



AGENDA
COMMITTEE P.M. - 11:00 a.m.
**(Long-Term Care/Corporate Services/
Finance, Facilities and Court Services/Social Services)**

Wednesday, May 17, 2023
Council Chambers, Wyoming

Page

1. Call to Order - Committee P.M.

Committee Members: G. Atkinson, D. Cook, B. Dennis, D. Ferguson, B. Hand, B. Loosley, C. McRoberts, S. Miller, and Warden K. Marriott.

2. Disclosures of Pecuniary Interest

If any.

3. LONG-TERM CARE DIVISION

A) Information Reports

- 3 - 5 a) Information Report dated May 17, 2023 Regarding *Fixing Long Term Care Act, 2021*, Changes to Ontario Regulation 246/22.
- 6 - 10 b) Information Report dated May 17, 2023 Regarding LTC Quality Initiative Report 2022.
- 11 - 12 c) Information Report dated May 17, 2023 Regarding Travelling Day Program.

B) Other Business

- 13 a) North Lambton Lodge Family BBQ Invite.

4. CORPORATE SERVICES DIVISION

A) Reports Requiring a Motion

- 14 - 16 a) Report dated May 17, 2023 Regarding Amendment to 2023 Services and Fees Schedule to Increase Building Inspection and By-Law Enforcement Fees.

B) Other Business

5. FINANCE, FACILITIES & COURT SERVICES DIVISION

A) Information Reports

Agenda: Committee P.M. - May 17, 2023

- 17 - 20 a) Information Report dated May 17, 2023 Regarding Court Services 1st Quarter 2023 Statistics and Activity.
- 21 - 23 b) Information Report dated May 17, 2023 Regarding Electric Vehicle Charging Stations Usage.

B) Other Business

6. SOCIAL SERVICES DIVISION

A) Information Reports

- 24 - 26 a) Information Report dated May 17, 2023 Regarding Employment Services Transformation Update.
- 27 - 29 b) Information Report dated May 17, 2023 Regarding Housing Services Statistical Report 2022 SMAIR.
- 30 - 32 c) Information Report dated May 17, 2023 Regarding Housing Services Statistical Report 2023 Q1.

B) Reports Requiring a Motion

- 33 - 36 a) Report dated May 17, 2023 Regarding Housing Services Department Staff.

C) Other Business

7. IN-CAMERA

No Items.

8. ADJOURNMENT



LONG-TERM CARE DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Jane Joris, General manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Changes to Ontario Regulation 246/22

BACKGROUND

Ontario's "*Fixing Long-Term Care Act, 2021*" (*FLTCA*) received Royal Assent on December 9, 2021. The Ministry of Long-Term Care (MLTC) is taking a phased approach to the regulation development and implementation. Phase 1 regulations (O.Reg. 246/22) came into force on April 11, 2022.

Since the *FLTCA* and its regulations came into force last April, the MLTC has continued to work on further changes to the Act.

A number of changes to the regulation (Phase 2) came into force on April 11, 2023. This report provides a summary of those key changes.

DISCUSSION

The Phase 2 regulations introduce several changes to the operation of Long-Term Care Homes ("**Homes**") focused on three key areas, namely:

- staffing qualifications,
- medication management and drug administration, and
- the resident experience.

Each are further addressed below.

Staffing

Amendments have been made to several roles in the Homes. These amendments are to increase the ability for qualified students and professionals to enter the sector and ensure qualification requirements are proportionate with the responsibilities and accountabilities of specific roles.

The transitional staffing qualifications provision included in the Phase 1 regulations has been extended by six months to provide long-term care operators with ongoing flexibility to recruit and train new staff.

Medication Management and Drug Administration

Amendments have been made to enhance medication safety for all residents and enable all regulated health professionals to administer drugs in Homes according to their scope of practice.

COVID-19 vaccines are now included in the list of immunizations that must be offered to long-term care residents.

Changes are made to augment safe and effective medication management practices (e.g. adding drug storage and preparation areas/equipment to back up generators) and to embed the Minister's Directive, *Glucagon*, *Severe Hypoglycemia*, and *Unresponsive Hypoglycemia* within the regulation.

Resident Experience

Amendments have been made to air conditioning requirements to make sure residents can live comfortably in their Homes and to reinforce accountability among Homes for complying with air conditioning requirements.

Changes have also been made to ensure a post-fall huddle is always completed when a resident falls and to ensure assessment by a registered dietitian is completed when a resident exhibits a skin condition that is likely to respond to nutrition intervention.

In addition to the above key changes, there are changes that clarify requirements related to administrative monetary penalties, alternate level of care placements, and the role of Medical Directors in Homes.

Next Steps

The MLTC has provided a suite of tools, including fact sheets and resident information sheets, and has presented webinars on the revised regulation. Each disciplinary group (Nursing, Nutrition, Environmental, etc.) in the Long Term Care Division have developed and are implementing processes to address any new requirements in the *FLTCA* currently not in place. Most of the new requirements are already in place in the Lambton County Homes.

FINANCIAL IMPLICATIONS

The *FLTCA* and O.Reg. 246/22 incorporate various changes with associated financial implications.

Minor capital costs related to adding items to generators are included in the 2023 budget at the Home in need of changes.

Changes to Ontario Regulation 246/22 (page 3)

May 17, 2023

Any changes to staffing costs will be negotiated with Collective Agreements.

CONSULTATIONS

Consultations have been ongoing with the MLTC, AdvantAge Ontario, the County of Lambton's Finance Department and the Administration teams in each Home.

STRATEGIC PLAN

In keeping with the Mission Statement of the County of Lambton, the programs provided by the Lambton County Homes contribute to enhanced quality of life through the provision of responsive and efficient services.

CONCLUSION

The *FLTCA* and its regulations (O. Reg. 246/22) Phase 1 took effect on April 11, 2022. Phase 2 changes to the regulations came into force April 11, 2023.

Many of the new requirements have previously been implemented in the Lambton County Homes. Staff have developed a plan and are implementing processes to ensure compliance with the legislation is in place to meet the required timelines.



LONG-TERM CARE DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Lacy Ferguson, Quality Assurance Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer Jane Joris, General Manager
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	2022 Quality Initiative Report – Long-Term Care

BACKGROUND

In April 2022, *The Fixing Long-Term Care Act, 2021* came into force and embedded in the legislation an annual quality initiative report. For the inaugural report, the County of Lambton Long-Term Care Homes (“**Homes**”) aligned the report with the priority indicators that are determined by Health Quality Ontario (HQO). For the 2022/23 year, the themes were:

- timely and efficient transitions;
- service excellence; and
- safe and effective care.

The respective priority indicators for these themes include:

- potentially avoidable emergency department visits;
- resident experience (having a voice and being able to speak up about the Home); and
- appropriate prescribing (potentially inappropriate antipsychotic use in long-term care).

All three Homes have included the same measures, although the targets vary to reflect current progress, achievable growth, or stability for each Home.

DISCUSSION

- 1) Potentially Avoidable Emergency Department Visits:

In 2021/22, the Ontario average for potentially avoidable emergency department visits was 18.1%. This was an increase of 3.9% from the previous year. While provincially this statistic did rise, two of the Homes remain relatively unchanged.

The most common reason for an avoidable transfer to the hospital was related to potential injury from a fall requiring diagnostics. All three Homes launched a Purposeful Rounds program in June 2022, which ensures the Elders residing at Homes that are at a higher risk for falls receive an hourly check. The documentation from these checks is reviewed and individualized interventions are put in place to ensure needs are met efficiently to avoid a potential fall. In the rural Home, sending an Elder to hospital may require them to be transferred to another site, resulting in two transfers.

Home	2020/21 Q1 - Q4	2021/22 Q1 - Q4	Goal
Lambton Meadowview Villa	15.3%	15.6%	13.8%
Marshall Gowland Manor	23.2%	22.6%	20.9%
North Lambton Lodge	7.8%	18.5%	7.0%

2) Resident Experience:

Elder and family experience is measured through our annual survey. The two indicators that were chosen to analyze the Elder and family experience were:

- a) Having a voice – which will be addressed on the Elder's satisfaction survey with "I can express my opinion without fear of consequences."; and
- b) Being able to speak up about the Home – which will be addressed on all versions of the survey as "Staff take time and listen to me."

- a) "I can express my opinion without fear of consequences."

Home	2021	Goal	2022
Lambton Meadowview Villa	81.6%	90%	97.4%
Marshall Gowland Manor	80.9%	85%	83.3%
North Lambton Lodge	91.3%	90%	92.0%

- b) "Staff take time and listen to me."

Home	2021	Goal	2022
Lambton Meadowview Villa	89.6%	90%	55.6%
Marshall Gowland Manor	81.3%	85%	72.6%
North Lambton Lodge	86.4%	90%	50.0%

All three Homes received high satisfaction related to expressing opinions. To improve upon Elders' feelings that staff take time to listen to them, the Purposeful Rounds program was expanded to include all staff and all Elders. Training was completed in March 2023 and the expansion of the program promotes meaningful conversations and ensures staff are frequently engaging with the Elders. The program will be discussed and promoted at all team meetings throughout the year.

3) Appropriate Prescribing:

The rates for antipsychotic drug usage vary significantly across the three Homes. Each Home is working closely with the pharmacy provider's pharmacist and primary care providers to review medication usage and reduce the unnecessary antipsychotic drugs in the Homes.

To better support Elders, each Home's Behaviour Supports Team (BSO) are receiving training to ensure the appropriate non-pharmacological support for Elder's behavioural expressions is applied prior to the use of antipsychotic medication.

Home	2020/21 Q1 - Q4	2021/22 Q1 - Q4	Goal
Lambton Meadowview Villa	28.5%	38.4%	25.7%
Marshall Gowland Manor	25.1%	21.6%	22.6%
North Lambton Lodge	3.5%	7.8%	7.0%

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

CONSULTATIONS

Each Home's Quality Improvement Committee and Leadership Team was consulted on the writing and data in this report.

STRATEGIC PLAN

In keeping with the Mission Statement of the County, the programs provided by this Department contribute to the quality of life in Lambton County, through the provision of responsive and efficient services.

CONCLUSION

2022 Quality Initiative Report – Long-Term Care (page 4)

May 17, 2023

HQO has released the priority indicators for the 2023/24 year which will remain the same as the previous year. A formalized Quality Improvement Plan (QIP) has been submitted to HQO to outline the various change ideas The Homes will undertake throughout 2023 to improve upon the results presented in this report.

While each Home develops its own specific target and action plans, the collaboration among the three Homes ensures consistency and the use of leading practices across the Division.

The Long-Term Care Division will continue to look for opportunities to improve while providing the best possible care to the people living in the Homes.

2022 Quality Initiative Report

FINAL REPORT

April 2023



Quality Improvement Lead: Lacy Ferguson

Timely and Efficient Transitions

Number of ED visits for modified list of ambulatory care–sensitive conditions* per 100 long-term care residents.



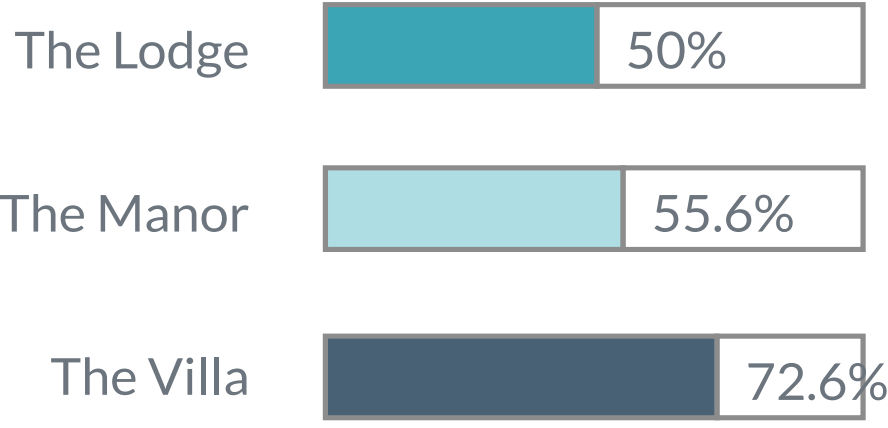
*Note: Q4 2020/21 - Q3 2021/22 data was not received from the Ministry

Service Excellence

Percentage of residents responding positively to: "I can express my opinion without fear of consequences"

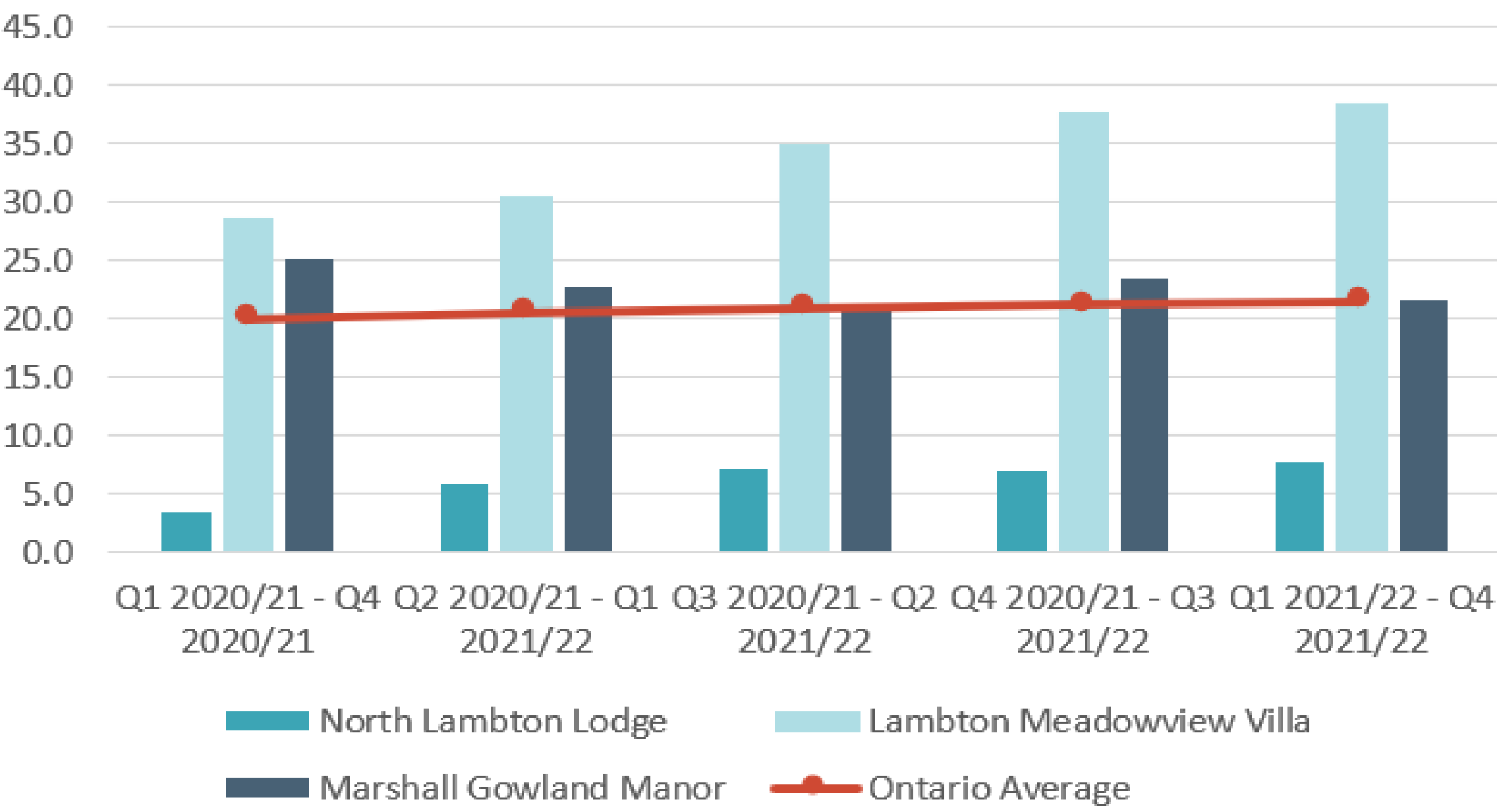


Percentage of residents responding positively to: "Staff take time and listen to me"



Safe and Effective Care

Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment





LONG-TERM CARE DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Jane Joris, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Travelling Day Program

BACKGROUND

The County of Lambton (the “**County**”), through the Long-Term Care Division’s Community Services Department, has been providing Adult Day Programs through the Adult Enrichment Centres (AEC) for seniors and people with disabilities for over 40 years. These programs are 100% funded by Ontario Health West and participant fees.

The Adult Day Programs are offered from two sites, one adjacent to Lambton Meadowview Villa in Petrolia and one adjacent to Marshall Gowland Manor in Sarnia.

There is also a virtual day program “Lambton County Connects” that provides approximately 60 calls each month to people who do not attend in person or who are on a waitlist for onsite programs.

DISCUSSION

In December 2022 the Community Services Department received additional funding to increase the visits and hours of the Adult Day Programs. In January 2023 the Sarnia site increased to seven days each week and the Petrolia site increased to six days each week. An evening program was added at each site at that time as well.

Although there was good uptake on the new spaces on the weekends, attendance for the evening programs was low.

The Community Services Supervisor reported to Ontario Health that all of the enhanced funding would not be used with the current interest in the evenings and suggested a “travelling day program” to other areas in the County might be a more innovative way to provide services. The proposal was approved on May 2, 2023.

The current funding will allow for a program in the community for two days each week. Sites were secured in Forest and Watford, due to some challenges for people from these communities arranging travel to the Petrolia site. Each session will accommodate 20 people each day. Day program staff and an RPN will be on site.

The program will target older adults and people with disabilities. People with varying levels of socioeconomic status, complexity of needs, and those living in indigenous communities can be accommodated in a person-directed daily agenda. Participants and volunteers will engage in a variety of activities each day and be provided a hot meal. The daily schedule will include a wide range of physical and cognitive activities. The program will reduce isolation, provide caregiver respite and resources, and a nursing assessment and referrals to avoid acute issues that might result in an emergency visit.

It is anticipated that the program will begin on June 1, 2023. The cost per visit is \$15.00

FINANCIAL IMPLICATIONS

All costs related to this program are funded by Ontario Health and participant fees.

CONSULTATIONS

Consultations were held with Community Services staff, Ontario Health and the Adult Enrichment Advisory Committee. A number of Community Partners are also included in this program development and implementation.

STRATEGIC PLAN

In keeping with the Mission Statement of the County, the programs provided by this Department contribute to the quality of life in the County, through the provision of responsive and efficient services.

CONCLUSION

This new travelling Day Program will be provided in two County communities over the current fiscal year beginning in early June. Space will be available for 20 people to attend each program day. This program is entirely funded by Ontario Health and participant fees. Evaluation of the program will be ongoing to ensure the goals and attendance expectations are met.



You're Invited to a BBQ!

THE *North Lambton* **LODGE** *in Forest, Ontario*

Join us on Thursday August 10, 2023 at 5pm for a Family BBQ!

Chicken, salads & desserts to be enjoyed by all.



Tickets are available for purchase for \$12 each at the reception and must be picked up by August 2, 2022.

Please note this event will be held outdoors. Indoor washrooms will be made available - masking requirements will be in place when entering the Home. If coming into the Home for a visit, regular sign in processes will be in place.

www.LambtonCares.ca



CORPORATE SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, County Solicitor / Deputy Clerk
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
SUBJECT:	Amendment to 2023 Services and Fees Schedule to Increase the Building Inspection and By-Law Enforcement Fees

BACKGROUND

The Corporation of the County of Lambton ("**County**") charges fees for certain services it renders. As a matter of practice, the County reviews its fees annually.

As per its usual practice, the County's Infrastructure & Development Services Division will be increasing the chargeable rate for building inspection and By-Law enforcement services to Lambton County Member Municipalities effective July 1, 2023, thus necessitating an amendment to the By-Law.

DISCUSSION

Section 391(1) of the *Municipal Act, 2001* (Ontario) allows the County to charge fees for services provided by the County.

At County Council's regularly scheduled meeting on February 1, 2023, County Council adopted By-Law No. 7 of 2023, the "2023 Services Fees and Charges By-Law" (the "By-Law"). The By-Law includes in Schedule "A" attached to the By-Law a chargeable rate of \$65.00 per hour, plus the mileage rate as set by the County Council, for building inspection and By-Law enforcement services rendered to Lambton County Member Municipalities.

As per past practice, the chargeable rates in the By-Law are subject to an annual increase effective July 1st of each year. This year, the above-noted chargeable rate for building inspection and By-Law enforcement services rendered to Lambton County Member Municipalities will increase to \$70.00 per hour, plus the mileage rate as set by the County Council, effective July 1, 2023.

An amendment to the By-Law will be required to effect this change. The schedule attached to this report highlights the proposed amendment to Schedule "A" of the By-Law.

All service users are aware of the scheduled rate increase, for these rates have consistently been reviewed and revised, if necessary, effective July 1st of each year.

FINANCIAL IMPLICATIONS

The increase in the rate is in keeping with past practice and permits the County to recoup the actual costs incurred in providing these services.

CONSULTATIONS

The Manager of the Building Services Department and the General Manager of the Infrastructure & Development Services Division were consulted on this matter.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

RECOMMENDATIONS

- (a) That the chargeable rate for "Building Inspection and By-Law Enforcement" services rendered to Lambton County Lower-Tier Municipalities set out on page 4 of 27 in Schedule "A" of By-Law No. 7 of 2023, found under the subject heading "Building Services Department", be increased from \$65.00 per hour, plus the mileage rate as set by the County Council, to \$70.00 per hour, plus the mileage rate as set by the County Council, effective July 1, 2023.
- (b) That the appropriate By-Law amending By-Law No. 7 of 2023 be presented to County Council to implement the revised chargeable rate for the services described in paragraph (a) above.

Amendment to 2023 Services and Fees Schedule (page 3)

May 17, 2023

Schedule to Corporate Services Division Report

Schedule "A" to the By-Law**Building Services Department**

SERVICE	FEE
<u>Lambton County Member Municipalities</u> Building Inspection and By-Law Enforcement Chargeable Rate	\$70.00 per hour* Plus the mileage rate as set by County Council, as amended from time to time.
<u>Municipalities Outside Lambton County</u> Building Inspection and By-Law Enforcement Chargeable Rate Plus a Stand-by Fee	\$90.00 per hour* Plus mileage rate as set by County Council, as amended from time to time \$500.00 per week
<u>Special and Extra Inspections</u> Chargeable Rate Due to faulty or defective work, or because of the work not being ready for inspection. This rate is applicable for each inspection after the second scheduled inspection. Rate is applicable for the administration and the enforcement of all building, septic, plumbing, and By-Law matters.	Chargeable Rate per hour, plus the mileage rate as set by County Council, as amended from time to time.

**Chargeable rates in effect are subject to change at any time upon Council adopting a By-Law approving new rates. Rates are generally reviewed and revised in July of each year.*



FINANCE, FACILITIES AND COURT SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	COURT SERVICES
PREPARED BY:	Cindy Vermeiren, Manager
REVIEWED BY:	Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Court Services 1st Quarter 2023 Statistics and Activity

BACKGROUND

Court Services maintains statistical data regarding the number, type, and value of fines assessed and paid through the County's *Provincial Offences Act* (POA) court. Staff provides Council with a summary and analysis of this data at the end of each quarter.

DISCUSSION

Activity

In the first quarter of 2023, charge volumes trended slightly lower than charges received in the first quarter of 2022. There were 2,723 charges received, a decrease of 155 in comparison to the same period in 2022.

Ministry of Transportation charges continued to trend higher, with 310 charges laid in the first quarter, representing 40% of their 2022 total. Municipal charges reported 826 charges laid, recording 36% of 2022 total. The Ontario Provincial Police (OPP), Samia Police Service, and other agencies all reported a decrease in charges in year over year comparisons.

In August 2022, court closures were imposed on all Provincial Offences Courts in the West Region due to low judicial resources. These closures, representing a 25% reduction in courts operating, will continue in 2023 and possibly until 2025. Although there were six less courts operating during the reporting period, courtroom activity increased by 293 cases over the same period in 2022. The increase can be attributed to staffing vacancies resolved in both prosecution and court services. Court dockets are being filled with the intention that all cases may not be heard on their scheduled date to ensure court time is fully utilized.

The impact of the increased number of cases on a docket, has resulted in more creative resolutions being sought with prosecution, less trials proceeding, and cases withdrawn if they are not in the public interest to proceed.

Staff are currently setting Part I trial requests received in February, March of 2022 for court dates for June 2023.

During the first quarter, cases pending convictions averaged 3,003, with 772 Part I roadside tickets, 265 Part II Parking offences and 1966 Part III more serious, summonable offences.

During the pandemic, POA courts were asked to consider streamlining and modernization initiatives that would lessen the involvement of Justices of the Peace in non-trial aspects of the POA court process. As part of this initiative, as of January 1, 2023, the court moved to become a dedicated Early Resolution court as per s.5.1 of the *Provincial Offences Act*. Defendants can choose to meet with prosecution as a first step when disputing the charge and not be scheduled in court for a trial. If the defendant and prosecution come to an agreement in the meeting, the case is put before the court for the judiciary to endorse the agreed resolution. This process saves court time and reduces the need to schedule officers for trial attendance.

Although Court Services is officially a dedicated Early Resolution court, the Department continues to address the non-Early Resolution backlog. Staff will begin slowly scheduling Early Resolution meetings beginning in May and June of 2023.

New Fines Ordered

New fines ordered totalled \$529,818, an increase of \$93,500 compared to the same quarter last year.

On February 13, 2023, a company and its supervisor entered guilty pleas under the *Occupational Health and Safety Act*. The company was charged \$81,255 representing \$65,000 fine, \$16,250 Victim Fine Surcharge and \$5 court costs. The supervisor was (charged) \$56,255 representing \$45,000 fine, \$11,250 Victim Fine Surcharge and \$5 court costs. On March 24, 2023, payment in full was received for the company's charge of \$81,255.

Enforcing Payment of Court-Ordered Fines

During the reporting period, collection staff reported that \$106,751 was collected in-house, with third party collections recording \$60,371 collected; a decrease of \$9,418.28 over the same period in 2022.

FINANCIAL IMPLICATIONS

The continuance of court closures in 2023 is anticipated to negatively impact budget projections.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

In keeping with the Principles and Values of the County of Lambton through leadership and accountability, the County's current efforts employs reasonable and sound decision-making and is accountable to ratepayers for the appropriate stewardship of their tax dollars.

CONCLUSION

The Court Services Department continues to be challenged with scheduling the backlog of court cases received with less court sessions operating. It is anticipated that these impacts will result in revenues not being realized as they would if operations were returned to their normal schedules.

Quarterly Statistical Report - Court Services Department Executive Summary - Provincial Offences Administration to MAR 2023

		Q1	Q2	Q3	Q4	YTD Total	2022 Total	% Prior
Charges by Act	Highway Traffic	1,536	-	-	-	1,536	6,755	23%
	Liquor License	5	-	-	-	5	869	1%
	Cannabis Act	4	-	-	-	4	62	6%
	Mun By-laws	831	-	-	-	831	2,368	35%
	Prov Other	347	-	-	-	347	1,239	28%
	Total Current Year	2,723	-	-	-	2,723	11,293	24%
							2022 Total	% Prior
Charges by Agency	Min of Transportation	310	-	-	-	310	777	40%
	Municipalities	826	-	-	-	826	2,315	36%
	OPP	803	-	-	-	803	4,671	17%
	Other	73	-	-	-	73	675	11%
	Sarnia Police	711	-	-	-	711	2,855	25%
	Total Current Year	2,723	-	-	-	2,723	11,293	24%
							2022 Total	% Prior
Charges Received	Part 1 - Prov Offence	1,640		-	-	1,640	8,435	19%
	Part 2 - Parking	795		-	-	795	1,860	43%
	Part 3 - Summons	288		-	-	288	998	29%
	Total Current Year	2,723	-	-	-	2,723	11,293	24%
	Total Prior Year	2,878	3,879	4,259	2,353			
	Change +/- Volume	- 155	- 3,879	- 4,259	- 2,353			
	Change +/- %	95%	0%	0%	0%			

		Q1	Q2	Q3	Q4	YTD Total	2022 Total	% Prior
Courtroom Activity	Part 1	482				482	2,296	21%
	Part 2	2				2	45	4%
	Part 3	1,598				1,598	5,867	27%
	Federal	203				203	603	34%
	Total Current Year	2,285	-	-	-	2,285	8,811	26%
	Total Prior Year	1,993	2,535	1,753	2,530			
	Change +/- Volume	292	- 2,535	- 1,753	- 2,530			
	Change +/- %	115%	0%	0%	0%			

		Q1	Q2	Q3	Q4	YTD Total	2022 Total	% Prior
New Fines Ordered	Federal	\$ 33,780				\$ 33,780	\$ 865,513	4%
	Highway Traffic	\$ 204,612				\$ 204,612	\$ 779,013	26%
	Liquor License	\$ 550				\$ 550	\$ 2,265	24%
	Mun By-laws	\$ 9,200				\$ 9,200	\$ 51,897	18%
	Parking	\$ 29,096				\$ 29,096	\$ 68,285	43%
	Prov Other	\$ 252,580				\$ 252,580	\$ 929,034	27%
	Total Current Year	\$ 529,818	\$ -	\$ -	\$ -	\$ 529,818	\$ 2,696,007	20%
	Total Prior Year	\$ 436,318	\$ 762,265	\$ 858,052	\$ 639,371			
	Change +/- Volume	\$ 93,500	-\$ 762,265	-\$ 858,052	-\$ 639,371			
	Change +/- %	121%	0%	0%	0%			

		Q1	Q2	Q3	Q4	YTD Total		
Fine Payments	Current, Own Office	\$ 157,164.28				\$ 157,164		
	CAMS in house	\$ 106,751				\$ 106,751		
	CAMS	\$ 56,843				\$ 56,843		
	3-1110	\$ 60,371				\$ 60,371		
	LESS: Refunds, Adj., etc.							
FMW-Fine totals	Total	\$ 381,130				\$ 381,130		
YTD excludes reimbursements to other courts and the Province.								

		2023	2022	2021	2020	2019
O/S Accounts Rec'ble	A/R DEC /2022	\$ 2,580,554	\$ 2,198,569			
	New Revenue	\$ 639,371	\$ 639,371			
	Less Current Fines Pd	-\$ 31,749	\$ 84,762			
	Less Overdue Fines Pd	\$ 101,729	\$ 101,729			
	Less Fines Pd at Agency	\$ 70,896	\$ 70,896			
	A/R MAR/2023	\$ 3,079,050	\$ 2,580,553	\$ 2,270,388	\$ 2,037,258	\$ 2,826,828



FINANCE, FACILITIES AND COURT SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PROCUREMENT & PROJECT MANAGEMENT
PREPARED BY:	Rob King, Manager
REVIEWED BY:	Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Electric Vehicle Charging Stations Usage Report

BACKGROUND

This is an update detailing the status and usage of the 13 Electric Vehicle (EV) Charging Stations installed at County of Lambton facilities in 2018 at the following locations:

- Administration Building, 789 Broadway Street, Wyoming 2 stations
- Lambton Meadowview Villa, 3958 Petrolia Line, Petrolia 2 stations
- North Lambton Lodge, 39 Morris Street, Forest 2 stations
- Lambton Public Health, 160 Exmouth Street, Point Edward 2 stations
- Marshall Gowland Manor, 749 Devine Street, Sarnia 1 station
- Oil Museum of Canada, 2423 Kelly Road, Oil Springs 1 station
- Lambton Heritage Museum, 10035 Museum Road, Grand Bend 1 station
- Petrolia Public Works Depot, 304 Centre Street, Petrolia 1 station
- Oil City Public Works Depot, 3024 Oil Heritage Road, Oil City 1 station

DISCUSSION

The installed public Level 2 EV charging stations have seen an increased usage from 2021 due to pandemic restrictions being lifted and an increase in travel. The City of Sarnia sees the most public usage, with 288 charging sessions and 6,533 kilowatt hours of electricity dispensed. This usage represents a reduction of an estimated 8.8 tonnes of community Green House Gas (GHG) emissions.

The most “popular” charging location for staff use has been at the Administration Building, Wyoming. Staff attributes this to charging the EV owned by the County of Lambton's Procurement & Project Management Department (PPM).

The average length of individual charging sessions varies based on location but has so far tended to be just under 3 hours at most facilities and just under 4 hours at the Administration Building. The table below provides details of each charging station's usage from January 1, 2022, to December 31, 2022:

Park	Station Count	Total Session	Total Connection Time (hr:min)	Total Amount Collected	Total kWh
Administration Office	2	230	2244:44:00	\$405.00	9176.75401
Lambton Meadowview Villa	2	34	82:24:00	\$158.56	435.02092
Petrolia Public Works	1	8	52:59:00	\$101.75	175.11433
Oil City Public Works	1	0	0:00	\$0.00	0.000
Lambton Public Health	2	265	1180:35:00	\$2,260.51	6168.16429
North Lambton Lodge	2	40	144:40:00	\$276.51	762.02457
Oil Museum of Canada	1	6	5:47	\$11.09	33.15852
Lambton Heritage Museum	1	78	230:54:00	\$442.81	1161.12605
Marshall Gowland Manor	1	23	70:58:00	\$136.16	365.45594
Totals (2022)	13	684	4013:01:00	\$3,387.39	18276.8186

The totals for the previous year (2021) are in the following chart. In 2021, we were emerging out of the lockdowns and stay-at-home orders, but COVID-19 still had a large impact on public usage due to fear of travel.

Totals (2021)	13	456	1344:47:00	\$ 1932.67	5761.90741
----------------------	-----------	------------	-------------------	-------------------	-------------------

Continuing Development and Evaluation Activities

1. The County's service provider, Flo, operates a cellular network-enabled EV charging network. This means it is possible to collect detailed real-time usage data from each station.
2. As indicated above, the County has one (1) light duty fleet vehicle that is a plug-in hybrid model. Approximately 917 KWH of electricity has been consumed by PPM's EV at a cost of \$179.17 to the County of Lambton. This compares to the estimated \$1,000 a conventionally fueled vehicle would have required.

This suggests that moving to light duty electric vehicles where feasible, could provide reductions in fuel cost and GHG emissions of approximately \$800 to \$1,000 and 1.9 tonnes GHG per year per vehicle. However, with the cancellation of provincial purchase incentives, the capital costs for acquiring electric vehicles makes the economics of currently doing so less compelling but is getting better every year.

3. The County continues to monitor the availability of electric vehicles for heavy duty applications such as Public Works.

The Toronto Transit Commission (TTC) is moving forward to a total fleet electrification by adding another three hundred (300) electric buses to an existing sixty (60) pure electric vehicle fleet, which is already the largest of any city in North America. The cost for these 300 additional e-buses totals \$390 million and is expected to be in full operation by 2025.

Other heavy duty electric vehicles, such as solid waste and recycling trucks, are beginning to appear in the United States, European and Asian markets, but few examples of Canadian municipal applications have currently materialized.

FINANCIAL IMPLICATIONS

Every EV station has implemented a "User Pay" system. A credit card or a propriety "FLO" card is required for payment. Billings are time based, at a rate of \$1.91 per hour at all the stations, apart from the Administration Building, which at the manufacturer's recommendation was set at a flat rate of \$2.00 per connection to compensate for more limited amperage. These rates have been incorporated into the County's Services and Fees Schedule and have remained the same since its inception in 2018.

CONSULTATIONS

None.

STRATEGIC PLAN

This report conforms to Area of Effort #3 Community Development: Capitalizing on opportunities that enrich the quality of life and prospects of the community by undertaking environmentally conscious initiatives that protect and enhance woodlots, manage the County's natural heritage features, and target waste reduction, energy conservation and reduction, and the use of sustainable technologies and processes.

CONCLUSION

The use of electric vehicles is currently limited but is growing. As even level 2 "rapid" charging currently requires hours instead of minutes, installing charging stations at County facilities such as Museums, allows us to leverage this requirement to promote increased use of County facilities and enhance the opportunity for electrified travel throughout Lambton County.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ONTARIO WORKS
PREPARED BY:	Jane Dalziel, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Employment Services Transformation Update

BACKGROUND

On February 12, 2019, the Ontario government announced its plan to transform the province's employment services, undertaking one of the largest transformations in employment services in the past several decades. The vision of Employment Services Transformation (EST) is to build a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in Ontario.

The intent is to build an integrated employment services model, which includes employment services being overseen by Service System Managers (SSM) in 15 catchment areas across Ontario, selected through a multi-stage competitive process. The SSM will plan, design, and deliver services that meet the needs of its local economy. With this model, responsibility for the provision of employment supports to Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients is transferred to the SSM.

The implementation of EST began in January 2021 in three prototype regions including Hamilton-Niagara, Muskoka-Kawartha and Peel. Starting with a prototype and phased approach would allow for learning and best practices to support future implementation efforts. The remaining 12 catchment areas were scheduled to be implemented in three phases beginning in 2022.

In April 2022, the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), at the time known as the Ministry of Labour, Training and Skills Development, announced the SSMs for the Phase One catchment areas of York, Halton and Stratford-Bruce Peninsula. At that time it was anticipated an announcement on the SSMs for Phase Two catchments, which Lambton is included in, would be made at the end of 2022.

DISCUSSION

The Province continues to move forward with EST and the MLITSD has announced the SSMs for the Phase Two catchment areas with the City of Windsor being named as the SSM for the Windsor-Lambton catchment area. The City of Windsor leads a consortium that includes the Workforce Development Board Windsor Essex.

A transition period is underway during which the City of Windsor will establish itself as the SSM in the Windsor-Lambton catchment area. There will be a focus on engaging with partners, with the SSM taking the lead on coordinating and ensuring there is vital collaboration and communication between OW, ODSP and local employment service providers in place to support a successful transition to the integrated employment services model. During the transition period, the SSM will not make any changes to how employment services are delivered, and OW will continue providing employment programming. Starting January 1, 2024, the new integrated model will be in place with employment services fully overseen by the City of Windsor.

Once the integrated model is implemented, the focus for OW will be to provide financial assistance and person-centered supports that help clients in identifying their needs, reducing barriers and supporting stabilization in order for them to be ready to participate in employment services offered through Employment Ontario (EO). Integrated case managed services will be provided to shared clients through regular touchpoints and open communication between OW and EO.

The full impact of the transformation to this new model is not known presently. Lambton is undertaking a review of operations based on what is known to prepare for the impact any changes will have on the delivery of services, clients and staff. Submitting a proposal to deliver local employment programming via an agreement with the City of Windsor is also being contemplated. We will engage with the City of Windsor, MLITSD and the Ministry of Children, Community and Social Services (MCCSS) to get more information to assess immediate and longer-term impacts. Following further engagement and fact finding, recommendations to County Council for consideration will be presented in future reports.

FINANCIAL IMPLICATIONS

There are no anticipated financial impacts to the 2023 Ontario Works budget related to EST.

As the transformation of both social assistance delivery and employment services proceeds, the funding model will evolve alongside the shifts in roles and responsibilities. Once the shift of responsibilities for employment assistance happens on January 1, 2024, Ontario Works program delivery funding will be reduced by \$1,469,500. This funding has been frozen at the 2018 actuals amount so this will be a significant pressure on the 2024 Ontario Works budget. The impact of the reduction is being analyzed including possible changes to programming, staffing and stability benefit funding available for clients. The full

impact of the reduction will not be known until additional engagement with the new SSM and MCCSS happens over the coming months.

CONSULTATIONS

Consultations have taken place with the MCCSS Program Manager, City of Windsor staff responsible for the SSM and the General Manager, Social Services.

STRATEGIC PLAN

Ontario Works is a legislated program delivered in keeping with the County's Mission Statement to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the department support the Community Development Area of Effort #3, Community Development, in the County's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community while supporting their transition to being employed community members and future leaders.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The long-term vision for social assistance is a human services delivery model which will streamline programs and services that better support people. Working with the MCCSS and the MLITSD there are ongoing efforts to transform social assistance and create integrated employment services that support people towards independence by creating a more person-centered approach with an overall shift to focusing on stability supports that enhance overall well-being, employment readiness and increased independence.

Staff will engage and collaborate with the City of Windsor to ensure a smooth transition to the new integrated employment services model. Staff will also update County Council and provide any necessary recommendations for consideration in future reports.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager (Acting)
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Service Manager Annual Information Return

BACKGROUND

On an annual basis, the Housing Services Department staff must complete and submit the Service Manager Annual Information Return (SMAIR) to the Ministry of Municipal Affairs and Housing. The report includes only the programs administered under the *Housing Services Act, 2011*. This information is presented to County Council for information purposes.

DISCUSSION

The Service Level Standard as set out in the *Housing Services Act, 2011* for the County is 1,075 households. As of December 31, 2022, the County provided rent geared-to-income assistance to 1,085 households. This represents an increase of 42 units over 2021. This increase is related to a reporting change which allows 68 bridge subsidy units to be included in the service levels.

During the reporting time frame, there were 33 vacant units which offsets the addition of the bridge subsidy units. Eight units were offline due to fires and seven units were not available as they were being renovated as part of the 10-Year Capital Asset Management and Funding Plan. The remaining units had been rented with move-in dates falling after December 31, 2022.

Additionally, targets are affected by increased income levels for tenants who are no longer in need of rent geared-to-income assistance but have chosen to remain in their current unit. In addition, historically there was a lack of households applying for rent geared-to-income assistance with some of the rural non-profit providers resulting in units being offered to full market rent households rather than leaving the units empty.

The following is a comparison of the 2022 and 2021 average annual household income and composition of those in receipt of rent geared-to-income assistance across the housing portfolio:

	2022	2021
Average Annual Income		
Families	\$18,096	\$15,581
Seniors	\$20,365	\$19,243
Singles/Non-Seniors	\$12,312	\$10,772
Special Needs	\$14,789	\$15,417
Household Composition		
Families	332	331
Seniors	290	287
Singles/Non-Seniors	400	370
Special Needs	63	55

FINANCIAL IMPLICATIONS

The levy is increased when household income either decreases or remains stable as there is no corresponding increase in rent-related revenue which would assist in offsetting increases in expenditures.

CONSULTATIONS

Staff regularly consults with boards and staff of Housing Providers.

STRATEGIC PLAN

In keeping with the Mission Statement of the County, the programs provided by this department promote an enhanced quality of life in Lambton County through the provision of responsive and efficient services.

The activities of the department support the Community Development Area of Effort #3 in the County's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

Service Manager Annual Information Return (page 3)

May 17, 2023

CONCLUSION

This report is for information purposes.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager (Acting)
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
INFORMATION ITEM:	Housing Services Statistical Report - Quarter 1

BACKGROUND

The Housing Services Department provides rental assistance throughout Lambton County through a number of different programs. A wait list is maintained for approximately 1,350 units. Housing Services Department also delivers the Housing Advocacy Program which provides assistance to individuals to improve quality of life and help with maintaining their housing.

DISCUSSION

The 2023 first quarter statistical report is attached and provides a quarterly comparison over 2022.

There were 31 households that moved into rent geared-to-income (RGI) assisted housing units in quarter one of 2023 compared to 29 households in quarter one of 2022. Although this rate is consistent with 2022, it represents a significant decrease when compared to prior years. This decrease can be attributed to the lack of affordable housing and low vacancy rates in Lambton County.

Average monthly rent arrears for the 830 County owned units decreased to \$18,292 in the first quarter of 2023 from \$26,365 in the previous year. This saw an average of 20 households in arrears compared to 45 households over the same period in 2022. Housing Services Department staff continue to work with individuals to address arrears, make repayment agreements and/or access funding to assist.

In quarter one of 2023, the Housing Advocacy Program assisted an average of 152 individuals. This is an increase of 27% over the previous year. In quarter one of 2022, there was one staff vacancy on the Housing Advocacy team whereas in 2023 the team was fully staffed resulting in assistance being provided to more individuals.

The average number of applicants on the wait list for rental assistance has seen a minor increase over the same time period last year.

Wait times in quarter one of 2023 for various sized units across the housing portfolio have been consistent with wait times in quarter one of 2022.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

In keeping with the Mission Statement of the County, the programs provided by this department promote an enhanced quality of life in Lambton County through the provision of responsive and efficient services.

The activities of the department support the Community Development Area of Effort #3 in the County's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

Quarterly statistics provide information which assists in the management of the wait list and rent arrears. This information will also be helpful as the County implements the County of Lambton Housing and Homelessness Plan 2014 – 2023.

HOUSING SERVICES DEPARTMENT
Statistical Report

Comparative Data	Quarter 1 2023	Quarter 1 2022
Number of applicants housed	31	29
Average monthly tenant rent arrear	\$18,292	\$26,365
Average number of individuals receiving services through the Housing Advocacy and Trustee Program	152	119
Average Number of Eligible Applicants for Rent Geared-to-Income Assistance		
	2022	2021
Bachelor/1 Bedroom	504	467
2 Bedroom	55	73
3 Bedroom	58	50
4 Bedroom	38	41
5 Bedroom	1	0
Total	656	631
Average Minimum Wait Times for Rent Geared-to-Income Assistance		
Bachelor/1 Bedroom	44 months	48 months
2 Bedroom	36 months	36 months
3 Bedroom	36 months	36 months
4 Bedroom	36 months	36 months



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager (Acting)
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 17, 2023
SUBJECT:	Housing Services Department Staff

BACKGROUND

The County of Lambton (the “**County**”), as the Consolidated Municipal Service Manager (CMSM), is responsible for administering legislated housing programs.

The Housing Services Department provides rental assistance and support services to over 2,300 residents of Lambton County. This assistance helps some of the most vulnerable residents to acquire and maintain permanent housing that is safe and affordable.

The Housing Services Department also administers legislated housing programs, numerous housing agreements, maintains a wait list for approximately 1,350 units and manages 830 housing units owned by the County.

DISCUSSION

The Housing Services Department has experienced a significant increase in the demand for its services. This increased demand for service has now exceeded the level to which current staff are able to provide.

Currently, there is one full-time Access Coordinator that is responsible for managing all aspects of the centralized wait list. This staff is responsible for processing all applications, working with community agencies regarding client needs and applications, responding to any inquiries, filling all vacancies and ensuring legislated compliance.

Since 2016, the centralized wait list has experienced the following increases:

- number of households on the wait list has grown by 230%;
- wait times have increased by 260%;
- average number of phone calls regarding a wait list inquiry has increased by 50%;

- number of wait list applications processed has increased by 50%;
- number of wait list applications requiring significant follow up has increased by 50%; and
- number of units to be filled through the wait list has increased by 109 units with an additional 26 to be added by the end of 2023.

As a result of these increases, the Access Coordinator is not able to complete all required tasks, resulting in some *Housing Services Act, 2011* obligations not being met.

To respond to the increases experienced and ensure legislated obligations are met, it is recommended that the Housing Services Department staff complement be increased by one full-time Access Coordinator.

Another area that has experienced significant growth in recent years is related to the complex and ever-changing needs and behaviours of our tenants. The increase in homelessness, as well as the mental health and addiction crisis in our community, has contributed to significant behavioural issues in our buildings.

Over the past five years, the following increases have been experienced in our buildings:

- number of fires has increased by 600%;
- number of deaths in units (homicides, suicides, natural) has increased by 375%;
- number of tenant complaints has increased by 250%; and
- number of tenants with complex behavioural issues has increased by 300%.

The number of complaints received from tenants regarding significant behavioural and safety concerns coupled with the long delays at the Landlord and Tenant Board results in significant demands on staff resources. The *Residential Tenancies Act, 2006* requires the Housing Services Department, as the landlord, to take necessary actions to ensure that tenant's reasonable enjoyment of the premises is not being impeded by the actions or behaviours of other tenants.

To respond to the increased concerns and ensure legislated obligations are met, it is recommended that the Housing Services Department staff complement be increased by one full-time Tenant Relations Worker. The Tenant Relations Worker will support the tenants impacted by the complex behavioural issues of others while also supporting the Supervisor, Client Services to ensure our obligations as a landlord are being fulfilled.

Staff further recommends both positions be funded with unallocated provincial administrative funding from various Housing programs delivered by the department. Based on current funding allocations, it is anticipated that funds are available to fully support these positions until the end of 2025.

FINANCIAL IMPLICATIONS

It is estimated that the additional staff positions, when fully implemented, will result in an annual operating budgetary requirement of \$200,000.

Provincial administrative funding from various programs will be utilized to support these positions until the end of 2025 with potential administrative funding available past 2025.

CONSULTATIONS

Consultations took place with the Housing Services Department staff, Divisional Support Services Department staff, and the General Manager, Social Services.

STRATEGIC PLAN

Providing safe affordable housing is in keeping with the County's Mission to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the Social Services Division support the Community Development Area of Effort #3 in the County's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The growing demands on the Housing Services Department exceed the available staff resources. The addition of an Access Coordinator and Tenant Relations Worker are needed to provide responsive, effective services and ensure our obligations under the *Housing Services Act, 2011* and *Residential Tenancies Act, 2006* are met.

RECOMMENDATION

That Council approve the hiring of two full-time permanent staff positions as follows:

- a) One Access Coordinator**

Housing Services Department Staff (page 4)

May 17, 2023

b) One Tenant Relations Worker