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## Report 2025-129

**Report Title:** Northumberland County Housing Corporation 2024 Annual Report

**Committee Name:** Social Services

**Committee Meeting Date:** June 4, 2025

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Community and Social Services

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**Approved by:** Jennifer Moore, CAO

**Council Meeting Date:** June 18, 2025

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

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### Recommendation

**"That** the Social Services Committee, having considered Report 2025-129 'Northumberland County Housing Corporation 2024 Annual Report', recommend that County Council as shareholder, receive the Northumberland County Housing Corporation 2024 Annual Report for information."  

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## **Purpose**

The purpose of this report is to submit the 2024 Northumberland County Housing Corporation (NCHC) Annual Report to County Council as the sole shareholder and as is required by the Shareholder Direction.

## **Background**

The NCHC was incorporated on December 14, 2000 pursuant to the Business Corporations Act (Ontario) (the OBCA) under the authority of the Social Housing Reform Act, 2000 (the SHRA). The corporation's sole shareholder is the County of Northumberland and currently owns 373 units of community housing. The Seventh Annual NCHC AGM was held on May 28, 2025. During the AGM, the attached 2024 NCHC Annual Report was presented and was referred by the NCHC Board of Directors to County Council as required by the Shareholder Direction.

## **Consultations**

Internal consultations have taken place with key departments supporting the NCHC including Finance, Public Works and Communications in the creation of the 2024 Annual Report.

## **Legislative Authority / Risk Considerations**

The NCHC was incorporated under the authority of the now repealed *Social Housing Reform Act (SHRA)* which gave Service Managers the ability to create local housing corporations. This authority was not included in the *Housing Services Act, 2011* (the HSA).

As an incorporated entity under the *Ontario Business Corporations Act, 1999* (the OBCA), the NCHC is required to remain in compliance with the Act. In addition, this report is submitted to Council as a requirement under the Shareholder Direction for the NCHC.

## **Discussion / Options**

The 2024 NCHC Annual report highlights key achievements made in 2024 and sets key objectives for 2025.

## **Key achievements made by the NCHC in 2024, in alignment with the strategic priorities include:**

### **Improve Tenant Experience**

- Created a new tenant complaint policy aimed at enhancing transparency, accountability, and timely resolution of tenant concerns
- Partnered with the Community Health Centres of Northumberland to introduce diabetes program information sessions at NCHC buildings. These sessions aimed to increase awareness, promote early detection, and empower tenants to make informed health decisions
- In partnership with Northumberland Community Paramedicine Program expanded drop-in clinics to include additional buildings to improve access to medical care
- Provided prevention training to housing and facilities staff to enhance staff capacity to identify early warning signs of housing instability and implement proactive support strategies to maintain tenant housing.

- Coordinated and facilitated quarterly tenant engagement initiatives including coffee hours, summer BBQs, fall produce bag deliveries and holiday parties to foster tenant engagement, reduce isolation, and strengthen relationships among tenants
- Organized and led a tenant Q&A session at 123 King Street, Colborne to discuss upcoming redevelopment plans. Provided a transparent platform for tenants to voice concerns, ask questions, and receive accurate, up-to-date information regarding future changes
- Facilitated a hoarding awareness training session in collaboration with Northumberland Hills Hospital, aimed at equipping housing and facilities staff with the knowledge and tools to effectively support individuals experiencing hoarding disorder.

#### Expand and Grow the NCHC Profile

- Publicly launched the redevelopment plans for 123 King Street, Colborne following formal approval from municipal council.
- Finalized the purchase of 699 Westwood Drive, Cobourg.
- Continued collaboration with Ontario Aboriginal Housing Services on the 473 Ontario Street development in Cobourg, initiated Stage 3AA archaeological studies, and began the process of finalizing the schematic design.
- Successfully negotiated and completed the purchase of 129 Kent Street in Campbellford with the objective of increasing the supply of transitional housing.
- Designed and launched a transitional housing program in partnership with multiple community organizations. Formalized collaborations through Memorandums of Understanding (MOUs), ensuring coordinated service delivery, wraparound supports, and shared accountability for resident outcomes.
- Finalized and facilitated tenant move-ins for Phase 1 of the Elgin Park Redevelopment and continued construction of Phase 2.
- Continued to explore funding opportunities with the support of the Financial Housing Specialist

#### Extend and Improve the Useful Life of NCHC Assets

- Obtained formal approval from the NCHC Board of Directors to initiate a pilot cleaning program aimed at providing tenants with support maintaining their tenancies, aging with dignity and extending the useful life of NCHC buildings
- Organized and facilitated a training session on AssetPlanner software for relevant staff to enable effective use of the platform for capital planning, and asset tracking
- Successfully completed the replacement of the watermain at 330 King Street East, Cobourg addressing critical infrastructure needs.

#### Strengthen Governance

- The NCHC board welcomed two new directors to their skills-based board
- The NCHC Board of Directors authorized the execution of a new Purchase Services Agreement between NCHC and Northumberland County upon the approval of the Northumberland County Council

## Build and Strengthen the NCHC Profile

- Developed an occupancy agreement specifically for the transitional housing program, outlining the rights, responsibilities, and support expectations for participants.
- Participated in training led by Levitt Di Lella Duggan & Chaplick LLP on the eviction process. The training enhanced staff understanding of legal procedures, tenant rights, and best practices in prevention in eviction, contributing to consistent and supportive case management
- Established and implemented a formal process for filling market rent vacancies
- Revised and updated the NCHC lease agreement to align with legislative requirements and organizational policies.

## Key objectives for 2025 include:

- Begin exploring an Equity, Diversity, Inclusion (EDI), and Trauma-Informed Practice Strategy
  - Partner with community organizations to design and deliver equitable, inclusive programming tailored to the diverse needs of tenants.
  - Establish a Gender-Based Violence Sub-Committee
  - Initiate reviews of policies and procedures to ensure all language and processes are trauma-informed, accessible, and free from discrimination.
- Distribute tenant satisfaction surveys as part of the Levels of Service initiatives to gather feedback, identify service gaps, and inform continuous improvement efforts across housing operations
- As part of ongoing LOS initiatives, develop and distribute clear communication materials to tenants outlining how repair and maintenance requests are prioritized.
- Reconvene the Construction Standards Sub-Committee to review, update, and monitor building design and construction practices, ensuring alignment with current codes, tenant needs, and sustainability goals.
- Continue the development of the 10-Year Capital Plan in collaboration with Housing Services Corporation (HSC), utilizing AssetPlanner.
- Maintain momentum on the development of key housing projects, including 123 King Street Colborne, 473 Ontario Street, Cobourg, and 129 Kent Street Campbellford.
- Finalize construction of Elgin Park Redevelopment Phase 2 and begin tenant move-ins
- Launch a dedicated sub-committee focused on addressing gender-based violence within the social housing context
- Establish Strategic Goal #2 Sub-Committee to seek out new revitalization and renewal initiatives, leverage funding, financing, and partnership opportunities to provide more homes and explore tools and mechanisms that will position NCHC to grow
- Update the NCHC Tenant Handbook to reflect revisions in the lease agreement and organizational policies and ensure its distribution to all NCHC tenants through online publication and provision at lease signing
- Continue establishing the NCHC voice in advocacy to the province and other stakeholders to raise awareness of gender-based violence in social housing and create change

- Establish an external operational review process to confirm compliance with the Housing Services Act through an examination of operating procedures including administration, governance, financial management, RGI (rent-gearred-to-income) processes and maintenance management

**Financial Impact**

N/A

**Member Municipality Impacts**

N/A

**Conclusion / Outcomes**

It is recommended that County Council receive the NCHC 2024 Annual Report as shareholder and as according to the Shareholder Direction.

**Attachments**

- 1) Report 2025-129 ATTACH 1 'NCHC 2024 Annual Report'