



OPENING DOORS IN COCHRANE DISTRICT

A Plan for Housing Stability 2025 - 2030

July 2025

CDSB • CSDC

**Cochrane District
Services Board**

**Conseil des services
du district de Cochrane**



Prepared by:

Housing Services Corporation (HSC)
Business Solutions- Consultancy
Website: <https://hscorp.ca>

20 Dundas Street, West, Suite 1030
Toronto, ON, Canada M5G 2C2
Email: feedback@hscorp.ca



Acknowledgements

The Cochrane District Services Board acknowledges that we are on the traditional territories of many First Nations, including the Moose Cree First Nation, Flying Post First Nation, Constance Lake First Nation, Mattagami First Nation, Apitipi Anicipnapek Nation, and the Taykwa Tagamou Nation, covered by the James Bay Treaty No. 9. These lands have been long home to Indigenous Peoples who have stewarded them with care since time immemorial. We also acknowledge that the impacts of colonization, including displacement and the erasure of Indigenous governance and ways of life, continue to be felt toward – particularly in the disproportionate experiences of homelessness among Indigenous Peoples. As we work, gather, and live here, we recognize that housing is not just about shelter but the right to home, land, and belonging. We commit to honoring Indigenous leaderships in addressing these injustices, and to working toward reconciliation that is rooted in action, relationship-building, and a shared responsibility for the well-being of this land and all who seek safety upon it.

Opening Doors in Cochrane District: A Plan for Housing Stability reflects the collective input of key partners. We are grateful to CDSB staff, district residents, individuals, organizations, and community partners whose contributions, insights, and collaboration have helped shape this plan and advance our shared goals.

Cochrane District Services Board (CDSB)

We acknowledge and thank the CDSB staff project team for their key role in informing this plan.

- Lindsay Cumming, Director of Housing
- Natalie Hallok, Lead Manager of Homelessness Initiatives and Support Services
- Kaileigh Russell, Communications Manager
- Melissa Carriere, Housing Program Manager
- Antoine Vézina, Housing Development Manager

Member Municipalities

We thank the district's member municipalities for participating in the survey and focus groups, and for sharing valuable insights into housing and homelessness in their communities.

Residents in the District

We sincerely thank Cochrane District residents who shared their stories and perspectives through the community survey. Your input was invaluable in informing this plan.

Housing Plan Contact

Kaileigh Russell, Communications Manager
Cochrane District Services Administration Board
500 Algonquin Blvd. E., Timmins, ON P4N 1B7
T: 705-268-7722 ext. 244 E: kaileigh.russell@cdsb.care

For more information about the CDSB, please visit the website: <https://cdsb.care/>

Cochrane District Services Board (CDSB)

CDSB is designated by Ontario as the District's social service administrator with respect to management responsibilities for Children's Services, Housing and Homelessness Programs, Community Development Services (Social Assistance and Employment) and Paramedic Services.

Message from the Board Chair

Housing is more than just a roof over our heads—it is the foundation for healthy individuals, strong families, and thriving communities. In the District of Cochrane, safe, secure, and appropriate housing supports better health and social outcomes and connects people to opportunities in our economy and to vital community services.

Opening Doors in Cochrane District: A Plan for Housing Stability is our revised plan that builds on the progress made through our first 10-year strategy, **A Blueprint for Sustainability (2014–2024)**. While we have achieved much over the past decade, we know that the housing landscape continues to change. This updated plan sets a renewed long-term strategic direction that is flexible and responsive to both emerging challenges and new opportunities.



In recent years, our region has experienced rising housing pressures and a growing number of individuals and families experiencing homelessness. In response, CDSB has taken bold, coordinated action—including the creation of a System of Care aimed at reducing chronic homelessness and a parallel focus on preventing homelessness before it occurs. We are committed to eliminating chronic homelessness and building a district where everyone has a safe, affordable and stable home in the neighbourhood they choose to live.

None of this work is possible without the dedicated collaboration of our partners. Across the District, we have a strong tradition of working together to meet complex needs. As we move forward, we will strengthen our existing partnerships and build new ones to reflect the broad range of services required to support residents at all stages of life.

This plan reflects our commitment to working with all levels of government, member municipalities, community agencies, and Indigenous and First Nations partners. We are united in our goal to ensure that everyone in the District of Cochrane has access to safe, suitable housing and the supports they need to thrive.

This plan aligns with our vision to foster a responsive, person-centered system that reflects the diversity of our communities and values the individuality of every resident.

Together, we will continue building inclusive, complete communities—rooted in compassion, equity, and resilience.

Thank you

Mayor Michelle Boileau, City of Timmins
Chair of the Cochrane District Services Board



Contents

Executive Summary	6
Our Plan: At A Glance	7
Introduction	8
Developing the Plan	9
Population & Housing Trends.....	12
Housing and Homelessness System Serviced by the CDSB	18
Our 2025 - 2030 Plan	27
Enhance Housing Supports to Help Vulnerable Households Achieve Stability	28
Advance Affordable Housing Opportunities	30
Grow, Preserve and Maintain Community Housing for the Future	32
Housing Targets and Measures	34
Executing Our Plan	35
Conclusion	36

Executive Summary

In 2014, the Cochrane District Services Board (CDSB) launched **A Blueprint for Sustainability 2014 – 2024**, a 10-year Housing Plan to guide efforts across the district in addressing housing needs, promoting healthy communities, and social inclusion, and supporting economic development. A mid-point update in 2019 (Phase 2) revised the plan's goals in response to evolving local and provincial priorities.

Since then, the district has faced increasing pressures, including the impacts of the COVID-19 pandemic, rising housing costs, an increase in homelessness, growing mental health challenges, and demographic shifts such as an aging and declining population. In addition, like other Northern economies that are resource-based, the district is vulnerable to market fluctuations and trade uncertainties. These trends have propelled a housing affordability crisis, deepened housing instability and existing inequities and strained local service systems such as housing, health care, and employment.

As the challenges and pressures facing the district have evolved over the past five years, CDSB remains strongly committed to finding housing solutions and working to prevent homelessness- so that all residents of the district have a safe and stable place to call home.

With our Housing Plan concluding in 2024, the CDSB undertook a comprehensive review of the original plan- engaging staff, partners, member municipalities, community organizations, residents, and Indigenous and First Nations individuals and organizations- to reassess priorities and provide insights into the housing and homelessness issues experienced across the

district. The result is **Opening Doors in Cochrane District: A Plan for Housing Stability 2025-2030**.

This refreshed plan is guided by the CDSB's mission and vision, builds on the success of the previous plan, and outlines a coordinated approach and framework to address housing affordability, advance homelessness prevention, and build a more responsive System of Care - grounded in collaboration, local insight, and a shared commitment to safe, stable housing for all.

CDSB Vision & Mission

To further develop a District service environment that is responsive to community needs and which values the individuality of its residents.

To support execution, an implementation framework outlines specific objectives and actions for each strategic goal laid out in this plan. Progress will be reported annually, in line with provincial requirements. As a living document, the plan may be updated over time to reflect new insights and evolving priorities.

CDSB relies on strong partnerships and collaborative efforts to advance its housing goals. We thank all who supported the original plan and look forward to continuing this work with existing and new partners through the implementation of our updated plan.

Our Plan: At A Glance

Opening Doors in Cochrane District: A Plan for Housing Stability




2025 - 2030

Our Housing Plan is the CDSB's roadmap for guiding and improving the housing and homelessness service system to ensure better outcomes for residents in the District of Cochrane.

What we want Long-Term Outcomes

Everyone has a home	People get the support they need	We work together
Increased inventory and availability of affordable housing options through new builds, purchases, and land assembly.	Enhance a coordinated system of housing and support services that meets people's needs to achieve housing stability.	Increased efficiency of the community housing system to ensure value for money and sustainability.
Partnering with member municipalities, non-profit organizations, and private developers to build more housing in the district.	Integrated System of Care to enable individuals experiencing homelessness to access and retain housing.	Sustain the existing community housing supply in the district.

PLAN GOALS

1 Enhance Housing Supports to Help Vulnerable Households Achieve Stability 	2 Advance Affordable Housing Opportunities 	3 Grow, Preserve and Maintain Community Housing for the Future 
---	--	---

OBJECTIVES

<p>1.1 Expand and Improve Homelessness Prevention Strategies.</p> <p>1.2 Build and strengthen relationships with Indigenous communities and First Nations in the district to improve housing outcomes and develop culturally-appropriate solutions, particularly for youth, seniors and individuals experiencing homelessness.</p> <p>1.3 Explore innovative housing solutions that provide safe, stable, and supportive housing environments for individuals and at-risk populations with unique housing needs.</p>	<p>2.1 Engage and educate regional partners to support affordable housing development.</p> <p>2.2 Leverage land and partnership opportunities to support future affordable housing development.</p> <p>2.3 Help build healthy communities that provide a range of housing options to meet the physical, social and economic needs of district residents.</p>	<p>3.1 Ensure responsible stewardship of community housing assets and resources through the CDSB End of Mortgage and Operating Agreement Strategy.</p> <p>3.2 Work in partnership with housing providers to grow and/or maintain affordable units for low-income households during the transition to the new community housing regulatory framework.</p> <p>3.3 Continue to integrate appropriate accountability measures to invest, protect and improve the efficiency in the administration of the community housing program.</p>
---	---	--



Introduction

The CDSB is the consolidated Municipal Service Manager (or “Service Manager”) responsible for delivering provincially mandated services to residents across the Cochrane District. Formerly known as the Cochrane District Social Services Administration Board (CDSSAB), the organization rebranded in 2024 to better reflect its service mandate beyond traditional social services.

Among the range of essential programs administered by the CDSB, responsibilities also include the administration and funding of affordable housing and homelessness programs in the district. This role includes providing affordable housing options from emergency shelters, transitional, and supportive housing to Rent-Geared-to-Income (RGI) and affordable rental options. In addition, CDSB is required under provincial legislation to develop a Plan to address issues related to housing and homelessness in its service area.

In 2014, the CDSB developed a 10-Year Housing Plan, **A Blueprint for Sustainability 2014-2024**, focused on affordability, supply, homelessness prevention, and coordinated support services. Approved by the CDSB Board of Directors and the Province of Ontario; 17 recommendations formed the plan’s implementation. A mid-term review in 2019 resulted in a Phase 2 update, aligning the Plan with legislative change, CDSB program and service work, local homelessness trends, and shifting community needs. It introduced four strategic goals to address the trends that were shaping the district’s housing system, in particular growing homelessness and demand for responsive supports.

With the original Plan concluding in 2024, CDSB launched a renewal process in early 2025 to develop **Opening Doors in Cochrane District: A Plan for Housing Stability 2025–2030**. This updated Plan builds on past progress, reflects current housing pressures and opportunities, confirms priorities and goals, and renews CDSB’s commitment to ensuring all residents of the district have access to safe, affordable and stable housing. Thus, this Plan continues to be our framework to address housing affordability and advance homelessness prevention.



Developing the Plan

To renew our Plan, we undertook the following:

- 1) Data Collection and Documentation Review
- 2) Community and Partner Engagement
- 3) Review and Prioritization of Goals, Objectives, and Actions

We began with data collection and a document review, including an update to the district's **Community Profile Housing Needs Assessment Study** in 2024, to determine how our economy and population have changed since 2014. This, along with the Cochrane District 2024 Enumeration, **Everyone Counts Report**, provided key insights into housing availability, affordability, as well as trends in income, housing supply and demand, and homelessness. The data highlighted the needs facing specific groups, including seniors, youth, Indigenous and First Nations peoples, individuals with disabilities, and those at risk of chronic homelessness.

Data collection included consultation and engagement with community partners, member

municipalities, and the public. Over 500 individuals were engaged through surveys, focus groups, interviews, and discussions.

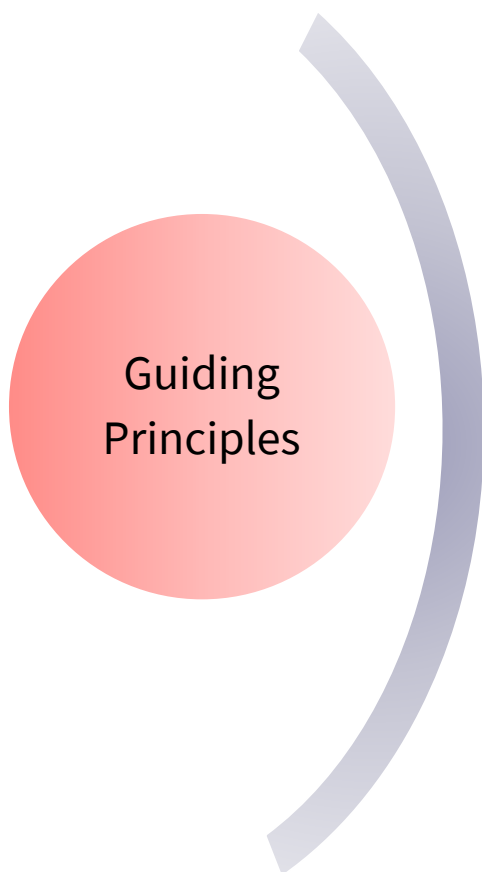
Our extensive consultation captured insights on housing challenges, service needs, and opportunities to improve affordability, availability, and homelessness response. Consultation discussions emphasized stronger collaboration, partnerships and public awareness. This feedback underscored that the CDSB is only one player in a larger system, and planning requires collective, coordinated action and resources to achieve successful community and resident outcomes.

By combining statistical analysis with local insights and community perspectives, the review produced an evidence-based housing plan informed by voices including individuals with lived experience and those affected by housing insecurity and homelessness.

CDSB staff were central to informing this Plan, bringing their frontline experience and insights

to every stage. They reviewed the existing plan, assessed progress, and identified areas needing renewed focus. Staff input confirmed the continued relevance of the original goals while highlighting priorities such as strengthening homelessness prevention, deepening collaboration with Indigenous and First Nations communities, and exploring innovative supportive housing solutions. Their contributions helped shape a Plan grounded in operational realities and community needs, building on past successes and lessons learned.

A summary of the engagement work is available and has been captured in the document, **Our Voice, Our Communities, Our Homes: Informing the Housing Plan, Cochrane District**.



COLLABORATION: We will work across sectors, communities, institutions, and all levels of government to support coordinated and inclusive responses to housing and homelessness.

INNOVATION: We will foster new ideas and build on proven practices and initiatives that work to develop effective, forward-looking solutions to housing and homelessness challenges in the district.

ACCOUNTABILITY: Through ongoing monitoring, regular transparent reporting, and communication on the progress of the Plan, we will ensure strategies and activities remain responsive and effective, and build awareness.

RECOGNIZE DIVERSE NEEDS: We will ensure inclusive approaches in our program, services, and supports to reflect the varied experiences, identities, and circumstances of all individuals- regardless of age, abilities, culture, health status, family status, sexual orientation, gender and income level.

Engagement At-A-Glance



In total, engagement activities reached over **500** individuals and partner groups.

**RESIDENTS
FROM OUR
DISTRICT**

431
Community
Survey

71 Individuals with lived experience
76 First Nations, Métis, Inuit
140 Francophone
12 LGBTQIA2S+

AGE

54% 25 – 50 Years
42% 51+ Years

We also heard from students, veterans, non-indigenous, veterans, seniors, business owners, and caregivers.



4 FOCUS GROUPS
EXPLORED ISSUES IN DEPTH

40
Total Participants

Group 1
Children & Youth Services

11
PARTICIPANTS

Group 3
Community Development &
Services, Real Estate and
Economic Development

9
PARTICIPANTS

Group 2
Housing & Homelessness,
Mental Health Addictions
and Supports

9
PARTICIPANTS

Group 4
Paramedic Services, Health
Services, Senior Services

10
PARTICIPANTS

**Member Municipality
Survey**

13
RESPONSES

MUNICIPALITIES

10

70%
Municipalities
Responded



SURVEYS
FOCUS GROUPS



RELOCATION
REVIEW
CONSULTATION



INDIGENOUS
ENGAGEMENT
MEETING

CDSB Staff



5 KEY INFORMANT
INTERVIEWS



3 PLANNING
SESSIONS
CROSS-
DEPARTMENTAL



Population & Housing Trends

The district's **Community Profile Housing Needs Assessment Study, 2024**, identified some key population and housing trends that play a critical role in informing our service delivery.

Our population is aging and declining overall, despite a projected 3% increase by 2046. Out-migration, especially among younger residents, is driven by a weak economy. As the senior population in the district grows, demand for affordable, age-appropriate housing is increasing.

In recent years, the district has experienced increased immigration, refugee arrivals, and international students, creating demand for culturally appropriate and affordable rental housing, including rental student accommodations that are currently limited or unavailable.

While supportive housing supply has increased, service capacity remains a challenge due to geography and the growing need for supports overall as individuals age. We heard that seniors, individuals with physical and/or developmental disabilities and those with mental health issues are finding it increasingly difficult to find and maintain housing without the specialized supports they require.

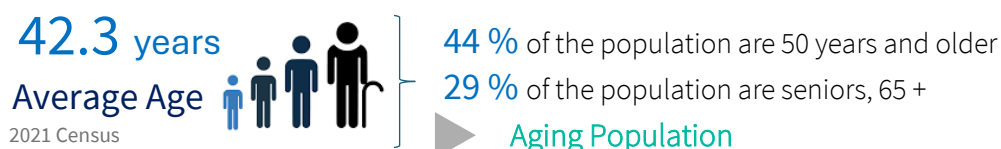
Employment instability is increasing the demand for affordable housing. The district is impacted by employment swings, where at times there is demand for temporary or seasonal types of housing in different housing forms/tenures, and at other times, housing units are left vacant when employment slumps and industries shut down.

CDSB's waiting list (CWL) for subsidized housing continues to increase, with the demand primarily from senior households. While progress is being made to house applicants, the supply of subsidized housing units in the district cannot keep up with the need.

The district is experiencing a significant increase in individuals and households facing housing instability and homelessness. A higher percentage of individuals experiencing homelessness are from Indigenous and First Nations communities.

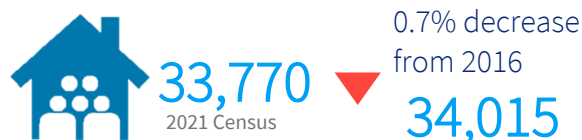
POPULATION AND HOUSING TRENDS

District of Cochrane's Population



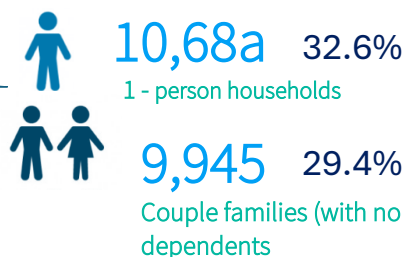
Overall proportion of the Indigenous population increased from 16.1% in 2016 to 18.7% in 2021.

Households



Household Size

2.3



Average Household Income

14.5% increase from 2016



Prevalence of Low Income

12.6 % of the total population
15.5% of seniors 65+ years

After-Tax 2021 Census

Rate



2021 9.2%
2016 9.0%

District

Ontario

8.0%
7.4%

The unemployment rate in the district has fluctuated in recent years, influenced by factors such as changes in local industries and economic conditions.

Vacancy Rate



Oct 2024
2.3 %

CMHC Apartment Vacancy Rate in Timmins. Data for the District is not available

Healthy vacancy rate is typically 3%

Average market rent for all bedroom types

\$1,165

Average rents (\$) from apartment structures from CMHC Rental Market Survey, Privately Initiated Structures with 3 or more units, Centres 10,000+ populations

Bachelor- \$934

1 B- \$1,051 | 2 B- \$1,230 | 3 B- \$1,286

October 2024

Rental rates can vary based on factors such as location, building amenities, and the age of the property.

Housing Tenure



67.9 % # 22, 935
of household's owners

30.3 % # 10, 225
of household's renters

2021 Census

Stock & Structure

33,770 Private Dwellings



23, 225 (68.8%) single-detached houses

#4,640 (13.7%) Apartments in building < 5 storeys

#620 (1.8%) Apartments in buildings > 5 storeys

Age of Housing Stock

70% built before 1981

21.2% built 1981 – 2000

7.9% built after 2000

2021 Census

- Approximately two-thirds of the housing stock was built before 1980, indicating a growing need for ongoing repair and maintenance.
- With mostly single-detached homes and rise in one-and two-person households, there may be a mismatch between housing supply and the needs for smaller, more affordable options.

Housing Affordability



14.3% of all households are spending 30% or more of their income on housing costs

28.2 % of renter households

8 % of owner households

Core Housing Need

16.3%

3.6 %

Average resale home price

May 2025

\$275,714

Cochrane Real Estate Trends

10.9% monthly & 13.7 % quarterly increase.

Social Housing Wait List trends

Number of Applicants on the Wait List by Year



52% Increase in # of applicants on the CDSB's centralized wait list (CWL) for subsidized housing

2014 2015 2016 2017 2018 2019 2022 2023 2024

CDSB CWL Data

Waiting for Subsidized Housing



> 40% Seniors

32% Households with no dependents



1 Bedroom units are in highest demand with 59% on the CWL for this unit type

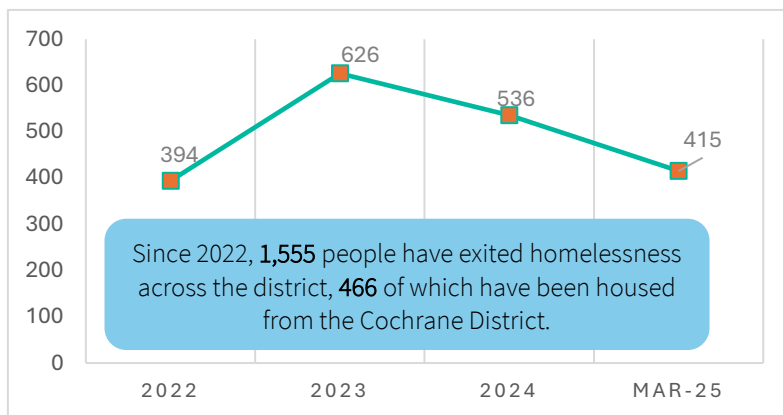
HOMELESSNESS

CDSB By- Name List

(April, 2025)



By-Name List Trends: Individuals Experiencing Homelessness



Source: Cochrane District- Service Manager Data Collection & CDSB System of Care Data

Homelessness Enumeration in Cochrane District



The Point in Time Count (PiT Count- Oct 10, 2024) identified individuals experiencing homelessness across the district. This represents a 25% increase from the 312 individuals recorded in the 2021 count.

(Source: Everyone Counts, Cochrane District 2024 Enumeration)



Youth Homelessness

- 10% of the homeless population were youth
- 65% had prior child welfare involvement

Indigenous Overrepresentation

- 79% identified as Indigenous

Gender Diversity

- 4% were gender-diverse individuals



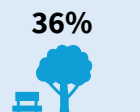
Encampments



Transitional housing programs



Emergency & extreme weather shelters



Unsheltered



Violence Against Women Shelters

4%

Systems



381
2024
Survey

Survey Responses from People Experiencing Homelessness

67%

have been homeless for more than 18 months



10%

of respondents were youth experiencing homelessness, with 65% having prior involvement in the child welfare or foster care system

79%

of homeless were indigenous



35%

of homeless became homeless before the age of 19



55%

Increase in survey number compared to 2021 survey administration

HOMELESSNESS

Living Space

Centralized Hub in Timmins supporting individuals experiencing or at risk of homelessness.

Snapshot of immediate housing needs of clients who accessed Living Space (shelter in Timmins) in February 2025.

130
Total Clients

Key Findings

- 84% of clients require housing that either does not exist or is not readily available for the individuals in the emergency shelter.
 - 58% of require a level of housing or service that does not exist or is not funded in Timmins.
 - 26% require a level of housing or service that is in extremely short supply or already has a waitlist.
- 58% require transitional (or supportive) housing with 24/7 onsite supports and staffing. Half of these require intensive supports for activities of daily living (ADL), complex medical conditions, substance use, mental health or cognitive function.
- 70% were requiring Alternative Level of Care (ALC) or long-term level of care (LTC) supports, however, the majority aren't the typical service age for LTC and because of active substance abuse, are not accepted to these services.

What we heard highlights

“You can’t eliminate homelessness without housing”
“Senior homelessness is going to be off the charts within the next two or three years”
“One of the biggest contributors to homelessness is people who get stuck in the system when they get released from incarceration”

Source: Summary of Engagement: Our Voices, Our Communities, Our Homes

CDSB Homelessness Programs

People accessing homelessness prevention programs

6,764
Unique
Clients
Served

2024 CDS Program
Performance Data

2,500 Emergency Shelters

216 Homelessness
Prevention & Diversion

48 Supportive Housing

4,000 Other Services &
Supports

What we heard highlights

“If someone is housed, partners work together to provide in-house supports, medication, delivery and check-in to keep them stable”
“We’ve learned that without stable housing, people can’t access withdrawal management or treatment-beds- so we’re solving both issues together”

Source: Summary of Engagement: Our Voices, Our Communities, Our Homes

What We Heard: Engagement Summary

We heard from over 500 participants- including residents, people with lived experience, service providers from child, health and social services, Indigenous organizations, staff, and local organizations and businesses. Across the board, participants shared a consistent message: the housing system is under pressure, and the challenges are growing more complex. We also heard the following:

- **Housing affordability is a district-wide crisis** - Rising housing costs and limited affordable options are pushing more people into housing instability — especially low-income residents, seniors, youth, and people with disabilities.
- **Homelessness is growing and more visible**- Homelessness is rising among all age groups, particularly seniors, Indigenous people, and youth. There are urgent gaps in transitional and supportive housing, youth-specific housing, Indigenous-led and culturally appropriate housing, senior housing, workforce and student accommodations. However, housing alone won't solve homelessness — people need coordinated supports to stabilize.
- **System gaps undermine stability**- People exiting hospitals, foster care, incarceration, or treatment often face immediate homelessness. Services are often siloed, making it difficult to navigate housing, health, and social supports. There is a need for more integrated, person-centred responses.
- **Indigenous housing must reflect self-determination**- Indigenous partners called for co-development, not service delivery done for communities. Indigenous led, culturally appropriate housing solutions are essential.
- **Stigma is a Barrier**- Public resistance and misconceptions about transitional housing, affordable and supportive housing create barriers to development, delaying projects and reinforcing stigma toward people experiencing poverty, homelessness, or addiction.
- **Member municipalities need support**- While willing to act, member municipalities face barriers like infrastructure costs, servicing limits, and limited private sector involvement.
- **The private sector has a role**: Employers are feeling the housing crunch and want to be part of the solution — we heard suggestions for incentives to bring developers and employers into the fold.
- **CDSB is a central system builder**: Recognized as a core leader in housing, homelessness prevention, and human services coordination. CDSB is often called upon to take on developer, funder, coordinator, advocate, and service provider roles — a scope that is hard to sustain without more formalized partnerships and stable funding.



Housing and Homelessness System Serviced by the CDSB

As the Service Manager, CDSB oversees the housing and homelessness system, delivering some services directly and others through partnerships. The focus is on a system-wide approach that adapts to different life stages and people's changing needs throughout their lives. CDSB supports four main segments of the broader system:

- Homelessness Prevention, Emergency, and Transitional Housing
- Community Housing and Affordable Housing
- Supportive Housing
- Integrated Housing, Health, and Human Services

Using our original 10-Year Housing Plan as the framework to address housing affordability and advance homelessness prevention, CDSB has made significant efforts to plan, respond to, and support the system in addressing the ongoing housing and homelessness trends experienced in our district. We highlight some of our key accomplishments in each of the segments we support.

Homelessness Prevention, Emergency and Transitional Housing

CDSB leads homelessness planning and provides supports to help people stay housed or retain housing quickly. This includes emergency shelters, housing assistance, supportive housing, prevention and diversion programs, and other wraparound services.

CDSB allocates Homelessness Prevention Program (HPP) funding to service providers to meet the needs of people experiencing homelessness—the community’s largest homelessness funding source—which increased from \$2 million to \$6 million annually in 2023. CDSB is awaiting confirmation from the province for its 2025 – 2026 allocation, with no direction of this funding past 2026.

The community also received approximately \$1,552,360 (2024 – 2025) through the federal Reaching Home program of Infrastructure Canada, with confirmed funding of \$1,052,360 (2025 – 2026), with the following two fiscal years expected to drop to \$1,080,779.

The HPP along with Reaching Home investments total over \$7 million to prevent and reduce homelessness. However, future funding may change depending on government priorities for funding allocations.

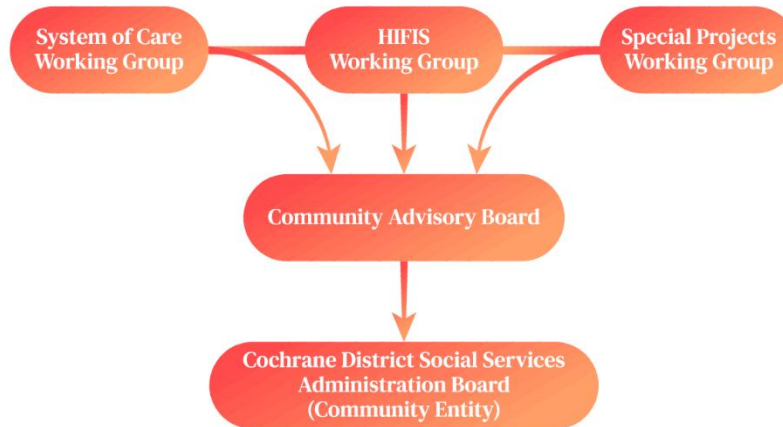
In 2022, the CDSB developed a By-Names List (BNL) to track individuals and families experiencing homelessness to try and find appropriate shelter for them. As part of our homelessness planning response, in 2023, CDSB launched the Cochrane District System of Care—a coordinated access system developed in partnership with Indigenous and non-Indigenous service providers. This system brings consistency to how people experiencing homelessness access housing and supports

across the district. Core components include a Housing First approach, real-time data collection, multiple service access points, a standardized triage and assessment process, prioritization for housing placement, and a centralized vacancy matching and referral system.

The Cochrane District Community Advisory Board and the System of Care Working Group—comprising CDSB and community partners—oversees implementation, tracks progress and supports the rollout of the district-wide By-Name List and System of Care model. The goal is to streamline homelessness services, quickly connect people to housing, and ensure long-term stability through coordinated wraparound supports. Success of the System of Care will continue to increase--- we’ve serviced 6,744 unique clients through our homelessness program in 2024.

Over recent years, the CDSB has placed emphasis on facilitating and developing emergency housing options, given the increase in the homeless population – a trend that experienced increased pressures due to the COVID-19 Pandemic. Several services and housing facilities exist to support women, but there are limited shelters and transitional facilities for adult males and youth. Efforts to build capacity in the homelessness system over the years have led to the creation of a homelessness service hub – Living Space.

System of Care Governance Structure



Communication between stakeholders is guided by the System of Care program manager.

Cochrane District System of Care
Système de soins du district de Cochrane

The goal of the System of Care is to prevent and reduce homelessness, and provide streamlined access to available social service supports.

Steps to Finding Housing

- 1** People contact **Core Partners** and are added to **By-Name List**.
- 2** People are **assessed** using the **Common Intake Form**.
- 3** People are **prioritized for housing and supports** (or **resources**) by **vulnerability**.
- 4** People are **matched with available housing and supports**.

The Components of System of Care

- Core Partners are access points where people make contact with the System of Care, and can be referred to the By-Name List
- Clients are assessed using a common intake form to gather the information needed to make appropriate referrals
- People on the By-Name List are prioritized based on need for housing resources.
- People are matched and referred for available housing resources using a Care Conferencing model and based upon their prioritization

Why is it important?

- The alternative to the System of Care is to provide help on a first-come, first-served basis. This means that people who can better navigate the support system get help, not people who need it most
- System of Care helps people access services based on their individualized needs and preferences
- Helps track the progress in ending chronic homelessness for the Cochrane District
- Makes it easier to develop a care plan for clients
- Helps us identify gaps in service

To get more information, please visit cdsystemofcare.ca

Key Accomplishments

Living Space: CDSB, along with partners across the district, continues to ensure this emergency shelter facility serves as a homelessness hub for service provision (operating 24/7 and offering emergency shelter, drop-in services, and housing support for individuals experiencing homelessness). As of June 2024, emergency shelter services were provided to 94 unique individuals, accounting for 710 bed-nights during that month. In October 2024, the shelter saw an increase in usage, with 122 clients accessing services, up from 104 in September.

Wound Care Service: CDSB's Community Paramedicine program delivers wound care and other medical services to vulnerable individuals, including those experiencing homelessness. In 2024, paramedics received specialized training in wound care and phlebotomy to provide home visits, wellness clinics, and chronic disease management, thereby reducing reliance on emergency services. These services are particularly beneficial for individuals experiencing homelessness who have limited access to healthcare.

Evolution House: CDSB purchased a single detached four-bedroom house and renovated the unit to serve as a congregate transitional living environment for single men with mild mental health and addiction issues. It provides supportive housing in a shared environment, offering stability and access to services that promote recovery and independent living.

Transitional Housing for Youth. In 2023, CDSB allocated \$1.94 million in COCHI funding to retrofit a former school into six transitional housing units for youth aged 16-21 transitioning from foster care. The project, completed in March 2024, provides supportive housing with medical services and supervised access on evenings and weekends. The initiative, in partnership with Northern Eastern Ontario Family and Children's Services (NEOFACS), aims to help youth gain independence while staying connected to their home communities.

H.E.R Place Women's Shelter in Timmins: Operated by Timmins and Area Women in Crisis is a ten-bed emergency shelter offering 24/7 support to women and their children who are fleeing violence and/or abuse. CDSB contributes by providing funding and resources to support programs and works with TAWC to ensure a coordinated approach to addressing homelessness and housing insecurity, facilitating referrals and access to various support services.

Habitat Interlude in Kapuskasing: CDSB plays a supportive role in facilitating the operations of shelters such as Habitat Interlude- 24/7 emergency shelter operated by Services de Counselling de Hearst, Kapuskasing et Smooth Rock Falls (HKS Counselling Services). It provides safe accommodations and culturally sensitive support services for women and their children fleeing violence, with a particular focus on supporting Indigenous women.

Mushkegowuk Fire Keeper Patrol Outreach Pilot Project: This 12-month initiative, funded at \$260,083, was a collaboration between the City of Timmins and the CDSB in 2023. The program provided daily outreach from 4 p.m. to midnight, including weekends, to assist individuals transitioning from homelessness to stable housing. The team also operated a warming centre during extreme cold alerts. This program continued through the Homelessness Prevention Program (HPP) in 2024 to support outreach patrol.





Key Accomplishments

705 Risktakers Warming Station: Initiated in 2022, and in partnership with CDSB, 705 Risktakers operated a temporary overnight warming station at Timmins City Hall during cold weather alerts (below -25°C). Operating from 9 p.m. to 7 a.m., this service supplemented the Living Space shelter and was funded through the Homelessness Prevention Program at a cost of \$1,000 per night.

Fresh Start Program: Initiated in 2020 by CDSB in partnership with Northern College, this program assists five individuals currently experiencing homelessness by providing safe housing, food, security, and enrollment in college programming for four terms. The program is generously funded through corporate donations from local businesses in the Cochrane District.

Timmins Native Friendship Centre (TNFC): In partnership with CDSB, TNFC delivers homelessness services in Moosonee, utilizing CDSB housing units to support those in need. Services include drop-in-centre, outreach meals, emergency discretionary fund. This partnership is part of our broader strategy to improve housing outcomes for Indigenous individuals and families, promoting cultural sensitivity and increasing opportunities in the housing sector.

Canadian Mental Health Association – Cochrane-Timiskaming Branch (CMHA-CT) Supportive Housing: CDSB has allocated two five-bedroom units to CMHA-CT. These units are utilized to offer mental health programming in a congregate living setting, supporting individuals with mental health challenges, addictions, and those requiring harm reduction and crisis intervention services. This arrangement exemplifies the integrated approach of the CDSB System of Care, aiming to provide comprehensive support to vulnerable populations through coordinated housing and mental health services.

Bail Bed Program: The CDSB in collaboration with the Nishnawbe Aski Nation (NAN) has implemented a Bail Bed Program aimed at supporting Indigenous individuals awaiting court proceedings. This initiative provides transitional housing and community-based supervision, ensuring that clients adhere to bail conditions and attend court dates. The program is part of a broader effort to address homelessness and housing needs within the district, with CDSB and NAN working together to create and improve infrastructure, streamline communication, and develop strategies for homelessness prevention.

Food Insecurity Initiatives: CDSB plays a significant role in supporting food security initiatives, including the Good Food Box Program operated by the Anti-Hunger Coalition Timmins (ACT). Through its Homelessness Prevention Plan, the CDSB allocated \$285,000 in funding to various food security programs across the Cochrane District for the 2022–2023 period. This funding supports agencies like ACT, which provide essential services to individuals facing food insecurity. The CDSB's involvement underscores our commitment to addressing food insecurity as a critical component of community well-being, complementing its broader housing and social support services.

Supportive Housing

Supportive housing is permanent housing that includes accessibility design features as well as support services to allow people with unique needs to live independently. This is particularly important given the aging population in the district and the increases observed among individuals affected by homelessness who may require supports to live comfortably and maintain successful tenancies.

The CDSB portfolio consists of 32 supportive living units. Since 2019, the CDSB has made progress in securing approximately 90 additional supportive/transitional housing units to add to our housing stock.



Key Accomplishments

Cadence Residence Expansion: Through a public-private partnership, CDSB developed and now operates a 32-unit, fully accessible, one-storey building targeted for affordable senior supportive housing. Starting in 2025, construction of an additional 28 one- and two-bedroom units is expected as part of an expansion of this project.

Spruce Hill Lodge Acquisition: Spruce Hill Lodge, located in South Porcupine, provides lodging and support services for up to 55 low- to moderate-income tenants. Due to operational challenges, the Lodge's Board approached CDSB/CDLHC to discuss a transfer of ownership to ensure continued service. CDSB/CDLHC became owners in spring 2022, although the existing non-profit continues to operate the facility with its current staff. CDSB however provides oversight and support to its operations.

183, 185, and 189 Fifth Avenue Acquisition: CDSB, through its development arm, the CDLHC, acquired 3 properties in Timmins, comprising a total of 11 affordable housing units intended to provide transitional housing with access to support services. Funding from the Canada-Ontario Community Housing Initiative was allocated for exterior renovations. This enhanced the suitability of the units for individuals transitioning from homelessness or requiring temporary supportive housing.

Community Housing and Affordable Housing

CDSB is responsible for the administration and funding of the community housing portfolio in the district, consisting of 2,428 units. This includes a mixed portfolio of rent-geared-to-income (RGI) and market-rate units, serving seniors, low-income individuals, newcomers, and families. CDSB provides subsidized rents and other forms of financial assistance, such as rent supplements and portable housing benefits/housing allowances, to ensure housing affordability across the district.

The CDSB manages the waiting list for RGI housing. Vacancies are offered to those on the list, with priority given to individuals fleeing abuse or human trafficking, in accordance with provincial rules.

CDLHC plays an important role in the district and for the CDSB by providing housing options. It has a mandate to purchase and/or develop properties for the purpose of building more affordable housing or generating funds to be reinvested into the creation of affordable housing.

Community Housing Portfolio

- 1,284 units directly managed by CDSB through the CDLHC
- 611 units operated by non-profit housing providers
- 175 units operated within cooperative housing developments
- 50 rent supplement units in privately owned buildings
- 32 supportive living units

Key Accomplishments

CDLHC Development: The CDSB, through the CDLHC, has successfully acquired six buildings and developed 3 new properties across the district to address gaps along the housing continuum (i.e., homelessness, transitional housing, supportive housing, seniors housing, and student housing). CDSB invested senior levels of government funding to purchase and facilitate the development of six transitional units in Cochrane (84 Fourth Avenue) and purchased and renovated two houses in the City of Timmins to increase rental housing supply for families. The CDLHC continues to explore opportunities to secure new sites, surplus land, and acquire unused infrastructure for strategic real estate purchases that could be utilized for affordable housing development.

Optimized Maintenance Assignments to Improve Efficiency and Reduce Costs: Housing Administration conducted a comprehensive review of maintenance staff assignments, mileage, and service patterns, leading to a geographic realignment of building responsibilities. This reassignment improves operational efficiency, reduces travel-related costs, and enhances service delivery. Two additional maintenance staff were hired to serve four smaller providers previously reliant on external contractors, resulting in faster response times, more consistent inspections, and reduced vacancy loss.

Maximized Provincial-Federal Funding to Support Housing Stability: The Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) funding supported transitional subsidies, critical capital repairs, and the expansion of affordable housing. Canada-Ontario Housing Benefit (COHB) provided direct assistance to 83 households in 2023-2024. In total, the CDSB leveraged over \$5 million in funding from senior levels of government to contribute towards housing stability.

Integrated System of Housing, Health and Human Services

Over the years, CDSB has taken a proactive, people-first approach to housing, homelessness, and life stabilization across the Cochrane District. At the heart of our work is integration—bringing together programs, partners, and supports so individuals and families receive the right help at the right time. We are working to build a deeply integrated, community-informed approach to addressing homelessness, housing insecurity, and the broader social determinants of health.

As shown in our coordinated response model, CDSB is building more than services: we're building a system where housing, health, justice, and social supports work together to prevent and reduce homelessness. This integrated, approach reflects our belief that homelessness is a complex issue requiring a coordinated, cross-sector response.

At the core is the recognition that homelessness is a complex issue requiring a coordinated response across sectors, programs, and populations. The outer layers represent key services, supports, and partnerships that surround housing stability and support individuals at risk of or experiencing homelessness.



Opening Doors in Cochrane District



Using shared data, common assessment tools, and collaborative planning, we are creating smoother, person-centered pathways from homelessness to housing stability.

Our model connects health care, justice services, social supports, and community partners to deliver wraparound interventions. But lasting impact requires a 'whole of community' effort. CDSB cannot do it alone—it takes aligned government programs, active engagement from sectors like health, corrections, and education, and strong partnerships with our member municipalities, First Nations, and local nonprofits to truly reduce homelessness and improve well-being across the district.

Key Accomplishments

Youth Transitional Living Home: CDSB allocated \$1.9 million in funding to create 6 transitional units at a former school property. A partnership between CDSB and NEOFACS supports youth aging out of the child welfare system by providing stable housing, life skills training, and wraparound supports. With a foster home setting and adjacent independent units, it prevents homelessness and promotes successful transitions to adulthood—reflecting CDSB’s commitment to integrated, community-driven solutions for vulnerable youth.

Timmins Youth Wellness Hub: Developed under CDSB leadership, this youth-friendly space offers mental health, housing, education, and employment supports for ages 12–25. CDSB has embedded housing and life stabilization services into the hub model, ensuring youth can access the help they need in a safe, trusted environment. This model has expanded to Kapuskasing, strengthening CDSB’s integrated response to youth homelessness.

Bail Bed Program: Launched in 2019 by the CDSB in partnership with Living Space and the Ininew Friendship Centre, this program supports Indigenous individuals awaiting court in Timmins or Cochrane. It provides housing, culturally appropriate supports, and community-based supervision to reduce pre-trial detention and support reintegration through life skills, court assistance, and access to resources. CDSB secured and facilitated funding and helped establish the accommodation and supervision model, ensuring individuals have a safe place to stay while awaiting court proceedings.

Justice Centre and Drug Court in the Cochrane District: In 2023, CDSB began advocating to the Attorney General for a Justice Centre needs assessment in the Cochrane District, recognizing the link between justice involvement and homelessness. Many individuals’ cycle through the system due to missed court appearances tied to housing instability. CDSB is pushing for a community-based response—integrating justice, housing, and health supports to break this cycle and reduce homelessness. This is a critical part of the broader, integrated system CDSB is building—one that connects health, housing, and justice to prevent and reduce homelessness in meaningful ways.

Community Paramedicine: CDSB is one of the first two regions in the province to be funded for community paramedicine. CDSB leveraged this service to serve seniors who don’t have access to primary care; and this has been extended to those experiencing homelessness, through services like wound care.

System of Care: The CDSB System of Care is an innovative model launched in 2022. Built as a locally integrated model, it connects housing, homelessness, mental health, addiction, justice, and social supports into a unified framework. This system isn’t just about service delivery—it’s about ensuring that people, not programs, are at the center of the response. In a rural and northern context like the district, building this kind of integrated system is a significant achievement. It reflects CDSB’s leadership in moving beyond fragmented services to create a cohesive response that prevents homelessness, stabilizes lives, and supports long-term well-being.

Food Security and Nutrition: During the pandemic, we learned that our food system, particularly through food banks, were at risk. In response, CDSB invested in establishing a new Food Security and Service Hub to enhance the delivery and coordination of food assistance across the district. In partnership with the Anti-Hunger Coalition, programs such as community gardens, educational workshops, and the Good Food Market provide affordable produce to residents. This integrated approach reflects CDSB’s commitment to addressing the broader social determinants of health and fostering a more resilient community.

Our 2025 - 2030 Plan

Opening Doors in Cochrane District, the CDSB's Housing Plan is informed by the Community Profile Housing Needs Assessment Study, the 2024 Homelessness Enumeration, Everyone Counts, and what we heard from the community and our partners.

The Plan identifies 3 strategic goals that will guide our next steps:

1. Enhance Housing Supports to Help Vulnerable Households Achieve Stability
2. Advance Housing Opportunities
3. Grow, Preserve and Maintain Community Housing for the Future

We have identified objectives for each strategic goal and highlighted key actions in each of these areas. Executing this Plan is dependent on resources. The CDSB has developed an internal supplemental document, an **Implementation Framework**, outlining actions to support execution of the plan. This document will guide our internal planning efforts and prioritization based on resources available, and every year we will report on our progress and actions.



1. Enhance Housing Supports to Help Vulnerable Households Achieve Stability

Stable, affordable housing is an essential foundation that allows people to thrive, remain, and participate in their communities and is key to preventing and reducing homelessness. Over the next five years, we will prioritize actions that address the needs of those most at risk.

Guided by our System of Care model, we will work with community partners and our internal departments to deliver coordinated, person-centred solutions that help vulnerable residents

transition from homelessness to permanent housing and prevent housing loss through early intervention and wraparound supports.

Recognizing that housing stability is essential to health, well-being, and community inclusion, our efforts will also aim to enhance access to services and supports that improve quality of life and support long-term housing success.



Enhance Housing Supports to Help Vulnerable Households Achieve Stability

To achieve this goal, CDSB will advance through its System of Care model targeted, collaborative actions that address the root causes of homelessness and support long-term stability for at-risk populations. Our objectives reflect a commitment to prevention, partnerships, and innovative housing solutions that respond to the diverse needs of residents in our District.

OBJECTIVES

- 1.1** Expand and Improve Homelessness Prevention Strategies.
- 1.2** Build and strengthen relationships with Indigenous communities and First Nations in the district to improve housing outcomes and develop culturally appropriate solutions, particularly for youth, seniors, and individuals experiencing homelessness.
- 1.3** Explore innovative housing solutions that provide safe, stable, and supportive housing environments for individuals and at-risk populations with unique housing needs.

Key Actions

- Enhance and evaluate the Cochrane District System of Care, including expansion to member municipalities and through new partnerships.
- Work with community partners to establish a Youth Housing and Homelessness Action Table to address systemic gaps across the district.
- Increase shelter capacity across the district by renovating and repurposing CDSB-owned properties into housing units with integrated supports and services.
- Strengthen collaboration with Indigenous organizations and leadership to co-design housing strategies that reflect the priorities and lived experiences of Indigenous communities.
- Continue implementation of the Living Space work plan, including the H.O.P.E. Plan and Encampment Response Initiative.
- Implement the Mobile Health Clinic and expand outreach services and healthcare through the Community Paramedic Program and wound care services to individuals living unsheltered.
- Conduct a district-wide homelessness enumeration focusing on both sheltered and unsheltered populations.
- Operationalize the CDSB Nexus Committee to lead internal coordination and planning within CDSB departments, with focus on integration across housing, homelessness and the System of Care.

All actions for this goal are outlined in our Implementation Framework.



2. Advance Affordable Housing Opportunities

Finding safe, suitable, and affordable housing continues to be a challenge for residents across the district. The limited availability of affordable housing is also an impediment to retaining families and positioning communities in the district as destinations of choice for new citizens. This shortage represents the lack of an essential community resource that limits many other economic development opportunities.

CDSB recognizes that in its service system management role, action must be taken to address the lack of affordable housing. We are committed to addressing the shortage of affordable housing. We will continue to steward

and leverage all opportunities that arise and will collaborate with partners to create a range of housing options for residents of all ages and stages of life. Over the next five years, we will work to expand affordable housing through new construction, land assembly options, repurposing existing buildings, and the use of subsidies and housing allowances.

Building on the success of the CDLHC's development strategy, we will continue to use it as our vehicle to create affordable housing and deliver housing solutions across the district.



Advance Affordable Housing Opportunities

As housing costs rise and supply remains limited, the CDSB is taking a proactive role in enabling housing development that meets the diverse needs of residents. Building on the foundation of the CDLHC, and guided by our System of Care approach, we will lead and support efforts that increase housing supply, promote community partnerships, and align housing investments with local priorities. This goal focuses on engaging regional partners, leveraging land and resources, and fostering healthy, inclusive communities through a range of housing options.

OBJECTIVES

- 2.1 Engage and educate regional partners to support affordable housing development.
- 2.2 Leverage land and partnership opportunities to support future affordable housing development.
- 2.3 Help build healthy communities that provide a range of housing options to meet the physical, social and economic needs of district residents.

Key Actions

- Establish a Member Municipal Liaison Group that meets at least three times per year to share best practices and identify ways to improve local affordable housing outcomes.
 - Pursue public-private partnerships and joint ventures with private developers to accelerate affordable housing construction across the district.
 - Explore and pursue strategic land assembly options across all member municipalities, in collaboration with housing providers, private sector partners, mining companies, and school boards, to facilitate future affordable and innovative housing developments throughout the district.
 - Leverage the CDLHC mandate to create affordable housing and generate re-investable revenue for further development.
 - Explore opportunities to develop and advance transitional housing initiatives in collaboration with member municipalities across the district.
 - Pilot a homeownership program using CDLHC properties to assist eligible households with down payment support and explore the sale of units to long-term tenants to fund new affordable housing.
 - Evaluate non-HSA properties operated by CDLHC to prioritize unit allocation through the System of Care and community partnerships for at-risk populations.
 - Implement the mixed physician housing project to create affordable housing for healthcare professionals and support workforce stability.
- All actions for this goal are outlined in our Implementation Framework.*



3. Grow, Preserve and Maintain Community Housing for the Future

Community housing is a vital part of the district's housing system and essential to supporting healthy, inclusive communities. With provincially mandated responsibility for 2,428 community housing units - including the CDLHC, owned by the CDB, we are committed to ensuring the long-term viability and sustainability of this critical asset.

As of December 31, 2024, there are 1,933 households waiting for a community housing unit. The demand for this type of affordable rental housing option has increased by 41.5% since 2022.

In the face of financial uncertainty and limited new development opportunities, preserving and reinvesting in this existing housing stock is a top priority for the CDSB.

Over the next five years, the CDSB will work proactively with housing providers to navigate the end of operating agreements / mortgages, plan for the capital needs of aging buildings, and maintain affordability through new agreements that protect RGI units and protect the community housing portfolio for the future.



Grow, Preserve and Maintain Community Housing for the Future

To advance this goal, CDSB is committed to taking care of our community housing system for the long term. We will work closely with housing providers to protect and improve existing affordable housing, plan for future needs, and ensure resources are used wisely. By supporting housing providers through the transition to the new regulatory framework, implementing the End of Mortgage and Operating Agreement Strategy, and strengthening accountability and asset management practices, we will ensure that community housing continues to be secure and available for our district residents.

OBJECTIVES

- 3.1 Ensure responsible stewardship of community housing assets and resources through the CDSB End of Mortgage and Operating Agreement Strategy.
- 3.2 Work in partnership with housing providers to grow and/or maintain affordable units for low-income households during the transition to the new community housing regulatory framework.
- 3.3 Continue to integrate appropriate accountability measures to invest, protect and improve the efficiency in the administration of the community housing program.

Key Actions

- Consider and develop strategies to manage the long-term costs of social housing programs and to ensure sustainable CDSB financial assistance within budget limits.
- Develop a financing strategy to support housing providers in reaching end of mortgage/operating agreements, aligned with Part VII.1 of the *Housing Services Act*, 2011.
- Support housing providers in adopting and utilizing AssetPlanner to enhance capital planning, track building conditions, and forecast long-term facility replacement needs.
- Proactively pursue external funding and grant opportunities to support capital improvements for housing providers under CDSB service agreements.
- Support the development of joint financial plans with housing providers to guide transitions under the new service agreement framework.
- Broaden support for exploring new business models, including mergers, shared services, and alternative management structures.

All actions for this goal are outlined in our Implementation Framework.

Housing Targets and Measures

CDSB has established high-level housing targets and measures. These targets will not be met solely through new purpose-built rental or ownership developments. Instead, we will use a variety of approaches—including subsidies, grants, and financial supports—to help residents access or remain in existing housing, whether by affording market rentals or enabling homeownership.

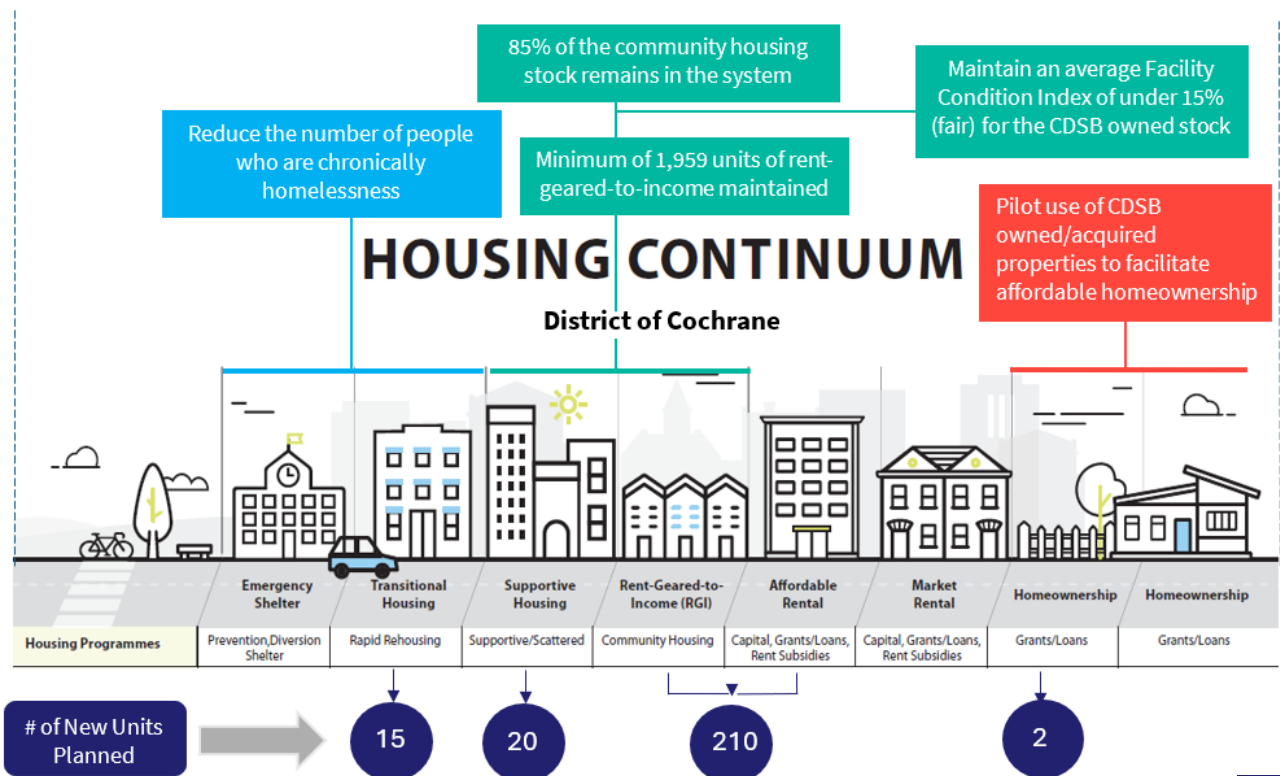
Given the District’s changing demographics, slow household growth, and economic uncertainty, setting precise short- and long-term targets remains challenging. Our targets will be guided by our engagement with the community,

program and service delivery statistics, and informed by the Housing Needs Assessment.

Achieving these targets will require coordinated, integrated strategies and strong collaboration with member municipalities, community agencies, all levels of government, private developers, non-profits, and residents.

We will track progress through metrics on housing retention and the number of people who access supports that reduce their risk of homelessness. We will report on measures and indicators as part of the ongoing provincial reporting requirements for housing and homelessness programs.

Increase affordable housing options in our housing system by 5% per year



Executing Our Plan

IMPLEMENTATION

This Plan will guide the planning, delivery, and administration of CDSB's housing and homelessness services. An **Implementation Framework**—developed as a supplemental document to this Plan and as an internal planning tool for CDSB—outlines the actions and timelines (short-, medium-, long-term, and ongoing) for 2025–2030 for each strategic goal and objective. We will use this framework to allocate resources, prioritize actions, and work collaboratively with internal and external partners to advance our work. Key to achieving the goals as set out in this plan will be:

- Organizing the CDSB's day to day work to align with actions in the Implementation Framework,
- Establishing local partnership arrangements,
- Building on current relationships with our partners including community agencies, member municipalities, Indigenous and First Nations communities, housing providers, and business and educational institutions, and
- Receiving adequate funding and policy support from senior levels of government.

The Implementation Framework is a living document and will evolve over time. Through annual reviews, actions may be added or adjusted under each goal of the Plan. This approach allows us to respond to changing policy directions, resource availability, and funding from federal and provincial governments, as well as emerging issues in our communities.

REPORTING ON OUR PROGRESS

Progress reports are an important tool for CDSB to evaluate progress, demonstrate success, and highlight key achievements in advancing the goals and objectives of this Plan. We will continue to track progress under each goal and objective, including actions undertaken through the Implementation Framework, over the next five years.

Progress reports will be provided annually to the CDSB Board of Directors, submitted to the Ontario Ministry of Municipal Affairs and Housing, and posted publicly on CDSB's website, as required by the Housing Services Act, 2011.

CDSB currently reports to the province on housing and homelessness system indicators and measures as part of our program administration. We will continue to use this process as the performance and measurement framework for this Plan—to report on, track, and inform our progress in advancing each goal.

COMMUNICATION

CDSB will share this Plan with our partners—especially member municipalities—through ongoing communication efforts. These include posting the Plan on our website and sharing relevant data, evidence, and best practices to support service delivery and decision-making.



Conclusion

Opening Doors in Cochrane District: A Plan for Housing Stability (2025–2030) sets out a shared vision to improve housing outcomes for current and future residents. The Plan brings the housing and homelessness system together and is built around three strategic goals.

Developed in consultation with partners, member municipalities, and people with lived experience, the Plan reflects collective input on the challenges and opportunities in affordable housing and homelessness prevention. Its success depends on strong partnerships and continued engagement with communities and partners across the district.

Over the next five years, CDSB will move forward thoughtfully- seeking ongoing feedback, listening to community voices, and working collaboratively to help residents find and maintain safe, affordable, and stable housing.

CDSB must often plan actions in an environment where funding is uncertain, resources are limited, and governments are changing. The support and partnership of all levels of government and community organizations is vital to the success of the Plan.



The Value of CDSB Services

The Cochrane District Social Services Administration Board (CDSB) plays a vital role in supporting the well-being and resilience of communities across the district.

From housing and homelessness services to childcare, Ontario Works, and emergency medical service. Our programs are designed to meet people where they are—offering both immediate relief and long-term support. Whether it's helping someone find safe, affordable housing, ensuring a child has access to quality early learning, or assisting a household through financial hardship, CDSB is there with practical solutions that change and improve lives.

In a district as vast and diverse as Cochrane, integrated local delivery matters. CDSB's presence ensures that services are not only accessible, but also coordinated across rural, remote, and urban communities. We work closely with local partners, Indigenous and First Nations communities, and service providers to tailor responses that reflect the unique needs of each area.

Every service CDSB delivers contributes to healthier people, stronger families, and more vibrant communities. Our impact is measured not just in numbers, but in the stability we help restore, the dignity we uphold, and the opportunities we make possible across the district.



Cochrane District Services Board (CDSB)

Head Office

500 Algonquin Blvd E,
Timmins, ON P4N 1B7
Canada

Toll Free Number: +1 705 268 7722

Email: webinquiries@cdsb.care
<https://cdsb.care>