-Ashjai

Staff:

- Rebecca Carman, General Manager (Appointed by Board)
- Carol Coleman, Associate Director Engineering
- Emily Corkery, Housing Services Manager
- Julie Kennedy, Developmental Housing & Homelessness Supervisor
- Darrell Mast, Municipal Solicitor
- Willie Reynolds, Project Manager
- Matthew Stergios, Executive Assistant to CAO
- Kim O'Leary, Financial Planning Manager

1. Call to Order

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

2. Territorial Land Acknowledgement

Victor Fiume

3. Approval of the Agenda

Moved by: Jennifer Moore

Seconded by: John Logel

“**That** the agenda for the January 29, 2025 regular meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

Disposition: **Carried**

4. Declaration of Interest

- No declarations.

5. Approval of Minutes (to be circulated prior to the meeting)
Minutes of November 27, 2024 Regular Board Meeting

Moved by: Cathy Borowec
Seconded by: Steve Gilchrist

“**That** the minutes of the November 27, 2024 Regular Meeting of the Northumberland County Housing Corporation be approved.”

Disposition: **Carried**

6. Operations Update

[Report was circulated prior to the meeting]

- Emily Corkery discussed Elgin Park now being fully occupied and the 151 Colborne location having 4 occupants move in during December. A new housing and homelessness supervisor started last week.

Moved by: Lou Rinaldi
Seconded by: Jacqueline Pennington

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

Disposition: **Carried**

7. Use of 129 Kent Street, Campbellford (verbal)

- Emily Corkery provided a verbal update regarding 129 Kent Street, Campbellford noting it has been purchased for \$469,000 with construction to

begin April 30 and occupied by September.

Moved by: John Logel
Seconded by: Steve Gilchrist

“**That** the NCHC Board of Directors approve the usage of 129 Kent Street, Campbellford as transitional supportive housing pending availability of adequate support for occupants”

Disposition: **Carried**

8. NCHC Sub-Committee Update (verbal)

- Rebecca Carman provided a verbal update regarding NCHC Sub-Committees.

Moved by: John Logel
Seconded by: Steve Gilchrist

“**That** the NCHC Board of Directors receive the verbal update on the NCHC Sub-Committees for information.”

Disposition: **Carried**

9. 473 Ontario Street Progress Update

[Report was circulated prior to the meeting]

- Willie Reyns provided an update to the board regarding 473 Ontario Street progress, highlighting that phase 1 design is underway. By-weekly meetings with designer and construction manager will be taking place. Stage 2 arch investigations were completed in December and a report on findings expected within next week. It is on track to come in under budget.

Moved by: Steve Gilchrist
Seconded by: Jacqueline Pennington

“**That** the NCHC Board of Directors receive the 473 Ontario Street Progress Update for information.”

Disposition: **Carried**

10. Elgin Park Redevelopment Progress Update



Northumberland County
Housing Corporation

[Report was circulated prior to the meeting]

- Willie Reys provided an update to the board regarding Elgin Park Redevelopment Progress Update noting that building 3 and 4 construction well-underway.

Moved by: John Logel

Seconded by: Cathy Borowec

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

Disposition: **Carried**

11. Contingent approval for Ontario Priorities Housing Initiative/Canada-Ontario Community Housing Initiative underspending (verbal)

Rebecca Carman, General Manager

- Rebecca Carman provided a verbal update regarding Contingent approval for Ontario Priorities Housing Initiative/Canada - Ontario Community Housing Initiative underspending, noting that approval has been received to spend the money. 1 project will need NCHC agreement, looking for board approval on signing authorities.

Moved by: Jennifer Moore

Seconded by: Lou Rinaldi

“That the NCHC Board of Directors approve a potential increase of Canada-Ontario Community Housing Initiative and/or Ontario Priorities Housing Initiative allocation from Northumberland County contingent on additional funds.”

Disposition: **Carried**

12. New Business

Victor Fiume, Chair

13. Move to Closed Session

Moved by: John Logel

Seconded by: Cathy Borowec

“That the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 2:02 p.m.; and

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

Disposition: **Carried**

14. Motion to Rise and Results from Closed Session

Recommended Motion (1):

Moved by: Steve Gilchrist
Seconded by: Jennifer Moore

"**That** the NCHC Board of Directors rise from Closed Session at 2:11 p.m.; and

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

Disposition: **Carried**

15. Next Meeting

- Wednesday February 26, 2025 at 1:30 p.m.
Location: **Virtual - Zoom**

16. Adjournment

Moved by: John Logel
Seconded by: Molly Anthony

"**That** the meeting be adjourned at 2:12 p.m."

Disposition: **Carried**

310 Division Street Community Liaison Committee

Meeting Minutes
January 23, 2025
3:00 p.m.

555 Courthouse Road, Cobourg Ontario
Council Chambers

Attendees:

Community Members:

- Chloe Craig
- Erisa Katona
- Kendra Simmons
- Bob LeDrew
- Hillary Allen
- Beth Bellaire
- Liz Greaves
- Brenda Whitehead

Delegates:

- Jennifer Bogart, DBIA
- Daniel Gaito, Trinity United Church
- Chris Challenger, Town of Cobourg
- Janice MacDonald, Cobourg Police Services
- Ike Nwibe, Executive Director, Transition House

Regrets:

- Rob James
- Kim Gay
- Sheri Syer
- Carolyn Rutherford, Community Health Centres of Northumberland
- Kim Wilkinson, Community Paramedics
- Emma Taylor, Northumberland Hills Hospital Community Mental Health
- Meaghan Macdonald, Board Chair, Transition House

County Representatives:

- Bill Smith
- Rebecca Carman

Facilitator:

- Chris Gorman, OrgCode Consulting Inc.

- **Welcome and Introductions:**

- Chris Gorman, Facilitator called the meeting to order
- Land acknowledgement
- Chris Gorman led a roundtable discussion
 - Concerns brought forward included:
 - Businesses ongoing issues, including break-in attempts
 - Some hearing user feedback with concerns at 310
 - Identified concerns still existing within community
 - Overnight issues common seen after the fact on security cameras
 - Concerns that some neighbours have not received flyer on 310 and ECE phone number
 - Successes shared included:
 - As a neighbour: security and police being good partners to neighbours
 - Neighbour experience of someone unwell in community, and security provided information and referrals
 - Landlord sharing quick reference guide with her tenants

- **Shelter Updates**

- Ike Nwibe gave a shelter update. Ike shared data that included:
 - Provided 427 Meals
 - 149 unique clients in the warming hub and the shelter. Shelter occupancy was an average of 25 and that of the warming hub fluctuates (12-15), depending on the time of the day.
 - Four Pets
 - In December: 7 clients housed in permanent housing, 4 families used family diversion programs
 - Services provided include: laundry, shower, telephone, case management and navigation, food and drink (from Food4All and Donations)
 - External Services include:
 - Hope & Light outreach: 2 meals per week Monday and Thursday; Art therapy group (Engaging clients and working therapeutically; Noted that there's a body of evidence for this)
 - NHH mental health supports
 - medical support through the Northumberland County Community Paramedicine program
 - Help & Legal centre
 - collaboration with Cobourg Police and building relationships between CPS and clients
 - Schedule of community agency visits under development.
 - Challenges:

- Complaints are trending downward. A system for complaints, appeals and suggestions/feedback from client has been put in place.
 - Prioritized being responsive to community concerns and working on that.
 - Example: smoking area with noise, light, smoke issues raised. Exploring options and trying to find solutions such as: considering moving smokers, reduce light intensity; continue reminding smokers of being respectful of neighbours.
 - There has been a continuous decline in service restrictions and discharges as clients become more aware of the expectations
 - There has been a continuous decline in visits from fire department, Police, EMS for emergency cases
-
- Group discussion on the update was had, some observations made included: Chris Gorman shared the permanent housing numbers are impressive, conversation about using art product somehow
 - Question: what are the numbers in the warming room and other services
 - Ike Nwibe: typically 16 in warming room and 25 in shelter beds
 - Question: what about age limits – people under the age limit at 310 also in need.
 - Ike Nwibe: generally 18+, but younger can stay in warming room; goal to connect with CAS and County
 - Some members have heard from other organizations wanting to connect into 310 – sharing Ike’s contact
 - Discussion had around public perception of emergency services responding to 310 Division compared to reality
 - Lack of understanding as to why emergency services are attending – emergency response v. relationship building and outreach
 - Neighbour indicated that there was a higher presence of emergency services responding with lights flashing when it was a seniors residence
 - Ike Nwibe shared experience from previous shelter where there were much higher level of calls
 - Visibility of shelter and location is a consideration
 - Chris Gorman indicated that sometimes people have a hard time treating people who are different than them with the same respect we treat ourselves
 - Conversation had about the perception of people not wanting to go to Transition House shifting
 - Shared perspective of community members experiencing homelessness wanting to attend and it looks different
 - Conversation had about the resource needs of Transition House:
 - CLC members sought clarity around outreach and map of what services are available for people – understanding coordination of services and supports

- Ike Nwibe indicated that Transition House is looking to connect with services to determine how they can complement the work happening at 310 Division Street. E.g. food services not funded currently, working to connect with other services providing food to bring it in 310 Division.
 - Suggestion made to connect with Trinity United Church on bagged lunches
 - Importance of creating two-way communication to hear what the needs are from the Shelter – Food Provision.
 - Adding a sub-group that focuses what the shelter needs and they're the connectors to go get it
 - CLC member suggested a need to understand the funding agreement and program requirements, policies and procedures to understand where there are gaps.
 - Chris Gorman – it is important to remember the intention of this group is not oversight
 - Ike Nwibe shared some of the goals of Transition House in terms of food security: making efforts to mobilize resources, including grants, to operate a dietary program, including a chef that can cook and support with life skills transfer for clients
 - CLC members requested a list similar to 'Fare Share' of what is needed immediately to make services better at shelter, the community is looking to support
 - Ike Nwibe confirmed that there is a list on facebook and becoming more specific
 - Consideration of a larger facebook page that gets more traffic then just Transition House
 - **ACTION:** Create Sub-Committee of CLC to take direct asks of Transition House and take it out in the community – as it is getting launched with success stories it makes it easier to build connections.
 - Reference made to 'The Mission' in Ottawa, where they have a program where its not just lifeskill but also job readiness and created a pipeline for job prep.
 - Identified skill gap in this community.
- **Review of ECE Requirements**
 - Rebecca Carman gave an overview of the actions taken by the County to comply with the ECE by-law; confirmed both Transition House and County have a license, requires annual renewal.
 - CLC members request for data to be brought to the CLC as a standing agenda item.
 - **ACTION:** 310 ECE compliance and 310 data highlights brought forward to CLC moving forward
 - Discussion had on the breadth of knowledge in the community about the phone number provided by the County

- **Action:** County and CLC consider doing a blitz for the community on information about 310 success and ECE phone number
 - Discussion on the intersection of requirements of ECE and considerations on Code of Conduct, discharge, etc. and challenges in communicating to the public in meeting needs of expectations of drug use both onsite and offsite.
 - Chris Gorman outlined that shelter work across the board is now considering how you move from an enforcement perspective to an expectations perspective – it will be a bit harder at 310 Division; understand why it exists, but from a narrow perspective of shelter operator
 - Awareness of constraints that 310 Division is operating within
 - Discussion on liability for the committee – update provided that report will go to Council in April as required under the County’s Indemnification By-law (**Action:** County Staff to take this forward in April).
- Breakout Group Sessions
 - The small groups reported back to the large group; each group worked toward the creation of an Outcome Statement; Action Plan and Key Performance Indicators

1. Neighbourhood/Community Safety Strategies

- Outcome: “To create a safe and secure environment where local residents, businesses and clients have the confidence to live together in our community”
- Brainstorming to action plan
 - Community safety will be influenced greatly by other variables being addressed including more housing options, mental health and addiction needs.
 - Community safety will be influenced greatly if proper housing solutions are created for those living in the shelter system for several years, having high/very high acuity and may likely never live independently.
 - Important to create a concrete set of expectations and then reinforcing those expectations to create positive feedback loops.
 - Consequences to poor behaviour other than being kicked out. This only pushes the problem outdoors to the neighbourhood that absorbs the impact and negatively affects perception, safety and willingness to partner with the shelter in any capacity.
 - Security changes
 - Moving security to front of building to have consistent access to views of the front of 310 and neighbouring buildings, street, sidewalks. This makes it much easier and faster to address issues of loitering, trespassing, smoking within 9m of neighbouring building entrances etc.
 - Need for increase in security

- Need for security to facilitate taking on agency of surrounding properties and/or communication to public on how to do this.
- Clear pathway and communication on how neighbours can consent to allow police on their private property and provide trespass orders.
- Amendment to Code of Conduct to include staying off Private Property, and consistent reinforcement of the Code of Conduct.
- Possible inclusion of neighbourhood introduction during Intake process – walk, clear and easy-to-read posted signs.
- Clear pathway for communication of issues – who to call for what issues and distribution to entire community as all residents of Cobourg are passing by shelter, and/or working/living/shopping/driving through within the 500 m radius - and don't know who to call if they see an issue.
 - Phone numbers and pathways – social media – reach out to DBIA or others to get the information out re: numbers, chamber of commerce
 - Tax information mailout
 - Include Transition House number for referrals for intake
- Key Performance Indicators:
 - Number of security calls down over long period of time. Needs to be done over long period given number of variables – residents actually having proper info/numbers, weather, periods of time when businesses closed or residents away
 - Resident perception over time – qualitative survey – few questions to get some general info on overall confidence of public and shelter guests, feeling that shelter is accountable, what percentage of issues are you actually reporting to the shelter etc.
- During Discussion with broader group:
 - Ottawa Police Services has a program that includes the posting of a small decal on their business that tells officers that paperwork has been filed for no trespassing for easier enforcement
 - Chris Gorman spoke about opportunities for more restorative justice, welcoming people back in – following best practices
 - Qualitative perception of between before and after.

2. Education and Awareness

- Outcome statement: Educate the community about homelessness while keeping them “in the loop” about the local situation while staying focused on transparency and clarity of information.
- Brainstorming to action plan:
 - We need to let the world know:

- Who the CLC is – Why we are part of the “picture”, How we came about and were selected, role we play in the matrix of support and community building
- The **piece** we play but also what role other play too - agency, county, town, neighbours, community groups, hired partners (like security)
- The **facts** – lets share stats, processes actual struggles and concerns, areas with less support but also wins
- Solutions – problems that arise and how they are solved – i.e. smoking on property – lets share the human touches that make the world look at things differently
- These should be short term goal and then on going – continuous –
- You don't have media power if you talk behind a closed door – need to be transparent and out with this information
- Resources needed would be a Communication Person and then an External Communication Plan
- We also believe that information to educate needs to be shared. Things like:
 - **Facts and data** that tell the actual story and can be done on some level of comparison to before and after 310
 - Housing Continuum (what is and how big are the pieces) – where do the services at 310 fit and how many are at each place in the community – not just at 310 – show the impact
 - Limit of Liability – who is responsible for what and where does it lie (from staff to residents to neighbors to the community) and where do people go next
 - Partners – who are they and what do they do – services they provide, resources they make available or share and background on how long they have been doing it
- Also consider working with Ike to be make community asks – specific and what's needed
- Goals for Committee (after 10 months)
 - Help create a “process” for sharing information for the 310 team. Take into consideration:
 - What info on the regular (dashboard details)
 - How often
 - What channels
 - Target audiences
 - With what partners and others to share out too

- Identify key messages and info the public needs about homelessness, mental health, addictions and any other Social Issues that are identified for learning
- 2 community pop-ups with info to share about homelessness, the continuum and sharing of info and awareness stuff.
- In discussion with broader group, it was noted by the group that external communication may be a County responsibility; important to tell the continuum (within 310 and out) and understand partners and where they fit within this conversation

3. Communication

- Brainstorming to action plan:
 - Create a monthly paper flyer for 500m radius area to highlight activities and what's coming up
 - What's worked, what we're working on; what hasn't, what's next
 - Monthly repeat in Northumberland News; Local Blogs (Burd, Draper), Substack
 - Questions asked: who is doing this, how to measure success
 - Idea: Student project through Downtown Business Improvement Area, monthly summer survey of residents downtown – Are you feeling safe today? Safer than last year? Cleaner?
 - Need to clarify pipeline to send info to County and Transition House – email and to make sure responses are given to the person who asked
 - Considerations:
 - Tactics: online, offline, in real life
 - Various audiences (in paper for 500 m, others for farther away)
 - How is it delivered, who will read it, cost – use flyers to generate subs and feedback, who does it come from – Transition House, CLC
 - Clear community understanding of when to speak to CLC directly and when to go to County or Transition House

4. Coordinating with Local Resources

- Resource Committee presented action plan
 - Immediate Actions (0-3 months)
 1. Meet with the Executive Director
 - Confirm priority needs (food, clothing, personal care, etc.).
 - Align with current efforts to avoid duplication.
 2. Compile a List of Available Resources
 - Identify which services 310 Division is already using.
 - Determine which organizations can be approached for support.

- Create a working document to track resources and contacts.
- 3. Establish Communication with Local Businesses for Food Support
 - Identify potential restaurant and bakery partners.
 - Develop an outreach script or letter for initial contact.
 - Assign team members to handle follow-ups.
- 4. Clarify the CLC's Role & Avoid Duplication
 - Ensure the Board of Directors is informed.
 - Clearly define CLC's role to complement existing efforts.
- Mid-Term Actions (4-6 months)
 - 5. Liaison with Local Pet Shops & Veterinarians
 - Develop a proposal for discounted or donated pet care.
 - Pet-friendly policies for coordination.
 - 6. Coordinate a Service Database & Outreach to Underutilized Resources
 - Work with volunteer hair stylists to make use of existing salon at 310
 - Build a simple database of services available.
 - Identify 310 resources that are not being used (e.g. hair salon) and reach out to them.
 - Contact local service clubs for targeted support.
 - Long-Term Actions (7-9 months & Ongoing)
 - 7. Engage the Broader Northumberland Community
 - Working with the Communications Team and the Education Awareness Team, develop a public awareness campaign (e.g., social media, local news, flyers).
 - Create a process for residents to request specific donations.
 - 8. Strengthen Partnerships with Local Organizations
 - Build ongoing relationships with businesses and service providers.
 - Track engagement and ensure sustained collaboration.
- i. Where does the Transition House Board fit into all of this – do they have subcommittees that already exist i.e. fundraising and connecting to resources
- Discussion with larger group identified that Resource Committee needs to meet with Transition House to determine immediate needs in the next 3 months; wish list; building inventory of services, what they are providing and how they could provide more
 - Consider Connection between medical system and homelessness system – how do we meet the needs to alleviate strain in other systems
 - Work to avoid duplication

- How to connect Transition House clients with what the broader community needs and can support – outside work, shoveling, etc. work, shovel, etc.

- **Closing Remarks and Next Step**

- Rebecca Carman shared that County Council has requested biographies of CLC members
 - Discussion carried over until next meeting
- Terms of Reference to be circulated by email and reviewed and approved via email.

Next Meeting:

- Next meeting to be scheduled through email canvass