



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

**Wednesday, June 21, 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) **Other Business**
    - 3 a) Marshall Gowland Manor Family BBQ Invite.
    - 4 b) Lambton Meadowview Villa Family BBQ Invite.
4. **CORPORATE SERVICES DIVISION**
  - A) **Reports Requiring a Motion**
    - 5 - 7 a) Report dated June 21, 2023 Regarding Additional Information Technology (IT) Staff Resources.
  - B) **Other Business**
5. **FINANCE, FACILITIES & COURT SERVICES DIVISION**
  - A) **Information Reports**
    - 8 - 10 a) Information Report dated June 21, 2023 Regarding 2023 - 1st Quarter Financial Update.
  - B) **Reports Requiring a Motion**
    - 11 - 16 a) Report dated June 21, 2023 Regarding Signing Authority Process Policy Update.
  - C) **Other Business**
6. **SOCIAL SERVICES DIVISION**

**A) Information Reports**

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a) Information Report dated June 21, 2023 Regarding Housing and Homelessness Plan Progress Report.

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b) Information Report dated June 21, 2023 Regarding Housing, Homelessness and Addictions Summit.

65 - 83

c) Information Report dated June 21, 2023 Regarding Local Immigration Partnership Update.

**B) Other Business**

**7. IN-CAMERA**

**Recommendation**

That the Chair declare the Committee go in-camera to discuss the following:

a) to receive information, and provide instructions, pertaining to the security of the property of the municipality, pursuant to ss. 239(2)(a) of *the Municipal Act, 2001*;

b) to receive an information report regarding labour relations; specifically, regarding a recent labour collective agreement award pertaining to CUPE local 2557, pursuant to ss. 239(2)(d) of *the Municipal Act, 2001*.

**8. ADJOURNMENT**



## **You're Invited to a BBQ!**

THE  
*Marshall Gowland*  
**MANOR**  
*in Sarnia, Ontario*

**Join us on Tuesday August 22, 2023 at 5:00 p.m. for a Family BBQ!**

**Chicken, salads & desserts to be enjoyed by all.**



Tickets are available for purchase for \$12 each at the business office until August 15, 2023.

\*Please note that this event will be held outdoors. Indoor washrooms will be made available.

[www.LambtonCares.ca](http://www.LambtonCares.ca)



## **You're Invited to a BBQ!**

# THE *Lambton Meadowview* **VILLA** *in Petrolia, Ontario*

Join us on Thursday September 7, 2023 at 4:00 p.m. – 7 p.m. for a  
**Family BBQ!**

**Chicken, salads & desserts to be enjoyed by all.**



Tickets are available for purchase for \$12 each at the business office until  
August 30, 2023.

\*Please note that this event will be held outdoors. Indoor washrooms will be  
made available.

[www.LambtonCares.ca](http://www.LambtonCares.ca)

	<b>CORPORATE SERVICES DIVISION</b>
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>INFORMATION TECHNOLOGY</b>
<b>PREPARED BY:</b>	<b>Robert Wilks, Corporate Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>June 21, 2023</b>
<b>SUBJECT:</b>	<b>Additional Information Technology (IT) Staff Resource</b>

**BACKGROUND**

Over the last few years, due to the omnipresent threat of cyberattacks, IT Department staff have been redeployed from other activities to address these security related issues.

Specifically, a PC Specialist position was redeployed to address cyber security priorities, leaving the former duties and responsibilities of the PC Specialist position effectively ignored. With the passage of time, this work must resume so to properly serve the IT requirements of the organization.

The purpose of this report is to seek council's approval to hire an additional full-time resource within the IT Department, to reinstate a PC support resource that was reallocated within the department to address cyber security priorities and concerns.

**DISCUSSION**

As noted, the PC Specialist position was reallocated some time ago to much more pressing cyber security priorities. Unfortunately, that has left the former duties and responsibilities of the position unattended.

This PC Specialist role is an important technical position supporting end user hardware and software used by all County staff in all divisions, servicing 540 technology related requests on average per month. These requests encompass work such as adding and removing user profiles, configuring new computer and mobile hardware, testing, and troubleshooting faulty hardware devices, installing, and configuring software, and much more.

The following chart demonstrates the number of service requests the IT Department receives on average per month, the majority of which are addressed by the PC Specialist role.



As noted in several IT Staffing related reports over the last few years, the use and complexity of technology required to provide services in all divisions has increased year over year. In addition, several provincially funded efficiency studies conducted by KPMG over the past several years have concluded that even more technology is needed to streamline and eliminate inefficient and often manual process. To maintain reasonable issue response times and to ensure staffing levels are adequate to support current and upcoming technology changes, the vacated PC Specialist position needs to be replaced as soon as possible.

In addition to the PC Support duties, some project work is also carried out by this role. For example, this year this includes:

- Process and system improvements in Childrens Services,
- Process and system improvements in Social Services,
- Complete the iPad project in Long-Term Care,
- Replace LTC's Intra-building communication system.

Because of the importance of these projects, the Long-Term Care Division has committed \$50,000 to fund this position for 2023 to ensure these projects get completed in a timely manner.

There is now a clearly identified need to hire an additional resource within the IT Department to serve in the PC Specialist role.

**FINANCIAL IMPLICATIONS**

There are no financial implications on the 2023 IT Department's budget as funding for the position will be provided through the existing Long-Term Care budget for 2023, thus paying for the position for the remainder of 2023.

Beginning in 2024, the IT Department's operating budget will increase by approximately \$118,000 per annum for this position.

In an effort to defray these additional costs in 2024, the IT Department will seek to reduce operating expenditures in other areas of its budget, for example, system consolidation. This could result in a potential offset of up to \$60,000 per year.

**CONSULTATIONS**

The CAO; Corporate Manager, Human Resources; General Manager, Long Term Care; General Manager Social Services and the Network Infrastructure and Security Supervisor

**STRATEGIC PLAN**

*To create a progressive organizational culture within the County's operations, capable of supporting the Vision and Mission through the following initiatives.* IT pursues and promotes continuous improvement within the department by utilizing technology where it makes economic sense. IT provides and supports the technology tools required by all departments to effectively manage and deliver services.

**CONCLUSION**

Other competing priorities have significantly diminished technical support staffing in the PC Specialist role.

To maintain reasonable response times in responding to County-wide technical hardware and software support issues, this position needs to be replaced as soon as possible. The position will have no impact on the 2023 budget but will add approximately \$118,000 to the IT Budget beginning in 2024.

**RECOMMENDATION**

**That the County be authorized to add an additional full-time PC Specialist position within its Information Technology Department, effective immediately.**

 <p style="text-align: center;"><b>FINANCE, FACILITIES AND COURT SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>DIVISIONAL SUPPORT SERVICES</b>
<b>PREPARED BY:</b>	<b>Stephanie Harper, CPA, Manager</b>
<b>REVIEWED BY:</b>	<b>Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>June 21, 2023</b>
<b>INFORMATION ITEM:</b>	<b>2023 - 1<sup>st</sup> Quarter Financial Update</b>

**BACKGROUND**

The purpose of this report is to provide an indication of the County's financial position after the 1<sup>st</sup> quarter of 2023. County staff is projecting a "balanced" position for the 2023 year and will continue to monitor their respective departmental budgets to ensure the County can continue to operate and forecast a balanced budget for 2023.

**DISCUSSION**

The County recently approved a \$265.7M Expenditure Budget that was balanced by a Non-Property Tax Revenue Budget of \$176.3M and a Property Tax Levy Budget of \$89.4M.

Municipalities (per the *Municipal Act, 2001*) must operate within a balanced budget. In simple terms, this means that Municipalities must manage their Expenditure Budgets and Non-Property Tax Revenue Budgets to ensure a balanced year-end position. Therefore, as part of the County's financially prudent budgeting and monitoring practices, the County expects to exercise expenditure controls to ensure a balanced position and to achieve the County's Financial Stability and Service Excellence objectives.

**FINANCIAL IMPLICATIONS**

While it is still too early to quantify all of the potential financial impacts the County will experience in 2023, some of the known more significant 2023 Budget impacts are noted below:

- a) **Court Services Department:** Due to a significant number of Justices of the Peace retiring, staff are anticipating that court sessions will be reduced to one session a week effective September 1, 2023.

This will negatively impact the backlog of cases still pending due to the court closures experienced during COVID-19 lockdowns. We are actively looking at solutions to minimize this estimated \$400k negative budget impact.

- b) **Infrastructure and Development Services Division:** Significant cost and tender price increases are being experienced within the capital budget due to supply chain issues and high material cost increases.
- c) **Lambton Public Health:** Increased staffing to continue to support COVID-19 immunization clinics, facility rentals, clinical supplies, and cleaning costs. Staff anticipate that the Ministry of Health will end its additional COVID-19 funding on December 31, 2023. To date, the Ministry of Health has not yet approved the County's 2023 funding allocation.
- d) **Social Services Division:**
  - i. Homelessness Prevention and Children's Services Department will receive an additional \$2,045,100 for the 2023-2024 period from the Homelessness Prevention Program. This funding will be used to help address the needs of vulnerable members of our community who are experiencing homelessness or who could soon be faced with homelessness without this assistance.
  - ii. Housing Services Department will receive an additional \$457,980 for the 2023-2024 period from Canada-Ontario Community Housing Initiative (COCHI). The increase will cover capital repairs to be completed by the Non-Profit housing providers.
  - iii. Housing Services Department will receive an additional allocation of \$375,000 from another level of government for the purchase/renovation of 244 Devine Street. This will reduce the withdrawal requirement from the affordable housing reserve.
  - iv. Housing Services Department will receive approximately \$62,000 less than what was budgeted from the Ontario Priorities Housing Initiative (OPHI) program. Spending has been adjusted to accommodate the decreased funding allocation.
- e) **Long-Term Care Division:** The County will receive an additional \$1,389,056 in 2023 as a result of the level of care increases related to hours of care requirements, including both base-level and one-time funding.

### **CONSULTATIONS**

The Chief Administrative Officer, General Managers, and Divisional Support Services staff were consulted in the preparation of this report.

**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**

Staff will provide financial updates to County Council as part of the regular budget monitoring reporting processes throughout 2023 and will continue to implement and recommend strategies to mitigate any budgetary impact to ensure a **balanced position for 2023 year-end** to the greatest extent possible.



**FINANCE, FACILITIES AND COURT SERVICES DIVISION**

<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>DIVISIONAL SUPPORT SERVICES</b>
<b>PREPARED BY:</b>	<b>Stephanie Harper, CPA, Manager</b>
<b>REVIEWED BY:</b>	<b>Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>June 21, 2023</b>
<b>SUBJECT:</b>	<b>Signing Authority Process Policy Update</b>

**BACKGROUND**

In 2013, Council approved the Signing Authority Policy, which outlined the signing authority privileges and provided direction regarding the maximum signing authority approval limits for staff.

**DISCUSSION**

The purpose of this policy update stemmed from the continued review of key County financial policies. The policy update ensures the County remains flexible and efficient in the signing of various documents during the ordinary course of business while maintaining effective internal controls and proper stewards of taxpayer funds.

**FINANCIAL IMPLICATIONS**

None.

**CONSULTATIONS**

The Chief Administrative Officer, General Managers, and Divisional Support Services staff were consulted in the preparation of this report.

**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.

Signing Authority Process Policy Update (page 2)

June 21, 2023

**RECOMMENDATION**

**That Council approve the amended F00-02 Signing Authority Policy as presented hereto as Appendix A.**

**“Appendix A”**

	<b>THE CORPORATION OF THE COUNTY OF LAMBTON POLICY MANUAL</b>			
	Subject:	<b>Signing Authority</b>	<b>Section F00</b>	<b>Policy #02</b>
	Effective Date:	March 18, 2013	Approved By: C.A.O. General Managers	
	Revision Date:	June 21, 2023		

**PURPOSE**

The County of Lambton is committed to responsible stewardship of its funds by conducting all business affairs in a consistent and cost-effective manner. This policy specifies the signing authority limits given to roles within the organization. It establishes the approval thresholds and transactions allowed at each level and establishes a mechanism for confirming that signing authorities understand their role and responsibilities.

This policy provides the County of Lambton with flexibility in the signing of various documents on behalf of the County in the ordinary course of business to improve the efficiency of operations and ensure effective internal controls and approval processes.

~~To establish a record of County employees having financial document signing authority privileges and to provide direction regarding their maximum signing authority approval level.~~

**POLICY**

The Signing Authority policy designates staff for the purpose of carrying out ordinary course of business to ensure matters are responded to in an efficient and timely fashion while maintaining accountability.

- Approval of financial documents can only be completed by authorized County employees, within specified approval limits.
- The following Signing Authority Limits are to be used in conjunction with related County of Lambton procedures and policies.
- The Maximum Approval Limits are inclusive of all applicable taxes. Limits are quoted in Canadian currency.
- Expenditures that may be personally attributed to an individual (e.g. professional membership), reimbursements, allowances, or authorizations may not be approved by the individual incurring the expense.
- Signing authority for roles must be approved at a minimum of the General Manager and/or Treasurer or Deputy Treasurer level.

- The County of Lambton supports the use of electronic signatures to sign documents provided that each e-signature adheres to the relevant requirements set out in the *Electronic Commerce Act, 2000* and applicable laws.
- Activation of the County's emergency operation plans pursuant to H04-09 Emergency Procedures policy enables General Managers and/or Treasurer to exceed the limits/authorizations within this policy to facilitate the County's response to, and recovery from an emergency incident. Another oversight is subject to, where reasonably possible, C.A.O. and/or Treasurer prior approval.
- As a rule, County expenditures shall be first approved by County Council through the annual budgeting process and/or thereby resolution, save and except in circumstances, such as emergencies where purchases are necessary to be made in emergent circumstances.

**PROCEDURE**

The General Manager of each County Division must complete and sign an **F00.02.002 Signing Authorization Listing** form to identify individual positions within each County division that has signing authority and the applicable Maximum Approval Level, together with each applicable positions signature on the **F00.02.001 Signature Specimen Listing**. The **F00.02.002 Signing Authorization Listing** and the **F00.02.001 Signature Specimen Listing** shall be reviewed and updated, as needed, during each Quarter's Fiscal Variance and Forecast review (Q2, Q3, and Q4).

~~For all County Departments a **F00.02.002 Signing Authorization Listing** form will be completed which identifies positions that have financial documentation signing authority. General Managers shall sign these Forms to indicate that they have approved the level of Authority being granted.~~

For purposes of this policy:

- a) That the signing category of "Manager" includes Managers, Corporate Managers, Curators and the County Clerk.
- b) In the event that someone holds positions in more than one signing category, their authority shall be exercised in the highest signing category applicable.

The **F00.02.002 Signing Authorization Listing** will state the maximum approval level for each position. "Maximum approval level" for Council approved Budgeted and/or Non-Budgeted expenditures are as follows:

**MAXIMUM APPROVAL LIMITS**

<b><u>Documentation</u></b>	<b><u>Position</u></b>	<b><u>Maximum Approval Level</u></b>
Purchase Order	C.A.O.	Unlimited
	Deputy C.A.O.	\$3,000,000 \$1,000,000
	C.F.O./Treasurer	\$3,000,000 \$1,000,000
	Deputy Treasurer	\$3,000,000
	General Manager	\$1,000,000 \$250,000
	Manager	\$250,000 \$100,000
	Supervisor	\$50,000 \$25,000
	Coordinator/Foreperson	\$25,000 \$10,000
	Other Identified Staff	\$10,000 \$5,000
Accounts Payable Invoice Cheque Requisition	C.A.O.	Unlimited
	Deputy C.A.O.	\$3,000,000 \$1,000,000
	C.F.O./Treasurer	\$3,000,000 \$1,000,000
	Deputy Treasurer	\$3,000,000
	General Manager	\$1,000,000 \$250,000
	Manager	\$250,000 \$100,000
	Supervisor	\$50,000 \$25,000
	Coordinator/Foreperson	\$25,000 \$10,000
	Other Identified Staff	\$50,000 \$25,000
Employee Expense Claim	C.A.O.	\$25,000 \$10,000
	Deputy C.A.O.	\$10,000 \$5,000
	C.F.O./Treasurer	\$10,000
	Deputy Treasurer	\$10,000
	General Manager	\$5,000
	Manager	\$2,500 \$2,000
	Supervisor	\$1,500 \$1,000
	Coordinator/Foreperson	\$500
Purchasing/Gas/ Credit Cards	C.A.O.	\$25,000 Unlimited
	Deputy C.A.O.	\$10,000
	General Manager	\$10,000
	C.F.O./Treasurer	\$10,000
	Manager	\$2,500
	Supervisor	\$2,500
	Department Card	\$5,000
Petty Cash	C.A.O.	Unlimited
	Deputy C.A.O.	\$1,000 \$500
	General Manager	\$1,000 \$500
	Deputy Treasurer	\$1,000 \$500
	Manager	\$500
	Supervisor	\$500
	Coordinator/Foreperson	\$250
	Other Identified staff	\$100
Trust Account (L.T.C.)	Resident Manager	\$2,000

An **F00.02.003 Maximum Approval Change Form** must be completed by the appropriate authority (General Manager, Treasurer, or C.A.O.) whenever a maximum approval level in excess of those outlined above is deemed necessary. Maximum approval level changes can only be increased to the maximum approval level of the party requesting the change. **The completed F00.02.003 Maximum Approval Change Form must be delivered to and approved by the Manager, Divisional Support Services and approved by the CFO/Treasurer, as evidenced by their signatures thereto, to be in force.** ~~must be approved by the Divisional General Manager and accepted by the CFO/Treasurer to be in force.~~

Personnel granted Signing Authority must provide a sample of their signature and initial on the **F00.02.001 Signature Specimen Listing**, and this listing must be provided to the Manager, Divisional Support Services, in order for these individuals to exercise this authority. If Divisional Support Services does not have a signature on record, then that individual has no authority to sign.

**ASSOCIATED DOCUMENTS**

- F00.02.001 Signature Specimen Form
- F00.02.002 Signing Authorization Listing
- F00.02.003 Maximum Approval Change Form
- F18-01 Procurement Policy
- Budget Preparation Policy
- F01-03 Capital Financing Policy
- H04-09 Emergency Procedures Policy

**POLICY HISTORY**

REVISION	DATE	PREPARED BY
Policy reviewed and the following revisions made: <ul style="list-style-type: none"> <li>• Policy template updated and formatted for accessibility compliance.</li> </ul>	January, 2017	Human Resources
Policy reviewed and the following revisions made: <ul style="list-style-type: none"> <li>• Policy purpose and policy updated to add clarity.</li> <li>• Maximum Approval limits updated to better reflect actual business costs.</li> </ul>	June, 2023	Divisional Support Services

 <p style="text-align: center;"><b>SOCIAL SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES, HOUSING SERVICES</b>
<b>PREPARED BY:</b>	<b>Melissa Fitzpatrick, Manager Melisa Johnson, Manager (Acting)</b>
<b>REVIEWED BY:</b>	<b>Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>June 21, 2023</b>
<b>INFORMATION ITEM:</b>	<b>Housing and Homelessness Plan Progress Report</b>

**BACKGROUND**

Under the *Housing Services Act, 2011*, Service System Managers must provide an annual report to the public on the progress towards their plans by June 30th of each year. The attached Progress Report highlights the work completed over the past year on the implementation of the County of Lambton's Housing and Homelessness Plan 2020 - 2024.

**DISCUSSION**

The County of Lambton's Housing and Homelessness Plan 2020 - 2024 frames the planning and delivery of housing and homelessness supports within the community. Each year the County works towards the four strategic directions outlined by the plan to achieve the vision “every person has an affordable, suitable and adequate home.”

The COVID-19 pandemic presented the Social Services system with unprecedented challenges, particularly in homelessness prevention and housing stability. Through 2022, the number of individuals and families experiencing homelessness remained drastically elevated, placing increased demands on the need for case management supports and housing placements. Through strong partnerships with community agencies, the County continues to make significant advances towards the goals of the Housing and Homelessness Plan while serving an extraordinary number of households who experience housing insecurity.

The Housing and Homelessness Plan 2020 - 2024 identifies four goals:

1. Increase and sustain supply and appropriate mix of affordable housing;
2. Increase access to affordable housing and supports that meet people’s needs to achieve housing;

3. Coordinated housing and homelessness service systems;
4. Ending homelessness.

Some key accomplishments during the 2022 year include the following:

**#1 Increase and sustain supply and appropriate mix of affordable housing:**

- In 2022, Council approved the development of an affordable housing reserve and contributed \$1.2M to it.
- Received \$1.8M in funding from the National Housing Strategy Co-Investment Fund for the affordable housing development at Maxwell Park Place.
- 2022 marked the seventh year of the County's 10-Year Capital Asset Management and Funding Plan. The amount of \$4M dollars annually assists in addressing identified capital needs of the 830 County owned social housing units.
- Three affordable units were approved with Habitat for Humanity prior to 2022. Construction occurred throughout 2021/2022. Two units received occupancy in 2022 with the third unit expecting occupancy in 2023.
- The Housing Services Department purchased a duplex to add two rent geared-to-income one-bedroom units to the social housing supply in the County. These units were purchased in 2022 with renovations expected to be completed and occupancy to occur in 2023.

**#2 Increase access to affordable housing supports that meet people's needs to achieve housing:**

- A total of 156 households in the County received the Canada-Ontario Housing Benefit (COHB) to assist with housing stability and prevent homelessness. Individuals from the centralized wait list for rent geared-to-income assistance who were precariously housed as well as individuals who were homeless and receiving support through emergency shelter were referred to the program.
- A total of 126 households received the municipal Rental Assistance Program (RAP). RAP is a short term supplement meant to help individuals cover the cost of rent while waiting for additional financial supports or employment to begin. This support empowers recipients to maintain their housing through difficult financial circumstances and avoid the hardships of entering the emergency shelter system.
- The Community Support Workers (CSW) in the Housing Services Department assisted an average of 128 individuals monthly. In addition to assisting individuals from their caseload, the CSWs were tasked with regular check-ins with tenants living in County owned units. This contact was an opportunity to ensure tenants had access to necessary supports and services.
- In 2022, six households received down payment assistance to purchase an affordable home. Eleven households received funds under Lambton Renovates, a program that offers financial assistance to eligible households requiring major repairs and rehabilitation to make the home safe while improving energy efficiency.

**#3 Coordinated housing and homelessness service systems:**

- In October of 2021, the County launched the Homeless Individuals and Families Information System (HIFIS) across local service providers to centralize By-Name list data collection. This shared data system allows clients to receive multiple services under one common consent. In 2022, there were 67 trained HIFIS users and 697 unique client files entered.
- The County was recognized by Built For Zero Canada for achieving a Quality By-Name list.
- Prioritization indicators were selected by Lambton's Housing and Homelessness Advisory Committee to decide what criteria would determine how clients experiencing homelessness in the Coordinated Access System are prioritized for housing resources.
- In 2022, the Housing Services Department and the Homelessness Prevention team implemented a local policy that ensures one in every ten vacancies in County owned units will be offered to households experiencing homelessness. Three households were housed into County owned housing because of this initiative.

**#4 Ending Homelessness:**

- Expanded an integrated team of CSWs to include staff from the Sarnia-Lambton Children's Aid Society and Canadian Mental Health Association, in addition to staff in the Ontario Works and Homelessness Prevention Departments, the Sarnia-Lambton Native Friendship Centre, and the Inn of Good Shepherd. The multiagency team remains focused on permanently housing individuals and families experiencing homelessness, and ensuring supports are in place to successfully retain housing.
- Placed 142 individuals experiencing homelessness into their own permanent housing. Less than 9% of these individuals returned to homelessness.
- A total of 616 diversion services were offered with 104 individuals successfully diverted from the emergency shelter system.
- In 2022, two Community Outreach Workers were hired to provide case management supports to clients sleeping rough. In partnership with Lambton Public Health and North Lambton Community Health Centre, Community Outreach staff assist clients wherever they are to ensure connections to primary care services, harm reduction tools and services, and to receive supports to find permanent housing.

**FINANCIAL IMPLICATIONS**

There is no financial impact on the County Budget as a result of this report.

**CONSULTATIONS**

Consultations have taken place with members of the County of Lambton Housing and Homelessness Advisory Committee, the internal Social Services Division team, and numerous social service agencies in the community.

**STRATEGIC PLAN**

Implementation of the County's Housing and Homelessness Plan is a legislated initiative delivered 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 Division support the Community Development Area of Effort #3 in the County of Lambton'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 County of Lambton's Housing and Homelessness Plan 2020 - 2024 frames the planning and delivery of housing and homelessness supports within our community. The development and distribution of an annual Report via the County website fulfills the legislative requirement under the *Housing Services Act, 2011* to report annually on the progress of implementation efforts.



**10  
YEAR**

# **Housing and Homelessness Plan**

**2022**  
**Annual**  
**Progress Report**  
The County of Lambton

# Acknowledgements

The County of Lambton would like to thank the following community partners for their participation on the Lambton County Housing and Homelessness Advisory Committee:

Bluewater Health  
Canadian Mental Health Association  
Lambton-Kent  
Children's Aid Society Sarnia-  
Lambton Branch  
Chippewas of Kettle & Stony First  
Nation  
Community Legal Assistance Sarnia  
Community Living Sarnia-Lambton  
Erie St. Clair Local Health Integration  
Network  
John Howard Society  
Kettle & Stoney Point Housing  
Lambton County Developmental  
Services  
Lambton Elderly Outreach  
Lambton Public Health  
Social Services Division

North Lambton Community Health  
Centre  
Ontario Provincial Police  
Red Cross Sarnia-Lambton Branch  
River City Vineyard  
Sarnia Jail - Ministry of the Solicitor  
General  
Sarnia Police Services  
Sarnia-Lambton Native Friendship  
Centre  
Sarnia-Lambton Rebound  
The Inn of the Good Shepherd  
The Salvation Army  
United Way Sarnia-Lambton  
Women's Interval Home

# Foreword



**Valerie Colasanti - General Manager,  
Social Services Division**

I am pleased to present the 2022 Progress Report on the County of Lambton's 10-Year Housing and Homelessness Plan (2014-2023). In 2022 Lambton County utilized many existing strong community partnerships and several new shared responses to address the elevated levels of housing insecurity and homelessness. A focus on enhanced system coordination, mobile and client-centered services, in addition to prioritized specialized supports better enabled our community to serve the most vulnerable. Of note, in 2022 new programming and resources were implemented to prioritize unsheltered individuals and young persons at risk of or experiencing homelessness. This report offers a summary of the collaborative and intersectoral work completed to address housing instability in our community, in addition to highlighting several positive stories from those that were helped by these efforts.



# VISION

The County of Lambton's 10 Year Housing and Homelessness Plan frames the planning and delivery of housing and homelessness supports within our community.

Each year Lambton collaboratively works towards the four strategic goals outlined by the plan to achieve the vision that;

**"Every person has an affordable, suitable and adequate home".**

# STRATEGIC GOALS



**#1**

Increase and sustain supply and appropriate mix of affordable housing.



**#2**

Increase access to affordable housing and supports that meet people's needs to achieve housing stability.



**#3**

Establish a coordinated housing and homelessness service system.



**#4**

Ending homelessness.

# HIGHLIGHTS

## HOUSING PLACEMENTS

209

Individuals progressed out of homelessness and into more permanent housing.

## SUCCESSFUL DIVERSIONS

104

Individuals diverted from entering the emergency shelter system.

## SHELTER ADMISSIONS

470

Individuals accommodated through emergency shelter.

## RGI ASSISTED HOUSEHOLDS

1085

Households assisted in rent-geared-to-income (RGI) units supported by the County.

# GOAL #1



## Increase and Maintain Supply and Appropriate Mix of Affordable and Adequate Housing

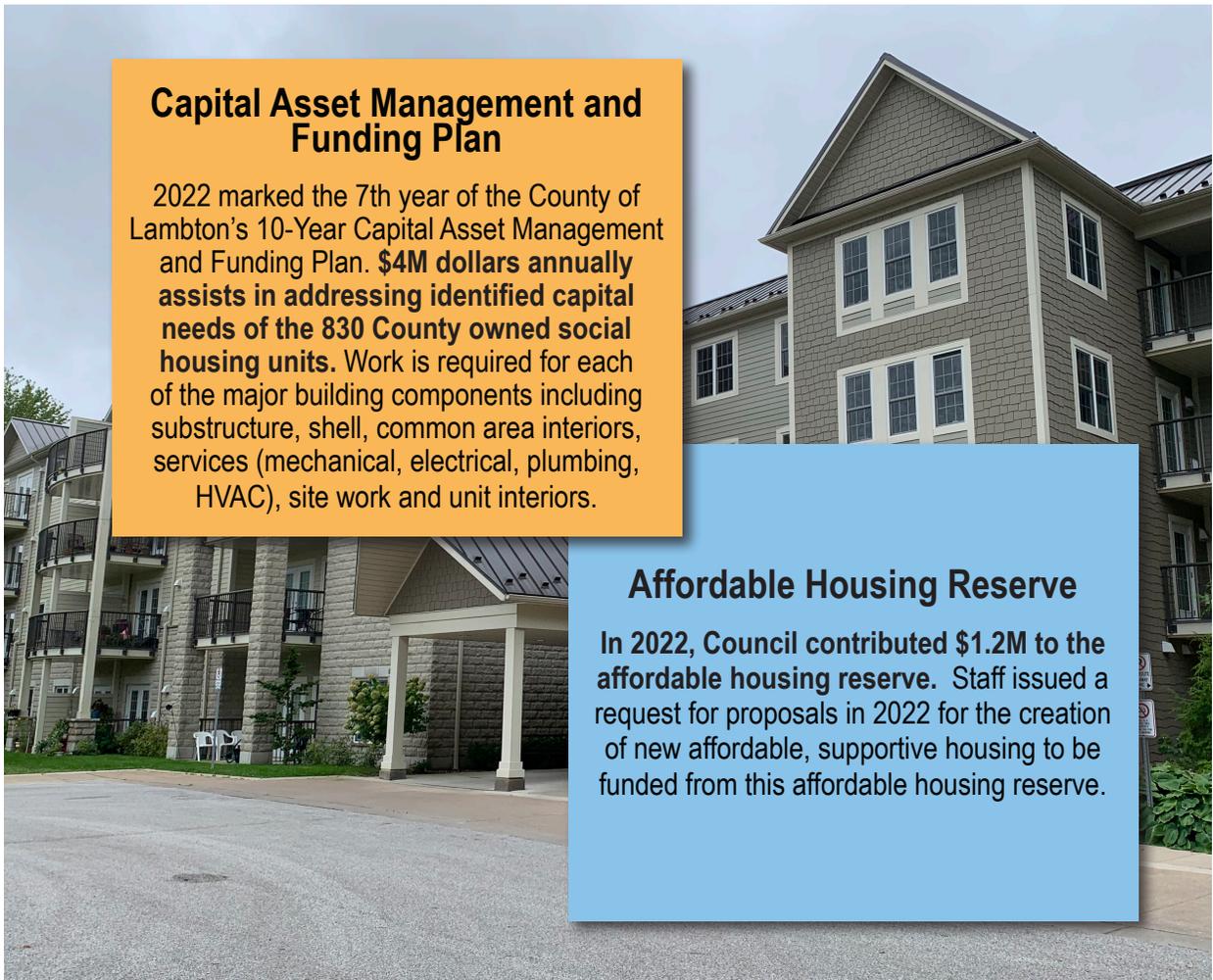
In 2022, the County of Lambton and partners advanced **Goal #1** through four key initiatives; the affordable housing reserve, the ongoing Capital Asset Management and Funding Plan, exploring supportive land use policies, and creating affordable housing.

### Capital Asset Management and Funding Plan

2022 marked the 7th year of the County of Lambton's 10-Year Capital Asset Management and Funding Plan. **\$4M dollars annually assists in addressing identified capital needs of the 830 County owned social housing units.** Work is required for each of the major building components including substructure, shell, common area interiors, services (mechanical, electrical, plumbing, HVAC), site work and unit interiors.

### Affordable Housing Reserve

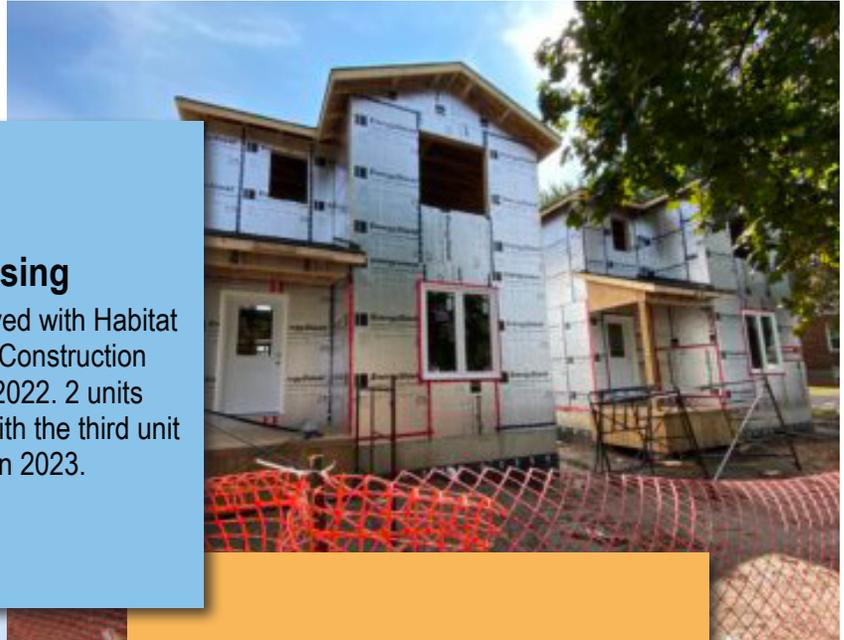
In 2022, Council contributed **\$1.2M to the affordable housing reserve.** Staff issued a request for proposals in 2022 for the creation of new affordable, supportive housing to be funded from this affordable housing reserve.



# GOAL #1

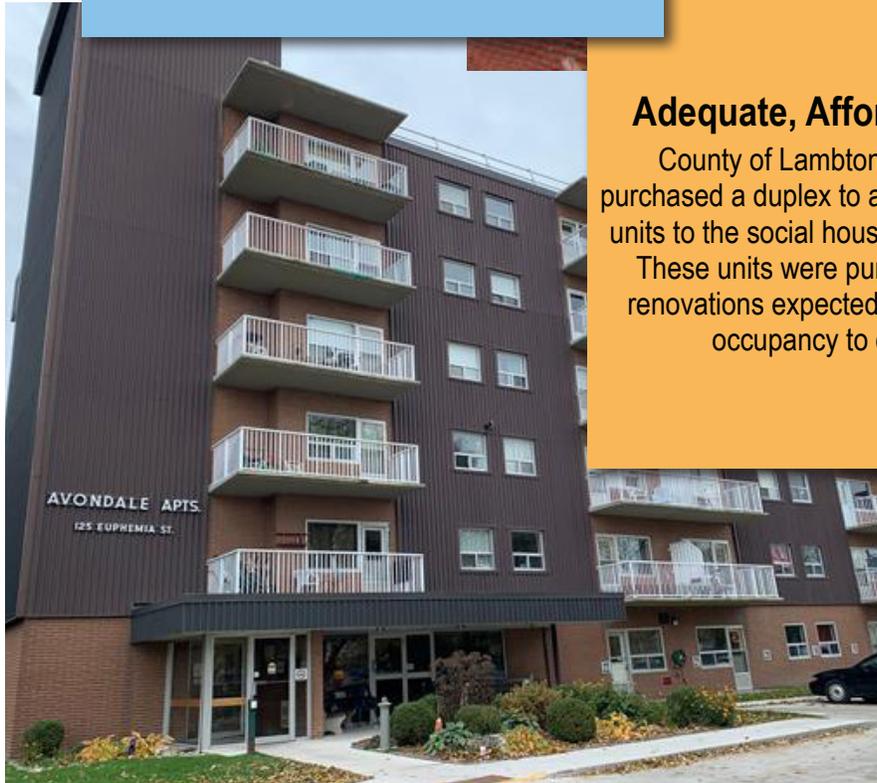
## **Affordable Housing**

3 affordable units were approved with Habitat for Humanity prior to 2022. Construction occurred throughout 2021/2022. 2 units received occupancy in 2022 with the third unit expecting occupancy in 2023.



## **Adequate, Affordable Housing**

County of Lambton Housing Services purchased a duplex to add 2 RGI one-bedroom units to the social housing supply in Lambton. These units were purchased in 2022 with renovations expected to be completed and occupancy to occur in 2023.



# GOAL #1



## **Increase Access to Affordable Housing and Supports that Meet People’s Needs to Achieve Housing Stability**

The County of Lambton’s Housing department offers a range of supports, services and subsidies to make housing units more affordable and sustainable throughout the County including land use policies and creating affordable housing.



**156**

households received the Canada-Ontario Housing Benefit (COHB). Households were referred from the Centralized Waiting List, Integrated Team and Sarnia-Lambton Children’s Aid Society (CAS).

**59**

households received a Portable Housing Benefit (PHB).

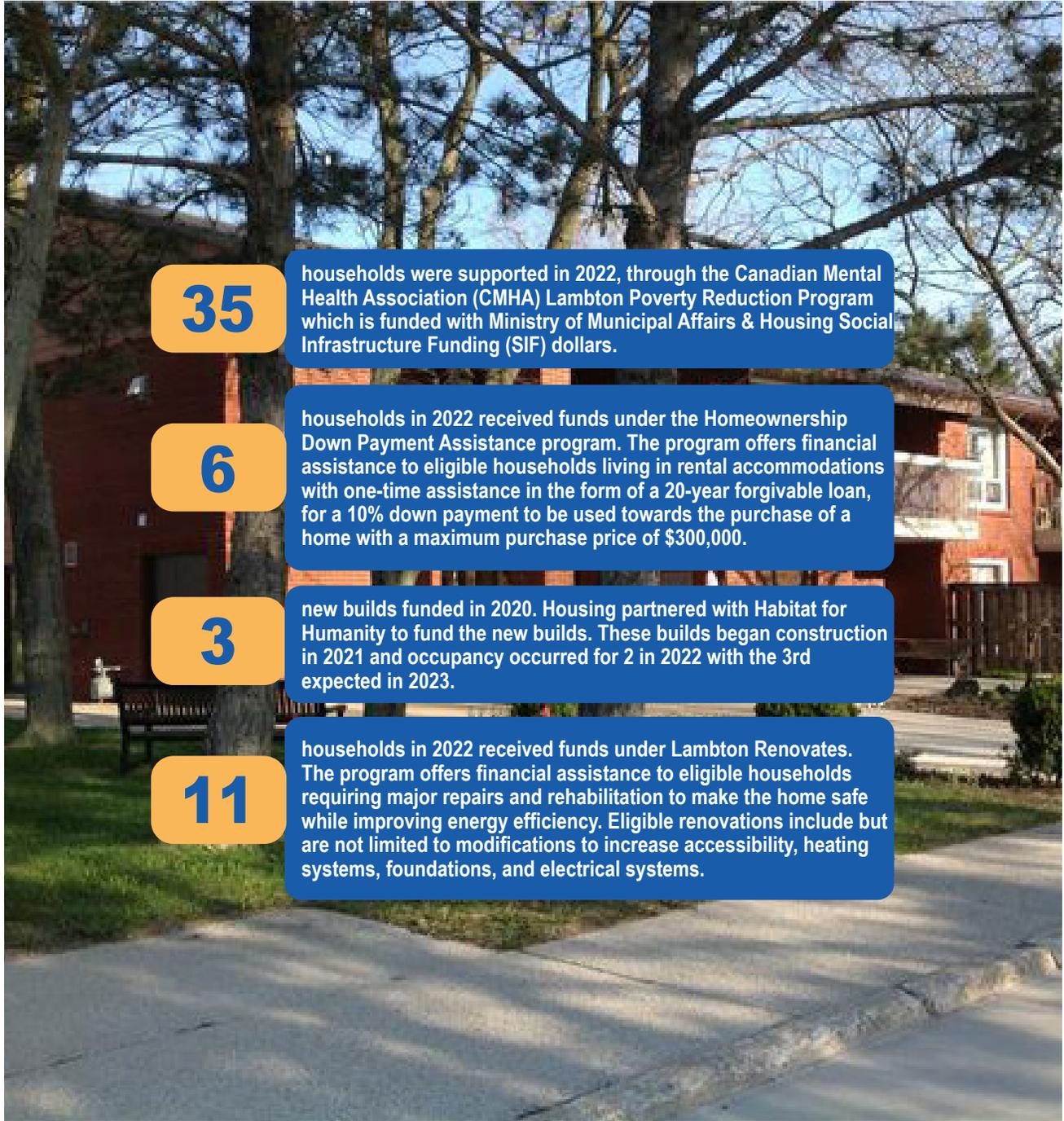
**128**

individuals in 2022 on average were assisted monthly through the Housing Advocacy Program by the community support workers (CSWs). The four CSWs have caseloads that consist of many hard to serve individuals with complex needs. Services offered consist of regular check-ins with tenants; mediation of tenant conflicts and complaints; and assistance with budgeting and eviction prevention.

**40**

households received support through the Homemaker’s Program (approximately). Program supports at risk members of the community to maintain their housing and independence.

# GOAL #1



**35**

households were supported in 2022, through the Canadian Mental Health Association (CMHA) Lambton Poverty Reduction Program which is funded with Ministry of Municipal Affairs & Housing Social Infrastructure Funding (SIF) dollars.

**6**

households in 2022 received funds under the Homeownership Down Payment Assistance program. The program offers financial assistance to eligible households living in rental accommodations with one-time assistance in the form of a 20-year forgivable loan, for a 10% down payment to be used towards the purchase of a home with a maximum purchase price of \$300,000.

**3**

new builds funded in 2020. Housing partnered with Habitat for Humanity to fund the new builds. These builds began construction in 2021 and occupancy occurred for 2 in 2022 with the 3rd expected in 2023.

**11**

households in 2022 received funds under Lambton Renovates. The program offers financial assistance to eligible households requiring major repairs and rehabilitation to make the home safe while improving energy efficiency. Eligible renovations include but are not limited to modifications to increase accessibility, heating systems, foundations, and electrical systems.

# GOAL #1

By 2024, an additional 75 affordable rental units will be built with the assistance of government funding. All of these new units will be barrier free or 10% will be fully accessible and common areas will be barrier free.

# of affordable rental units completed with federal, provincial and/or county funding

Prior to 2022 there were **67 new affordable** housing units approved throughout the County of Lambton, which are progressing as follows:

**Affordable Housing for Seniors - Maxwell Park Place**

The County of Lambton Housing Services Department was successful in **securing \$1.8M in federal funding** under the National Housing Strategy Co-Investment Fund for the affordable housing development at Maxwell Park Place. These **24 affordable units** were approved prior to 2022. Construction started on this project in 2021 with occupancy expected late 2023.

**Affordable Rent Geared to Income - (RGI)**

244 Devine - County of Lambton Housing Services purchased a duplex at 244 Devine Street to add **2 RGI one-bedroom units** to the social housing supply in Lambton. Renovations expected to be completed and with occupancy expected in 2023.



Social housing providers will continue/enter into partnerships with the County to continue to provide RGI units at the end of their agreements/mortgage.

# partnerships between social housing providers and the County of Lambton to provide RGI units (post mortgage/ agreement)

Two social housing providers have reached “end of mortgage” in 2022 and will be continuing in the community housing framework under a new service agreement. This will preserve the current RGI units in these projects.

# SPOTLIGHT



## Canadian Mental Health Association Lambton-Kent

Canadian Mental Health Association Lambton-Kent collaborates with the County of Lambton Social Services Division across four key housing and homelessness prevention initiatives: Youth Housing Program; Supportive Housing Program; Life Skills Worker; and, Lambton Poverty Reduction Program. CMHA integrates services offered across these programs to provide clients with wrap-around supports. Throughout the lifetime of the supportive housing program, there have been **zero evictions**.



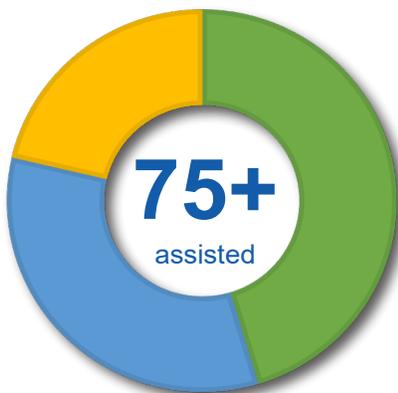
## New Youth Housing Programs

This new program is being coordinated by both Sarnia-Lambton CAS and CMHA Lambton-Kent. The target population for CAS will be youth who are transitioning to adult services and aging out of the Society's care. The caseload for the program is **40 youth**. The agency works alongside a large population of young people who are either experiencing homelessness and/or at risk of homelessness due to the housing crisis and lack of affordable units in the County of Lambton. For CMHA the target population are youth who are struggling, have serious mental health illness and/or addiction issues and who are homeless or at risk of homelessness. CMHA assists the program with a caseload of **16 youth**.



## Supportive Housing Program

Provided **34 individuals** with supportive housing. Participants receive housing case management assistance as well as a portable supplement to assist with rent.



## Life Skills Worker

The Life Skills Worker works collaboratively with Supportive Housing Programs and the community's shelter locations. Supports offered to clients include cleanliness skill-building, mediation of landlord-tenant conflicts, assistance facilitating bedbug remediation and other local services such as transportation to medical appointments.

The Life skills worker maintains a case load of 25 + individuals. The Lambton Poverty Reduction Program provides housing supplements to low-income households, through the support of the County of Lambton Housing Services Department. CMHA has secured 30 portable housing supplements.

# GOAL #2



## Supportive Housing Programs

The County of Lambton's Ontario Works department collaborates with a range of supportive housing providers, and administers supportive housing services to prevent housing loss among clients with intensive needs. These include:



### Domiciliary Hostels

The Domiciliary Hostels program provides supportive housing with 24/7 care to adults with physical and/or mental disabilities who require assisted living.

In 2022, **34 individuals were supportively housed** through Lambton's two domiciliary hostels.

### Homemakers Program

The Homemakers program provides services such as cleaning, laundry, meal prep, and shopping assistance to support increased quality of life and prevent housing loss. In 2022, **35 individuals were supported to maintain quality living** conditions through Homemakers.



# GOAL #2

In partnership with North Lambton Community Health Centre, Literacy Lambton, and County of Lambton Ontario Works launched a new pilot called the **Living Well program** in the fall of 2022. The program is designed to engage people in enhancing their overall well-being including building both life and soft skills within a supportive group setting.



- There are a range of topics explored such as stress management and problem solving, healthy meal planning, personal care, budgeting and strategies to successfully gain and/or retain a home.
- Participants learn about themselves and gain skills to support long-term independence.
- The interactive learning experiences enhance the skills needed to promote life stability, build employment readiness and work toward individual goals.
- Those who completed the pilot continue to work with staff to achieve their longer-term goal of independence.

**The findings from the fall pilot will be used to inform Living Well programming 2023.**

## Sara's Story

### Background

Sara, then 19, began working with the Youth Housing Case Manager from Sarnia-Lambton Children's Aid Society in September 2022. Sara is a member of Kettle and Stony Point First Nation and has a baby girl. Sara has experienced homelessness multiple times in her life. Most recently, in the summer of 2022, she left an unhealthy relationship and experienced invisible homelessness over the following several months.

### Supports

Sara was able to secure a room rental which she stayed in from October 2022 until February 2023. She then secured a one-bedroom apartment for herself and her daughter. At that time, she was provided support from CMHA where she qualified for a housing subsidy. She has also been regularly meeting with other community supports such as Healthy Babies, Healthy Children and CMHA.

### Outcomes

Sara has taken pride in her apartment and has worked hard to make it a home. Since her move, she has successfully completed her G1 test, completed multiple tests for schooling and is close to completing all her grade 10 credits at school.

# GOAL #2

By 2024, 350 more households will be in receipt of affordability assistance.

# of households in receipt of affordability assistance using new funding

Canada Ontario Housing Benefit (COHB) - **84 additional households** received COHB in 2022. Households were referred from the Centralized Waiting List, Integrated Team and Sarnia-Lambton CAS. The 2022/23 COHB allocation was **\$417,800**. At December 31, 2022 there were **156 households** in receipt of COHB with a total monthly entitlement of **\$61,000**.

By 2024, a minimum of 20 affordable rental housing units owned and/or operated by Indigenous organizations will be created and supports will be expanded.

# of affordable rental housing units owned and/or operated by Indigenous communities and organizations completed and # of support services added

The Ontario Aboriginal Housing Supportive Services Corporation (OAHSSC) had **40 affordable units** approved prior to 2022. Currently OAHSSC has a zoning amendment application submitted to the City of Sarnia. Pending approvals, construction is expected to start in 2023 with occupancy in 2024.



Meetings with Indigenous communities and organizations will take place at least annually.

# of meetings between County and Indigenous communities and organizations

The County of Lambton along with the Sarnia-Lambton Native Friendship Centre (SLNFC) has helped the enhancement of Coordinated Access and the expansion of local Homeless Individuals and Families Information System (HIFIS). The SLNFC has been integral to the planning of homelessness prevention initiatives in the community.

# GOAL #2

By 2024, 80 more youth will be in receipt of affordable housing appropriate to their needs.

# of youth receiving transitional housing, affordability assistance, Housing First for Youth

17 youth experiencing homelessness were placed into permanent housing in 2022, including through the two new youth programs in collaboration with CAS and CMHA.



Between 2020 and 2024, more people will be receiving supports and their tenancy will be retained.

# of people receiving supports and have maintained their housing with new initiatives since 2020

There are various programs throughout the community such as Canadian Mental Health Lambton-Kent and the Inn of the Good Shepherd. Within the County of Lambton there are caseworkers and community support workers from Housing, Homelessness and Ontario Works assisting clients on life stabilization and life skills.

*At the time of the writing of this report, returns to homelessness supported through County housing case managers from 2022 is below 9%.*

By 2024, 130 more households will be in receipt of affordability assistance and housing-related supports (i.e., supportive housing).

# of households in receipt of affordability assistance and housing-related supports (i.e., supportive housing) compared to 2019

There are scatter-site supportive housing programs within the County of Lambton that include affordability assistance. These programs are run through community partners such as: Sarnia-Lambton's Children's Aid Society, Canadian Mental Health Association Lambton-Kent, Sarnia Lambton Native Friendship Centre and the Inn of the Good Shepherd.

# GOAL #2

By 2024, an additional 100 low-income homeownership units will be renovated/ repaired.

**# of low-income homeowners that received funding for renovation/ repairs**

In 2022, **11 households** received funds under Lambton Renovates.



By 2024, an additional 30 households will be supported to purchase affordable ownership housing.

**# of households that received down payment assistance**

In 2022, **6 households** received funds under the Homeownership Down Payment Assistance program. Housing Services department partnered with Habitat for Humanity (HFH) to fund 3 new builds in 2020. These builds began construction in 2021 and **occupancy occurred for 2** in 2022 with the third expected in 2023.

Facilitated connections between landlords and tenants will result in 150 housing placements by 2024.

**# of long-term housing placements as a result of facilitated connections between landlords and tenants**

The Landlord Engagement Support Worker is a member of the integrated team. The role identifies new connections with landlords and assists in facilitating placements. The integrated team has progressed **82 households** into permanent housing.

An average of 50 tenants and 10 landlords will receive landlord and tenant education each year.

**# of tenants and # of landlords that received landlord and tenant education**

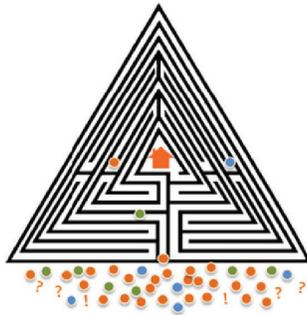
Through the Social Service Division Integrated team, individuals being placed into more permanent housing are offered tenancy skills training as part of their ongoing housing case management. This integrated team offered support to over **138 households**.

# GOAL #3

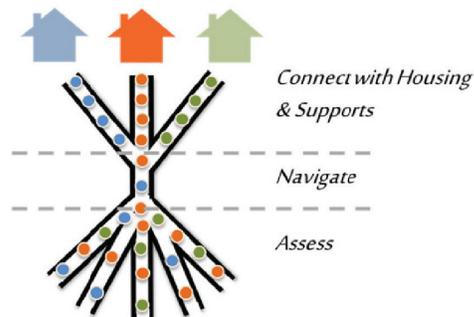


## Establish a Coordinated Housing and Homelessness Service System

In 2022, the County of Lambton and partners advanced **Goal #3** through four key initiatives; developed a local homelessness prioritization; developed a Quality By-Name List; the continued expansion and quality improvement of HIFIS; and developed a coordinated access system.



**Without**  
Coordinated Access



**With**  
Coordinated Access

### Future Focus

- Continue to test, develop, and expand the various modules in HIFIS while ensuring data quality
- Establish a Coordinated Access Community Collaborative Table (CCT)
- Collaborate and update a CCT Collective Caseload Inventory
- Develop new policies and procedures related to the Vacancy & Matching Referral process
- Implement 1/10 Homelessness Housing Priority (Social Housing) tracked via the CCT Resource Inventory
- Integrate quality improvement feedback in operational procedures

# GOAL #3



## Coordinated Access System Steps

### 1 SERVING PEOPLE AT RISK OR EXPERIENCING HOMELESSNESS

This includes individuals and families who are:

- Unsheltered (sleeping outside, vehicle etc.)
- Emergency Sheltered
- Temporarily Sheltered (couch surfing, motel etc.)
- At risk of homelessness

### 2 COMMUNITY ACCESS POINTS AND COMMON ASSESSMENT

Agencies trained to identify and assess people who are homeless, and are working with them to:

- Divert from emergency shelter when possible
- Assess needs and make connections to landlords, supports and available housing
- Continue to assertively engage with the individual and help remove any barriers to securing and maintaining housing

### 3 THE HOMELESS INDIVIDUALS AND FAMILIES INFORMATION SYSTEM (HIFIS)

The Homeless Individuals & Families Information System (HIFIS) was launched October 5, 2021. It is a secure shared database used by agencies within the Lambton County Homelessness System of Care (LCHSC).

The LCHSC includes agencies such as the County of Lambton, emergency shelter providers, transitional housing providers, and street outreach providers.

HIFIS is a comprehensive data collection and case management system. It helps us understand what is happening in our community and to work collaboratively.

### 4 LAMBTON COUNTY'S BY-NAME LIST (BNL)

Once assessed, people are added to Lambton County's By-Name List (BNL) in HIFIS.

The BNL is a real-time, up to date list of all people experiencing homelessness in Lambton County.

### 5 FOCUS AREAS

#### Matching to Available Resources

Lambton County's BNL matches dedicated support and housing resources, as they become available, prioritized to meet an individual or family's depth of need.

These resources may include affordable housing, supportive housing, transitional housing, rent supplements, support workers, financial assistance, rental search support and more.

# GOAL #3



## HIFIS Milestones Achieved in 2022



## John's Story



Background

John became homeless after his landlord sold the home he had been renting for many years. He stayed with family and friends for a period of time, however, with his declining health and the pandemic he was unable to maintain this.

Supports

John was also in receipt of government pensions making it difficult to find a unit that was affordable for him despite his successful rental history and good credit. He entered emergency shelter at the Good Shepherd's Lodge in February 2022 and moved into the Overflow program within a couple of weeks. He had been diagnosed with cancer and was undergoing chemotherapy therefore required a suitable and safe place to recover. While staying at the overflow shelter, he was able to work with staff on site to complete a Social Housing application for the County of Lambton. His application was accepted in December 2022 as part of the Homelessness Priority Program and he was able to sign a lease for a rent-geared-to-income unit. John was assigned a community support worker as part of the Homelessness Priority program who was able to assist him with his move-in and would be available to provide ongoing tenancy supports.

Outcomes

John expressed excitement when he first moved to be able to cook his own meals again. He has been in his new home for four months now and has been supported by his CSW to access medical devices through Falls Prevention and Home & Community Care. The CSW has provided regular check-ins and has assisted John in accessing food boxes when he has been unable to get to the food bank. John continues with new cancer treatments however now has a safe place to go home to and heal.

# GOAL #3



## Current State as per By-Name List (BNL)

A BNL is a real-time list of those who are actively experiencing homelessness. It changes in real-time and the data below is a snapshot as of December 31, 2022.



**233**

individuals are experiencing homelessness in the County of Lambton.

**24%**

of households have Indigenous ancestry.

**19%**

of households are aged 16-24 years.

**52%**

of individuals are experiencing chronic homelessness

**Chronic homelessness** refers to when a household has a total of at least **6 months (180 days)** of homelessness over the past year - **or** - they have recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least **18 months (546 days)**.

**37,827**

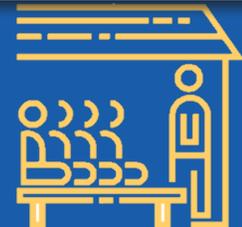


## Bed nights spent in housing 2022

**25,796** - Permanent Adult Emergency Housing

**1,856** - Permanent Youth Emergency Housing

**16,175** - Additional Emergency Overflow (includes temporary congregate care sites)



# SPOTLIGHT

*County of Lambton was recognized by Built for Zero Canada for achieving a Quality By-Name List (QBNL) on September 28, 2022.*

- Ten requirements of the By-Name list scorecard completed
- Three (3) months of reliable chronic By-Name List data achieved
- A baseline for the chronic active homeless number determined and set



## By-Name List



In collaboration with Built for Zero Canada and our Coordinated Access Service providers, Lambton progressed and collected fulsome data for the By-Name List (BNL) throughout 2022.



The BNL is a real-time list of individuals experiencing homelessness in Lambton. This tool assists with prioritization of clients to housing resources and provides community-level data for identifying needs and advocating for individuals.



In October of 2021, Lambton launched the Homeless Individuals and Families Information System (HIFIS) across local shelters in order to centralize BNL data collection. This shared system between shelters allows clients to receive multiple services under one common consent.

Lambton County has achieved a long list of quality domains, in addition to perfect data balancing, to attain a 'Quality By-Name List', thereby offering a high degree of confidence and accuracy in identifying households experiencing homelessness.

### Why have a BNL?

*Through the By-Name List, our community can more accurately assess who is entering our homeless system on an ongoing basis, equitably serve households based on community-developed prioritization, and maximize limited local resources available to serve the most vulnerable.*

# GOAL #3

## Prioritization

In November of 2021, Lambton's Housing and Homelessness Advisory Committee met to discuss and decide what criteria would determine how clients experiencing homelessness in the Coordinated Access System are prioritized for housing resources.

This meeting was facilitated by Lambton's Built for Zero Canada Improvement Advisor, who offered expertise and advised on best practices from other communities.

The following prioritization indicators were selected:



1. Chronic Homelessness
2. Indigenous Identity
3. a) Youth b) Tri-morbidity c) Families

The County's Homelessness Prevention Team and Housing Services department implemented a local housing policy in 2022 that ensures 1 in every 10 vacancies in County owned community housing units will be offered to households experiencing homelessness. Three households were successfully supported into community housing directly from an experience of homelessness through this initiative in 2022. All individuals receive ongoing intensive case management and have been supported to retain their housing.



Establishing local prioritization criteria specific to Lambton ensures that the most vulnerable members of our community are housed and connected to community resources the fastest.

# GOAL #3

**By 2021, a coordinated access process for housing and supports will be implemented.**

**Coordinated access process for housing and supports implemented**

In 2022, all system mapping for coordinated access was completed. In early 2023 the Coordinated Access Community Collaborative Table (CCT) met for its inaugural meeting. This table will connect households experiencing homelessness with the appropriate resources.

**By the end of 2020, a standardized assessment tool will be implemented among 100% of County funded homelessness service providers.**

**% of County funded homelessness service providers consistently using standardized assessment tool**

Service Providers within the County utilized the VI-SPDAT tool to understand individual vulnerabilities to be better connected to appropriate resources. The VI-SPDAT is a survey administered both to individuals and families to determine risk and prioritization when providing assistance to homeless and at-risk of homelessness persons.

**By the end of 2020, a By-Name List and joint prioritization, matching and referral process will be established.**

**By-Name List and joint prioritization, matching and referral process established**

Our community established a prioritization framework utilizing a Coordinated Access system of care. The matching and referral process consists of the By-Name List matching resources as they become available, prioritized to meet a households needs.

**By 2022, HIFIS will be implemented in 100% of service providers participating in coordinated access.**

**% of service providers participating in coordinated access that use HIFIS**

Those agencies in system of care (coordinated access) are utilizing the HIFIS system. Work is underway to expand all agencies into the HIFIS system.

# GOAL #4



## Ending Homelessness

The County of Lambton’s homelessness service providers and staff collaborated in 2022 to reduce the impacts of COVID-19 on individuals experiencing homelessness and focused on homelessness prevention interventions to keep clients stably housed.

### Social Services Relief Funding

The County of Lambton received additional installments of the province’s “Social Services Relief Funding” over the course of 2022 from the Ministry of Municipal Affairs and Housing. This funding was crucial to expanding the shelter system’s capacity during COVID-19 to meet drastically increased demand. Relief included:

SSRF Phase 4

**\$2,560,800**

SSRF Phase 5

**\$1,130,200**

- Infection Prevention and Control (IPAC) protocols and personal protection equipment (PPE) across shelters and overflow
- **Securing permanent housing for clients through rent supplements and rent utility banks**
- The establishment of additional overflow shelter beds

### Emergency Shelter Solutions

*Additional overflow shelter beds, enabled by SSRF throughout 2022, were collaboratively run between staff at the Inn of the Good Shepherd and staff from The County of Lambton’s Social Services Division. Clients staying at these shelters were offered daily meals, food boxes, and access to case management supports through teams such as CMHA and NLCHC.*

# GOAL #4

## Housing First Model

Using a Housing First approach, participating agencies in Lambton County work together to assess people's housing related needs and connect them to available supports to find and keep housing.

*Housing First is a program model, a systems approach, and a philosophy that recognizes housing as a basic human right and focuses on helping people experiencing homelessness obtain housing stability.*

## Stewart's Story

Background

A chronically homeless gentleman who was currently living rough in a park in 2022, was engaged by the County of Lambton's Outreach team and eventually connected to a community support worker.

Supports

A unit was brought forward by a landlord to the landlord engagement support worker with the County. Stewart seemed to be a good fit for the unit and a good fit with the landlord who is involved and actively engages with their tenants. He was approved for the unit, assisted with move-in and needs, pay directs, and Rental Assistance Program.

Outcomes

He later transitioned to Canada-Ontario Housing Benefit. It has been a successful tenancy with a team effort between the landlord bringing concerns/issues forward, landlord engagement support worker coordination, on-going tenancy support and regular CSW assistance.

# GOAL #4



## Homelessness Prevention Resources

The **Rental Assistance Program (RAP)** is administered through Ontario Works at the County of Lambton. Households approved for RAP receive a temporary rental supplement to meet the difference between their income and the rent of their unit.

RAP is a short-term homelessness prevention solution, to secure or maintain affordable housing while households are waiting for other rent solutions to begin. It prevents those who are at-risk of or experiencing homelessness from missing housing opportunities because they've just begun a new job or have just begun receiving appropriate supports.

### RAP

- 126 households assisted in 2022
- 67 to secure housing
- 59 to maintain housing

### MRB

- 941 households assisted in 2022
- Households primarily assisted to maintain housing

The **Municipal Residency Benefit (MRB)** is administered through Ontario Works to recipients of social assistance who are at imminent risk of homelessness. MRB may be provided to households who require assistance to access new accommodations that are sustainable, or prevent households from losing current accommodations.

# SPOTLIGHT



## Central Overflow Site

In December of 2021, the County and the Inn opened a temporary shelter. The purpose of this congregate care site - referred to as "Central Site" - was to create a more affordable shelter solution as the need for overflow beds decreased, and to offer centralized, on-site supports to clients through a collaborative network of homelessness service providers. Additional specialized supports were offered by community partners including on-site health supports from NLCHC and CMHA.

**Open from December 29, 2021 – April 30, 2022**

**87** Unique individuals served.

**2,227** Overnight stays supported.



Canadian Mental Health Association  
Lambton Kent



North Lambton Community Health Centre



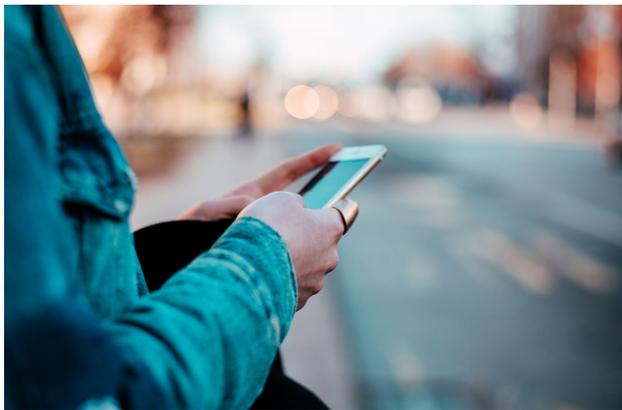
# GOAL #4



## Diversion

Diversion is a best-practice approach used to prevent individuals and families from entering emergency shelter, through offering timely homelessness prevention supports. These supports are specific to the household's situation, but may include services such as conflict mediation, or assistance with rental arrears.

Lambton County offers diversion at all access points where an individual presents having an experience of homelessness. In particular, this includes all emergency housing locations, community outreach workers and directly at service providers.



**In 2022,  
Lambton County facilitated:**

**104  
successful diversions**

**616  
instances of diversion services**



## A Better Tomorrow

“A Better Tomorrow” committee was developed to ensure the inclusion of lived and living experienced voices to service system design and delivery. This committee has so far examined and offered recommendations on items such as local shelter standards which provide guidelines for operating shelters within the County of Lambton.

Throughout 2022, the County of Lambton began recruitment for a lived experience committee to consult on homelessness prevention solutions and services in Lambton. Co-chairs from the Homelessness Prevention team and Circles Lambton team were selected to facilitate committee meetings and reach out to community members with lived experience of homelessness.

The committee's initial members were recruited and established on the committee's vision and purpose in December of 2021, and the group gathered together for the first time on January 13th of 2022.

Throughout 2022, the committee examined and offered recommendations on various policies and practices within the County of Lambton. This valuable feedback enables the inclusion of this essential perspective on strategy and front-line service delivery.

# GOAL #4



## Outreach Team

Lambton County introduced 2 new community outreach staff in July 2022. This team works closely with individuals who are sleeping rough. They offer assertive community outreach and progress individuals into more permanent housing.

This team was introduced in response to a significant increase in the number of households experiencing street-level homelessness. There are multi-disciplinary efforts being planned and coordinated with partner agencies such as **Lambton Public Health** and **North Lambton Community Health Centre** to ensure households are better connected to primary care services, are offered harm reduction tools and services, and can receive supports where they are.

### Outreach Map

July to December 2022

*Note: Indicators on map denote points of engagement*



**Sarnia Police IMPACT quote:**

“With the support from our partners from the County of Lambton, the Sarnia Police Services IMPACT Team is better equipped to offer assistance to vulnerable people within our community suffering from substance abuse disorders, mental health illness, and homelessness. Together, we are able to offer supports to our vulnerable populations safely and effectively as we work in cohesion with our community partners from the County of Lambton to help those in need. This welcomed collaborative approach has already seen success in helping those in need and we will continue to build on these experiences in order to broaden our outreach to provide as much aid to people who will benefit from our interactions.” – Sergeant Miroslav Soucek, Sarnia Police IMPACT Team

# GOAL #4



## Reason for Sleeping Rough

Not every household chooses to access the available emergency housing solutions available within Lambton County. Community outreach staff are deployed to reach these households.



- 11% No available shelter bed
- 13% On service restriction from emergency housing
- 1% Unaware of emergency housing options
- 1% Chose not to stay in shelter, safety
- 9% Chose not to stay in shelter, personal relationships
- 34% Chose not to stay in shelter, substance use
- 23% Chose not to stay in shelter, mental health
- 7% Unknown/Declined to answer

**156** # of Unique individuals

**412** # of engagements

**26%** Proportion of Indigenous households

**56** # of coordinated trips with partner staff

**376** # of instances of harm reduction supplies offered

Data is from August 1st to December 31st, 2022.

## Henry's Story

Background

Henry has been chronically homeless for many years. He spent time in various shelter programs but found it difficult to maintain his stays due his deteriorating mental health. Henry was living outside during the winter and became visibly homeless which caused concern from the community.

Supports

Henry asked for help from the County outreach workers to get out of the cold. Through partnership with the Inn of The Good Shepherd, he was placed in the temporary motel program. Henry was able to maintain his stay with regular help from outreach workers. Having a stable place made it easier for his mental health supports to check on him.

Outcomes

During his stay in the motel program Henry was able to stabilize and apply for a more long-term housing. Henry has signed a rental agreement and moved into his unit where his family is able to come visit him and provide ongoing support.

# GOAL #4

**By 2021, a diversion approach will be implemented within all emergency accommodations.**

**Diversion approach implemented in all emergency accommodation**

Diversion was introduced system-wide in 2020. This process was significantly enhanced in 2021. The consistent application of diversion and its underlying best practices were further enhanced in 2022.

**By 2023, a cross-sectoral protocol to coordinate discharge planning will be implemented.**

**Cross-sectoral protocol to coordinate discharge planning implemented**

Ongoing discussions with both healthcare and justice system partners continue, to better promote integrated discharge planning between Provincially funded institutions. Lambton Elderly Outreach offers a scatter-site supportive housing program that supports eligible individuals experiencing homelessness in ALC beds to be placed and supported in various retirement home settings.



**By 2022, 100% of households staying in emergency and transitional accommodations will have an assessment completed, an individualized housing plan developed, and an application/referral to housing services completed by 21 days from the time they presented for emergency services.**

**% of households who have completed an assessment, individualized housing plan, and application/referral to housing services by 21 days from the time they first presented for emergency services**

All access point agencies are being given VI-SPDAT training to administer the assessment. The assessment is utilized 2 weeks after the individual comes into care.

# GOAL #4

By 2024, an additional 160 households that were previously homeless will be in receipt of affordability assistance and housing-related supports.

# of households that were previously homeless that are in receipt of permanent supportive housing, Assertive Community Treatment, Intensive Case Management, or rapid re-housing (with affordability assistance)

There has been a significant increase in local housing case management capacity, including rapid re-housing and intensive case management by community support workers, in addition to the introduction of community outreach workers that offer affordability assistance and housing-related supports.



By 2024, an additional 45 youth will be in receipt of affordability assistance and housing-related supports.

# of youth that were previously homeless that are in receipt of permanent supportive housing, Assertive Community Treatment, Intensive Case Management, transitional housing, or rapid re-housing (with affordability assistance)

Two new youth programs have the collective capacity to serve youth on the BNL. Both programs are supported through rent supplements from the County of Lambton.

# CONCLUSION



## **10 Year Housing and Homelessness Plan, 2022 Annual Progress Report**

In 2022, our community continued to come together to address the housing crisis and resultant increase in households experiencing homelessness. Many of the new programs offered this year provided the necessary supports to assist the most vulnerable in our community to secure or maintain their home. Looking ahead, improved local tracking and data demonstrate a significant and growing need for the expansion of local housing solutions, including supportive housing. Further, collaboration with connected sectors including health and justice will greatly contribute to the goal of preventing and ending homelessness and ensuring housing stability for all members of our community.



**Absolute Homelessness**



**Emergency Shelter**



**Transitional Housing**



**Supportive Housing**



**Social Housing**



**Private Market Rental**



**Home Ownership**

 <p style="text-align: center;"><b>SOCIAL SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES</b>
<b>PREPARED BY:</b>	Lorri Kerrigan, Social Planner, Homelessness Prevention Anita Trusler, Supervisor, Health Promotion, Lambton Public Health
<b>REVIEWED BY:</b>	Valerie Colasanti, General Manager Andrew Taylor, General Manager, Lambton Public Health Stéphane Thiffeault, Chief Administrative Officer
<b>MEETING DATE:</b>	June 21, 2023
<b>INFORMATION ITEM:</b>	Housing, Homelessness & Addictions Summit

**BACKGROUND**

At the November 2, 2022 meeting of Lambton County Council (“**Council**”), staff was directed to facilitate a Housing, Homelessness and Addictions summit following Council's adoption of the following resolution:

*#11: Bradley/White:*

*That the County of Lambton facilitate a Housing, Homelessness and Addictions Summit in the new year.*

**DISCUSSION**

The Summit Planning committee included staff from the Social Services Division, Lambton Public Health (LPH) and the Canadian Mental Health Association (CMHA) Lambton-Kent. A consultant was engaged to facilitate the event and prepare an event report (Appendix 1). The Housing, Homelessness and Addictions Summit (the “**Summit**”) was held on March 21, 2023, at the Lambton College Event Centre.

Attendees included senior leadership from several local organizations in the social services and health care sectors, front-line staff delivering services, faith groups, concerned citizens, First Nations, elected officials and individuals with lived experience who are members of the A Better Tomorrow (ABT) Committee.

The event, called “Stronger Together: Collaborating for a Vibrant Community” was well attended, with over 170 people in attendance. Response from the post-event feedback survey was positive as shown below:

- 94% of respondents agreed that they learned something new.
- 97% of respondents agreed that they were able to participate in the conversation.
- 97% of respondents agreed that the content was presented clearly.
- 94% of respondents agreed that they felt motivated to take action.

Summit participants indicated the following as the top priorities:

- Affordable housing
  - Increase access to affordable housing.
  - Development of affordable and supportive housing.
- Public education
  - Increase communication and collaboration among partners.
  - Increase community education.
- Improved access to services
  - Increase access to substance use services.
  - Increase access to physical and mental health care.
  - Address barriers to accessing services.
- Collaboration
  - Increase communication and collaboration among partners.
  - Address barriers to accessing services.
- Advocacy
  - Develop policies that address poverty.
  - Improve financial supports for Ontario Works and ODSP recipients and seniors.

### **Housing and Homelessness Plan**

Council approved the County of Lambton Housing and Homelessness Plan (the “Plan”) in 2013 for the period of 2014 - 2024. The Plan was updated in 2019 and approved by Council on June 3, 2020, to reflect best practices and changes in the housing and homelessness sectors. The vision of the Plan is to ensure that “Every person has an affordable, suitable, and adequate home”.

The revised Plan has four goals, each with several associated action items to guide the work within the Social Services Division to achieve the Plan’s vision. The priorities, gaps, and opportunities identified by Summit participants correlate with the goals and action items identified in the Housing and Homelessness Plan. They include:

1. Increase and sustain supply and appropriate mix of affordable housing;

2. Increase access to affordable housing and supports that meet people's needs to achieve housing stability;
3. Establish a coordinated housing and homelessness service system; and
4. Ending homelessness.

The Plan is reviewed and evaluated through an annual report as required under the *Housing Services Act, 2011*. The annual reports are available on the County of Lambton website. Social Services staff work closely with the Lambton County Housing and Homelessness Advisory Committee to ensure implementation of the recommendations within the Plan to reduce homelessness within Lambton County.

The Summit findings reinforce local data demonstrating the recent dramatic increase in housing precarity in Lambton County, particularly for the most vulnerable populations.

### **Lambton Public Health**

The Lambton Drug and Alcohol Strategy (LDAS) was endorsed by Council on April 5, 2023, and is now being implemented through a collaborative approach with over 20 community organizations. Priority recommendations in the LDAS will address several of the gaps and opportunities identified at the Summit including:

- a) Increase access to substance use services;
- b) Increase access to physical and mental health care;
- c) Address barriers to accessing services;
- d) Increase communication and collaboration among partners; and
- e) Increase community education.

Since Council endorsed the LDAS, Lambton Public Health launched a new [www.LambtonDAS.ca](http://www.LambtonDAS.ca) website to serve as an information resource for our local community. Three new implementation action tables (Demand Reduction, Harm Reduction and Supply Reduction) have met to start moving the LDAS recommendations forward. Additionally, a new Community Engagement Committee is working on developing recommendations for implementing and evaluating the strategy with the input of individuals with lived/living experience.

The LDAS strategic priorities were developed to be mental health and trauma informed; to ensure equitable access and outcomes; to provide coordinated, holistic, and easily navigated systems; to reduce stigma; to decrease use of drugs and alcohol, and to build healthy, safe and resilient communities. Community partners are committed to working together on multiple levels with individuals, within local spaces and settings, and influencing key policies, to address the mental health and addictions crisis in Lambton County.

### **FINANCIAL IMPLICATIONS**

There is no financial impact on the County Budget as a result of this report.

**CONSULTATIONS**

Policy Research and Evaluation Consultant Cassandra Vink summarized all the discussion comments from the Summit attendees to inform this report. Consultations were held with the General Manager of the Social Services Division and the General Manager of Lambton Public Health.

**STRATEGIC PLAN**

Facilitation of the Summit supports 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 Division support the Community Development Area of Effort #3 in the County of Lambton'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.

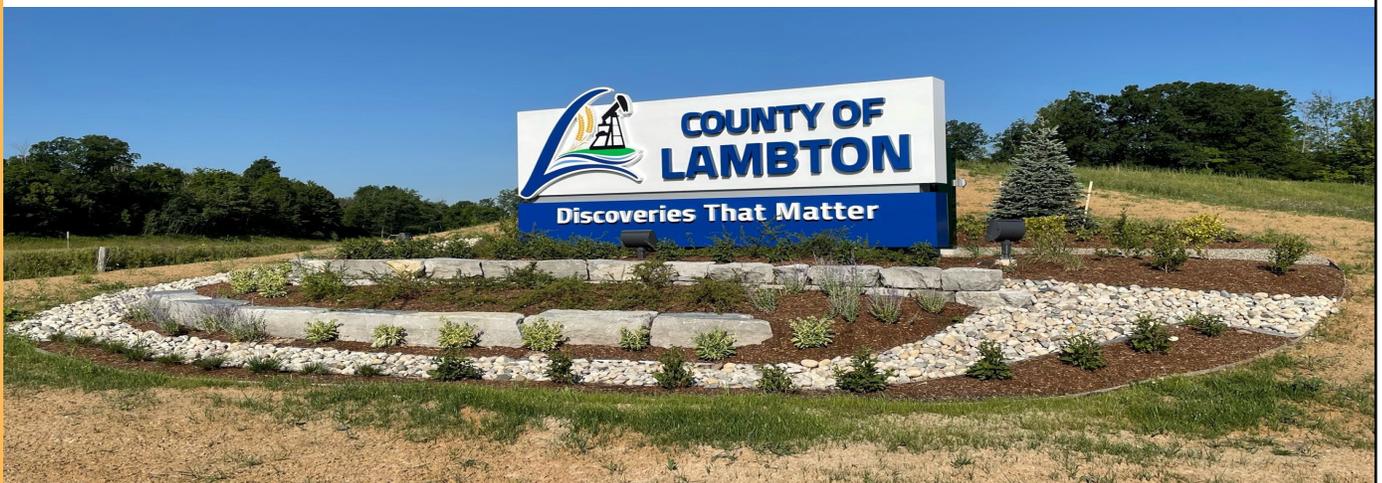
**CONCLUSION**

Partnerships and recommendations gathered through the Summit will be utilized to advise future planning and programming across these connected community concerns. This year staff will be revisiting the Plan as it expires in 2024. Findings from the Summit will be utilized to inform the revised Plan. The findings will also be used to guide the work of the Lambton Drug and Alcohol Strategy along with the implementation action tables.



## **Housing, Homelessness and Addictions Summit 2023**

# **Stronger Together: Collaborating for a Vibrant Community**



A community conversation about Housing, Homelessness, and Addictions in Lambton County

## **What We Heard**

**MARCH 21, 2023**

**Lambton College Event Centre**

Housing, Homelessness and Addictions Summit - What We Heard Report - March 21, 2023



# Housing, Homelessness and Addictions Summit 2023

## INTRODUCTION

On Tuesday, March 21, 2023, community leaders from across Lambton County gathered at Lambton College to discuss the current state of housing, homelessness, and addictions within the county, and collaborate on how to make lasting change in these areas.

The Stronger Together: Collaborating for a Vibrant Community summit brought together over 170 individuals from a variety of organizations related to housing, homelessness, and addictions.

Participants heard presentations from representatives with the County of Lambton's Social Services and Public Health Services divisions, the Canadian Mental Health Association Lambton-Kent, the Canadian Alliance to End Homelessness, and from a local individual with lived experience who was willing to share her story. Indigenous partners also shared reflections, cultural knowledge, and offered song throughout the day.

## DISCUSSION QUESTIONS

Throughout the afternoon, participants discussed the following questions in a roundtable format.

1. What are your initial reflections on what you've been hearing? Does the data that has been shared align with what you are experiencing in the community?
2. What are our current strengths and resources in housing, homelessness, and addictions? Think about existing partnerships and collaborations.
3. Where are our biggest gaps and opportunities?
4. What are our top priorities for moving forward? How can we move these priorities forward over the next year? Which organizations can help move these forward? Do you see your organization/ collaborative body you participate in helping to move this forward? If so, what role can you/your organization/collaborative body play in supporting moving the priority forward?



The outcomes and ideas from these discussions have been summarized in the following pages.

Housing, Homelessness and Addictions Summit - What We Heard Report - March 21, 2023



# Housing, Homelessness and Addictions Summit 2023

## INITIAL REFLECTIONS

Participants were asked about their initial reflections on what they had been hearing, and whether the data aligns with what they are experiencing in the community. Key themes are discussed below.



**Some participants less familiar with the issues reported being surprised and alarmed by the data presented, whereas those with more familiarity generally felt it was a good reflection of the current reality and significant need they are seeing in the community.**

Some participants reported being surprised and alarmed by the data presented and the severity of situation. Some of the information participants thought were surprising were the high rates of homelessness, addictions and heavy alcohol consumption, the mortality rates of people experiencing homelessness, the rates of people with no fixed address accessing mental health and addictions services at Bluewater Health, and the cost of homelessness to the community. Many participants also reported not being surprised, and felt it was a good reflection of the current reality and significant need they are seeing in the community.



**Many participants reported that they found the information powerful.**

Many participants reported that they found the information powerful, and in particular many participants reported that hearing from someone with lived experience was impactful. They appreciated that housing provides such a strong foundation for change.



**Several participants noted sub-populations that are likely under-represented in the data and raised concerns that the situation is likely worse than what was presented.**

Population groups that participants thought may be under-represented include families, children (including those in the care of child welfare), Indigenous peoples, seniors, people with disabilities, youth, people experiencing hidden homelessness, and those not giving consent [to be added to the By Name List].



**Participants stressed the importance of taking timely action to address the challenges presented.**



# Housing, Homelessness and Addictions Summit 2023

## EXISTING STRENGTHS AND RESOURCES

Participants were asked about current strengths and resources in housing, homelessness, and addictions. The strengths and resources identified were diverse, but included several common themes:



### **There are many examples of collaboration between community partners.**

Participants identified many existing partnerships and collaborations, including and not limited to the following collaborative initiatives mentioned by more than one group:

- Active social services network in the community, which has supported collaborative service delivery and allowed community supports to be more nimble
- Co-ordinated access for housing and homelessness
- MHEART and IMPACT initiatives
- Integration of CMHA with health services, including services to support access to housing for people in Mental Health In Patient care and services at withdrawal management and Ryan's House
- Social worker providing supports in the jail



### **Positive approaches are being used to deliver services.**

Participants reported that positive approaches are increasingly being used to deliver services. Some of the approaches commonly identified as strengths include:

- Police services are learning, training, and looking through more of a health lens
- No wrong door approach that is being used to deliver services in the community
- Housing First philosophy is being used for homelessness services
- Increased emphasis on outreach services going to where people are at and building relationships and trust with clients
- There are caring, non-judgmental workers
- Increasing number of people in the community are dedicated to making changes



### **Many existing services are seen as strengths and valuable resources.**

Participants identified a wide range of services that are seen as strengths and valuable resources in the community. These include, but are not limited to, services identified by multiple groups: the shelters, Nightlight Sarnia, Salvation Army's mobile food truck/outreach bus, the Circles program, Ryan's House withdrawal management facility, and the existing transportation network.



# Housing, Homelessness and Addictions Summit 2023



**New services are being added that participants are enthusiastic about.**

Several participants identified being encouraged by the fact that various new services are being developed in Lambton County, including:

- Ontario Aboriginal Housing Services’ 40-unit affordable housing development that is under construction
- Mobile mental health bus coming to Lambton
- Outreach team that Rapids Family Health Team received funding to create
- Services that North Lambton Community Health Centre is now providing at the jail
- Youth mental wellness drop-in hub

## GAPS AND OPPORTUNITIES

Participants discussed our biggest gaps and opportunities. Several themes emerged:



**Increase access to affordable housing.**

Participants identified a range of suggested initiatives and policies to increase access to affordable housing. Common suggestions included creating tiny homes and looking at opportunities to use vacant school and church assets for affordable housing. Other suggestions included:

- Increase zoning flexibility
- Additional staff to reduce time for building applications
- Incentives for developers to build affordable housing and to rehabilitate existing housing along with a cap on rent
- Remediation of brownfield sites
- Using surplus government owned land or tax foreclosed land for affordable housing
- Leverage empty vacation homes
- Repurpose old “group homes” for other purposes, such as for ODSP clients
- Convert motels to transitional housing
- Tax overseas investors to avoid empty buildings and unaffordable housing
- Build relationships with landlords for access to units



**Advocate for policies to address poverty and income gaps.**

Participants would like to see policies that address poverty, including a shelter allowance for Ontario Works and ODSP that reflect the cost of housing, living wages, and improved financial supports for seniors.



# Housing, Homelessness and Addictions Summit 2023



## **A full continuum of housing.**

Participants would like to see the development of a full continuum of housing, including low barrier (harm reduction) shelters, transitional housing, social and affordable housing, case management to support housing stability for individuals with mid levels of acuity, Intensive Case Management supports and other supportive housing, and seniors care housing such affordable retirement homes and long-term care beds.



## **Increase access to substance use services.**

Participants would like to see additional substance use services, and most frequently identified the need for local residential treatment options and supervised consumption sites. Other suggested substance use services include more beds in withdrawal management, a Managed Alcohol Program, safe supply programs and street outreach addiction workers / a mobile response team.



## **Increase communication and collaboration among partners.**

Participants would generally like additional collaboration to reduce “silos” at various levels. They would like to see multi-sectoral collaboration to create appropriate housing for people with various needs and create an integrated system of homelessness and health services. They would also like to see front-line worker meetings to support front-line service collaboration.



## **Increase community education.**

Participants identified opportunities for additional community education, including education to increase awareness of, and de-stigmatize, homelessness and substance use issues, and education to reduce NIMBY’ism (Not-In-My-Back-Yard). Participants also suggested the need for education to vulnerable populations, including incorporating information about drugs into schools and educating tenants about their rights related to eviction.



## **Increase access to physical and mental health care.**

Participants identified the need to address various gaps in physical and mental health care, including limited doctors accepting new patients, restrictions at hospitals, limited psychiatry, hoarding supports, and preventative dentistry. Other health services that participants would like to see include a Healing Lodge at Walpole Island, incentives for hepatitis-C testing, and a holistic approach to diagnosis and treatment for newborns to 18 months.



# Housing, Homelessness and Addictions Summit 2023



## **Address barriers to accessing services.**

Participants identified a need to address barriers to people accessing the housing and services they need. Some of the identified barriers related to service access include experiencing judgement, service restrictions or services that are geared to people with lower acuities of need, and disconnected service pathways. Barriers to current housing opportunities include age, employment status, and being a recipient of social assistance.

## **TOP PRIORITIES**

Participants were asked about our top priorities for moving forward.

**Affordable housing, public education, improved access to services, collaboration, and advocacy were the most commonly identified priorities.**

The top priority for participants was additional affordable housing, including supportive and transitional housing. Public education was also a top priority, and in particular, education to address **NIMBY'ism**. Another priority was supporting easily navigated services, including simplifying the process and creating consistent pathways to access services, additional outreach and mobile resources, after-hours services if someone is in distress, and improved communication about available services. Many groups also identified the need to continue to increase collaboration. Advocacy for additional funding was also a priority.





# Housing, Homelessness and Addictions Summit 2023

## MOVING FORWARD

Participants discussed how can we move these priorities forward over the next year:

**Many participants expressed an eagerness to collaborate and to be part of the future change, and some identified roles for themselves in moving various priorities forward.**

Actions where various partners saw a role for themselves included:



Collaboration – Exploring options to work together and learn from each other



Contributing to the development of a full continuum of Housing – including contributing land resources and funding for affordable housing; building a tiny home community; contributing to innovative housing solutions; continuing discussions about utilizing vacant church spaces; and developing transitional housing



Service provision – including bringing services to where people are; providing resources to assist with basic needs (food, shoes, blankets); responding to calls about individuals in distress; emotional support and community building; trauma counselling; building stronger families; support youth with child welfare involvement in securing housing



System planning and management – Ongoing advocacy for funding; supporting navigation and access to services; getting socially minded corporations involved; developing training/ workshops for new and existing staff of community organizations



Housing, Homelessness and Addictions Summit - What We Heard Report - March 21, 2023



**SOCIAL SERVICES DIVISION**

<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES</b>
<b>PREPARED BY:</b>	<b>Stephanie Ferrera, Coordinator Melissa Fitzpatrick, Manager</b>
<b>REVIEWED BY:</b>	<b>Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>June 21, 2023</b>
<b>INFORMATION ITEM:</b>	<b>Sarnia-Lambton Local Immigration Partnership Update</b>

**BACKGROUND**

The Sarnia-Lambton Local Immigration Partnership (SL-LIP) was established in 2009 and is a federally funded project through Immigration, Refugees, and Citizenship Canada (IRCC). Housed with the County of Lambton, SL-LIP is a leader in immigrant research and knowledge sharing, and is a community-wide, multi-sectoral partnership that works to increase collaboration between settlement agencies and smooth the settlement and integration experiences of newcomers.

**DISCUSSION**

The grant agreement with IRCC requires staff to submit an annual report detailing activities undertaken by the SL-LIP each fiscal year. The IRCC Settlement Program Annual Performance Report for Community Partnerships (APRCP) is comprised of data in areas of partnership capacity development, strategic development, implementation, and community impact measures, immediate and intermediate IRCC Settlement Program outcomes, successes and challenges and partner feedback. In addition to the written portion of the report, ancillary reports and supporting documents are submitted to showcase events, activities, and results of ongoing research. This report will be submitted to IRCC on June 30, 2023, along with a summary report with infographics to illustrate a few activities undertaken in 2022-23, found in Appendix A.

The community-driven SL-LIP Settlement Strategy was revised in 2022-23 to reflect shifting priorities in the landscape of immigration in Lambton, due to high numbers of international students and a slow influx of Ukrainian migrants. The updated SL-LIP Settlement Strategy also incorporates activities relevant to the Sarnia-Lambton Immigration Taskforce's Immigration Framework and the Sarnia Lambton Economic Partnership's Economic Development Strategy. Additionally, a sub-committee of SL-LIP,

the Sarnia-Lambton Antiracism, Diversity, and Inclusion Committee (SLARDIC) has been identified as the lead in the area of racism and discrimination in the County of Lambton's Community Safety and Well-Being Plan. Work in this area is relatively new to the community and concrete plans for future action are in the early stages of development. The updated SL-LIP Settlement Strategy can be found in Appendix B.

Recent staff changes in the Social Services Division have resulted in a vacancy in the SL-LIP team. The vacant SL-LIP position will be posted in the coming weeks and a full-time Project Manager will be hired to ensure the newly revised SL-LIP Settlement Strategy aligns with other existing immigration networks and initiatives in the community. The position is part of the allotted staff complement for the SL-LIP team and will be fully covered by existing IRCC funding. The SL-LIP is currently in year three of a five-year grant (2020 – 2025) and in the Fall of 2023 staff will be invited by IRCC to respond to a Call for Proposal for another five years of funding beginning in 2025. The Project Manager will assist with research and grant writing for the grant application, to be submitted in early Spring 2024.

### **FINANCIAL IMPLICATIONS**

There are no financial implications to the County budget because of this report.

### **CONSULTATIONS**

Consultations occurred with SL-LIP staff, the Manager of Homelessness Prevention and Children's Services, the General Manager of Social Services, and members of the Sarnia-Lambton Local Immigration Partnership Council.

### **STRATEGIC PLAN**

In keeping with the Mission Statement of the County, the programs provided by the SL-LIP 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 of Lambton'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 SL-LIP partners with community members relevant to addressing the evolving needs of a diversifying immigrant population in Lambton and serves as a conduit between immigration policy at the Federal level and how coordinated services are provided on the ground. Outcomes based measurement, to assess the impact that activities undertaken, has been woven into the very fabric of SL-LIP's work and has time and time again demonstrated that it is relevant to creating a more welcoming community for newcomers and immigrants.



# SARNIA-LAMBTON LOCAL IMMIGRATION PARTNERSHIP

## 2022/23 YEAR IN REVIEW

The Sarnia-Lambton Local Immigration Partnership (SL-LIP) was established in 2009 and is a federally funded initiative through Immigration, Refugees, and Citizenship Canada. Housed with the County of Lambton, SL-LIP is a leader in immigrant research and knowledge sharing and is a community-wide, multi-sectoral partnership that works to increase collaboration between settlement agencies and assist the settlement and integration experiences of newcomers. SL-LIP also facilitates the implementation of the LIP Settlement Strategy, our community's plan to create a more welcoming and diverse community.



The Sarnia-Lambton Local Immigration Partnership supports a collective and comprehensive community effort to create positive settlement outcomes for immigrants and newcomers locally.

Over the past twenty years, immigration has been slowly declining. However, the recent increase in the number of international students enrolled at Lambton College has begun to change the local landscape. As the community is changing, it is imperative to evaluate the local landscape, to ensure Sarnia-Lambton is creating a welcoming, diverse, and prosperous community and to identify initiatives that provide the opportunity for all members of our community to thrive and grow. According to IRCC Census Data, the following highlights immigrants, newcomers and refugees in Lambton County in 2021:\*

In 2021, there were

**13,640**

Immigrants and Non-Permanent Residents in Lambton County



11% of Lambton's total Population

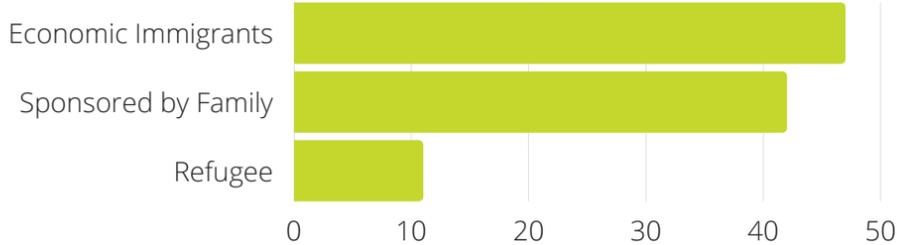
In the Fall of 2022

**2,375**

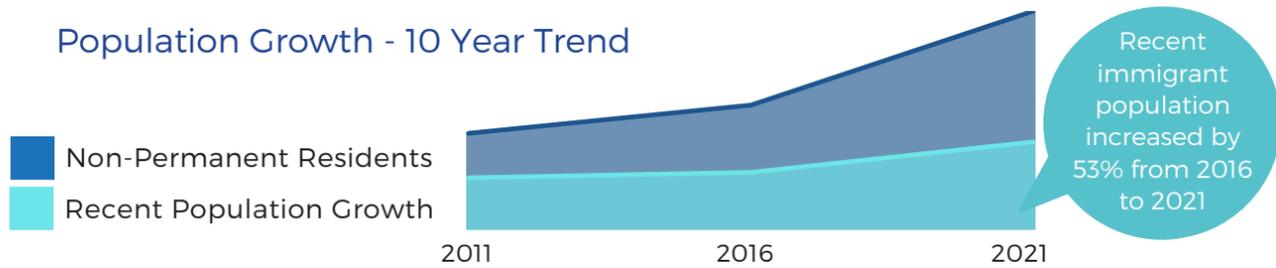
International Students were registered in on-campus programs at Lambton College\*\*



### Immigration Status



### Population Growth - 10 Year Trend



### Place of Origin



\*Statistics Canada, 2022, Census Profile, 2021 Census of Population, Statistics Canada Catalogue no. 98-316-X2021001.  
 \*\*Reported by Lambton College according to their Fall 2022 registration enrollment

## 2022/23 IN REVIEW

### ✓ Newcomer Welcoming Week

This was Lambton's 2nd year recognizing Newcomer Welcoming Week. SL-LIP hosted **2 community events** to foster the benefits of immigration at the local level and promote positive engagement between newcomers and Canadians. The campaign encourages conversation about the benefits of immigration for Canadian communities and dispels myths about immigration.



▶ SL-LIP staff promoted *Acts of Welcome*, a local campaign created to address racial, religious, and, ethnic prejudices and discrimination by engaging residents in creating a welcoming community, one welcoming act at a time.

▶ SL-LIP staff welcomed over **120 individuals** to a community wide event aimed to connect newcomers and long term residents of Lambton County. The celebration featured multi-cultural cuisine, and music and dance from local cultural groups and restaurants.

Over **25 people** shared with staff how they have helped to welcome newcomers to our community.



### ✓ Sting Fans of Tmrrw

For the second year, SL-LIP participated in the Sting Fans of Tmrrw program which supported **4 families** to attend their first ever hockey game!



### Welcome to Lambton App

Created in collaboration with TMRRW Inc. and funded by Immigration, Refugees and Citizenship Canada, SL-LIP launched the **Welcome to Lambton App**.

The *Welcome to Lambton App* is a user-friendly, personalized guide to support newcomers to Lambton County and focuses on providing a virtual welcome to newcomers.

The app connects users with community programs and settlement services, provides personalized pre- and post-arrival checklists, and delivers guidance on how to complete important tasks like finding a home, searching for a job, and locating childcare and healthcare. It also serves as a tool for service providers, sponsors, or anyone supporting newcomers to the community.

Welcome to Lambton App Highlights:

**248 individuals** downloaded the app:

**30% of users** are International Students.



**46% of users** are newcomers to Canada.



**73% of users** who download the app create an account to access all features.

**57% of users** were most interested in learning about employment opportunities.



↑8% from February 2023

### ✓ Webinar Series

SL-LIP co-hosted **4 webinars** aimed to support newcomers with employment, housing, and settlement programs for newcomers.



### ✓ Ukrainian Task Force

To help support efforts, SL-LIP joined a local working group of local service providers to help identify available supports for those coming to Lambton County from Ukraine.

In 2022, Lambton County welcomed over **150 Ukrainians** who were fleeing Ukraine.

### ✓ Black History Month

The 2023 theme for Black History Month was: "Ours to tell". This theme represents both an opportunity to **engage in open dialogue** and a **commitment to learning** more about the stories Black communities in Canada have to tell about their histories, successes, sacrifices and triumphs. Throughout the month of February 2023, SL-LIP hosted 5 events and festivities to honour and celebrate the diversity, history and culture of Black people in Canada and to acknowledge the many everyday contributions of Black communities from across the country:

▶ SL-LIP hosted an Anti-Racism Arts Challenge for all schools in Lambton from grades 7 to 12. The Arts challenge was designed to inspire youth in schools across the community to express how they feel about racism and discrimination, with a focus on Black context in Lambton, through multi medium arts.

▶ **40 Black Canadians** were featured on social media to honour the legacy of Black people in Canada.

▶ SL-LIP hosted a virtual tour of the Buxton National Historic Site and Museum.

▶ Stella Adjoke, a Francophone multimediam artist from Montreal performing blues singing and electric SLAM hosted 7 workshops aimed to enhance an emotional and creative universe through writing and speaking.

▶ 2 historically relevant feature films were shown throughout the community.

### ✓ Immigration Task Force

Lead by a Steering Committee and four priority action groups, the Immigration Task Force, which was created to develop and lead the Sarnia-Lambton Immigration Framework Strategic Plan with a focus on increasing the number of net new immigrants by **1000 per year**.



SL-LIP is lead for the Community Action Group which has a dedicated work plan that aligns with the Settlement Strategy and focuses on building a comprehensive community with positive settlement outcomes for immigrants and newcomers locally.

### ✓ Social Media Efforts

SL-LIP staff increased engagement with the community through social media platforms.

2022 Highlights:



**158** Facebook posts  
↑229% from 2021

The page reached **8,960** community members  
↑316% from 2021



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

# Lambton County Settlement Strategy

2022-2025



## **Land Acknowledgment**

We acknowledge that Lambton County is part of the ancestral land of the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg. It is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Together as treaty people, we have a shared responsibility to act with respect for the environment that sustains all life, protecting the future for those generations to come.



1 | Lambton County Settlement Strategy (2022-2025)

## **A Message from our Warden**

On behalf of Lambton County Council, I wish to acknowledge the work undertaken by the Sarnia-Lambton Local Immigration Partnership Council over the past twelve years to create a more welcoming community for all newcomers, immigrants and refugees and the significant impact it has made in Lambton County.

Lambton County Council shares a commitment to the core values of diversity, equity, and respect and recognizes the potential of all Canadians. Council encourages the integration of new immigrants through involvement in social, cultural, economic, and political affairs and is in full support of this community settlement strategy to foster more welcoming and inclusive communities in Lambton, while improving settlement and integration outcomes.

This strategy is reflective of the input provided by local newcomers, the general public, and community stakeholders. Additionally, the strategy complements the Sarnia-Lambton Economic Partnership's Resident Attraction Strategy and the Sarnia-Lambton Workforce Development Board's Community Workforce Plan. SL-LIP Council and supporting staff continue to foster existing and new partnerships throughout various sectors of the community as they move forward in implementation of the Settlement Strategy.



Kevin Marriott,  
Lambton County Warden

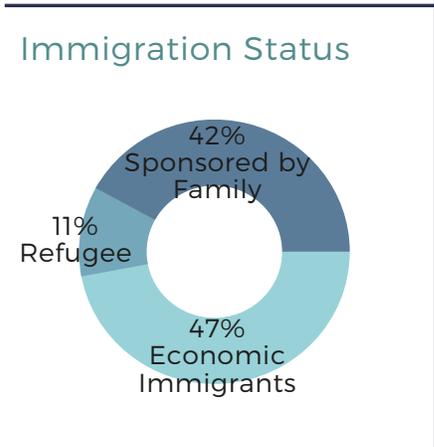
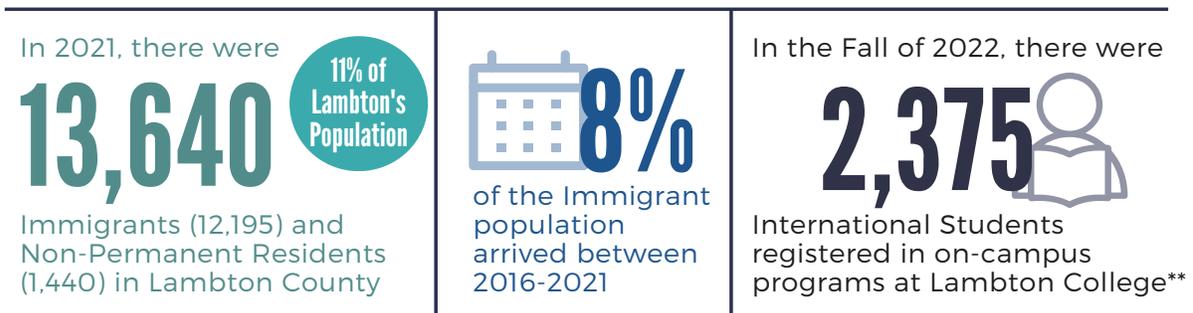


# Community Profile

## *Building a Healthy, Strong Thriving Community*

Similar to numerous communities across Canada, Lambton County is experiencing some demographic challenges; the population is continuing to age, birthrates are decreasing, and youth are emigrating in pursuit of education and employment opportunities. While immigration is often thought of as a viable solution to lagging population growth, Sarnia-Lambton is experiencing difficulty in attracting and retaining immigrants to the area.

Over the past twenty years, immigration has been slowly declining. However, the recent increase in the number of international students enrolled at Lambton College has begun to change the local landscape. As the community is changing, it is imperative to evaluate the local landscape, to ensure Sarnia-Lambton is creating a welcoming, diverse, and prosperous community and to identify initiatives that provide the opportunity for all members of our community to thrive and grow. According to IRCC Census Data, the following highlights immigrants, newcomers and refugees in Lambton County in 2021\*:



\*Statistics Canada. 2022. Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001.  
 \*\*Reported by Lambton College according to their Fall 2022 registration enrollment



## **Introduction**

The Sarnia-Lambton Local Immigration Partnership (SL-LIP) was established in 2009 and is a federally funded initiative through Immigration, Refugees, and Citizenship Canada (IRCC). Housed with the County of Lambton, SL-LIP is a leader in immigrant research and knowledge sharing and is a community-wide, multi-sectoral partnership that works to increase collaboration between settlement agencies and assist the settlement and integration experiences of newcomers.

The SL-LIP is a community-wide, multi-sectoral partnership that works to increase collaboration between settlement agencies and smooth the settlement and integration experiences for newcomers. While we do not provide direct service to immigrants, refugees and temporary foreign workers, we serve to support those that do by ensuring comprehensive programming is available and increasing their awareness of, and access to, community supports.

The SL-LIP is passionate about our community. We want Lambton County to be a welcoming place that thrives economically, socially and culturally, now and for decades to come.

## **Mission Statement**

The Sarnia-Lambton Local Immigration Partnership supports a collective and comprehensive community effort to create positive settlement outcomes for immigrants and newcomers locally.



## **The Sarnia-Lambton Local Immigration Partnership Council**

The SL-LIP Council was established in 2010 as a multi-sector advisory group consisting of representatives from the settlement, healthcare, education, employment services, social services, economic development, and business sectors of the community.

The SL-LIP Council provides a centralized venue for thoughtful and creative discussions about immigrant and newcomer services and supports. It also oversees and facilitates the implementation of the LIP Settlement Strategy through the following areas of focus:

- 1. Build and Increase Awareness:** Developing resources and materials, training, hosting community forums
- 2. Community Engagement:** Engagement opportunities, consultations, sharing knowledge and resources, local campaigns and events.
- 3. Collaboration:** Collaborate on initiatives, share resources, co-develop new initiatives and programs.
- 4. Research:** Identify funding sources, research, collection of data.

# Settlement Strategy for Lambton County

The Settlement Strategy is a coordinated and comprehensive plan that supports Lambton County in becoming a thriving and prosperous community that values diversity and innovation.

To date, the SL- LIP has taken the lead role in the development of the Settlement Strategy and through community engagement has:

- Determined the community's capacity to assist and support immigrants and newcomers;
- Identified challenges and barriers immigrants and newcomers face when settling in Lambton County; and
- Established strategies and actions to identify solutions to these challenges.

Over the next five years, the SL-LIP will facilitate the implementation of the Settlement Strategy, which is organized by four pillars:



Each pillar aligns with a specific strategy and a designated working group, made up of stakeholders, who collaborate to implement innovative, meaningful, and impactful activities to achieve our goals.



*The Sarnia-Lambton Local Immigration Partnership supports a collective and comprehensive community effort to create positive settlement outcomes for immigrants and newcomers locally.*



**Employment**



Canada’s immigrant integration model is highly regarded, but it often falls short in providing immigrants with employment in line with their qualifications and expectations. Using a combination of surveys, focus groups and secondary research, newcomers identified finding employment as the greatest barrier in their settlement process and identified several barriers to labour market participation. To address these challenges, the following outcomes and strategies have been recommended to improve employment outcomes for newcomers and to provide support to employers.

**Vision for Lambton County:**

Immigrants are economically integrated into Lambton County’s economy and Immigrants, international students and refugees have positive outcomes retaining meaningful employment and entrepreneurial opportunities.

**Desired Outcomes:**

- Increased awareness of pathways to hiring immigrants.
- Improved understanding of the benefits of hiring and retaining immigrants.
- Improved connection between employers and newcomer job seekers.

**Strategies to Support Employment:**

- Support community partners in promoting the benefits of hiring immigrants.
- Enhance coordination and promote connections amongst service providers and employers and immigrants.
- Work with local economic development/workforce boards to conduct research and data analysis and establish an understanding of current and emerging challenges in immigrant employment.
- Leverage community networks, tools and resources in employment related event promotion.
- Apply an outcomes-based measurement framework to demonstrate impact.
- Provide support to local new resident attraction and retention efforts through the SL-Settlement Strategy.





Engagement and inclusion constitutes an important element of successful immigrant and newcomer settlement. Increased engagement in activities, sports or recreation, food, music and arts events, by both immigrants and local populations, will increase the community’s capacity to share culture and tradition.

**Vision for Lambton County:**

Lambton County is a welcoming and inclusive region that supports all newcomer residents to belong, make community connections, and actively participate in all that Lambton has to offer.

**Desired Outcomes:**

- Increased newcomer, immigrant and refugee participation within the community.
- Increase awareness of the specific needs of vulnerable immigrant and refugee populations.
- Increased awareness and accessibility of local programming and events.
- Increased participation in local recreation and sporting opportunities.
- Increased awareness of racial discrimination issues in Lambton County.
- Lambton County is viewed as a more culturally diverse and welcoming community.

**Strategies to Support Community Engagement:**

- Develop a public education strategy to reduce discrimination and racism.
- Develop a framework for being welcoming and inclusive that all municipalities across Lambton County can implement.
- Encourage and support opportunities for immigrants to connect across cultures, participate in events and activities and share their perspectives.
- Encourage and support the delivery of programs, services and activities to assist immigrants make connections with Indigenous peoples, residents and longer-term immigrants.
- Promote awareness of the positive effects of cultural diversity.

**Coordination of Services**



The largest challenge cited in service provision is access to accurate and comprehensive information of services. Despite Sarnia-Lambton’s admirable settlement programs and services, services are not being accessed to full capacity. Furthermore, while services and programs exist in the City of Sarnia, the rural communities of Lambton County lack available and accessible services and supports.

**Vision for Lambton County:**

Lambton County has a fully resourced and coordinated settlement service infrastructure where immigrants and settlement service providers have access to the services, supports and information they need to best support newcomers and immigrants.

**Desired Outcomes:**

- Increased communication and engagement between settlement and non-settlement organizations.
- Increase awareness of programs and supports.
- Increased understanding of barriers to effective services and learn about newcomer needs.
- Services are better coordinated at the community level
- Programming and service delivery by mainstream institutions is adapted to newcomer needs.

**Strategies to Support Coordination of Services:**

- Develop a comprehensive referral system, using online databases and tools, for community agencies whose service is relevant to the settlement and integration needs of newcomers to Lambton.
- Develop a virtual tool to connect local service providers and newcomers, immigrants and refugees to increase awareness and accessibility to services.
- Remove the barriers for local not for profit organizations to access interpretation and translation services.
- Develop a centralized information sharing network.

SL-LIP is a leader in immigrant research and knowledge sharing that works to increase collaboration between settlement agencies and smooth the settlement and integration experiences of newcomers. SL-LIP continues to develop and guide sustainable solutions for the integration and well-being of newcomers that will continue to lead Lambton County towards being a community in which all community members can prosper and grow.

**Vision for Lambton County:**

The Sarnia-Lambton Local Immigration Partnership is comprised of diverse stakeholders that serve to address immigrant integration challenges within the community, enhance existing and create new community initiatives and provide ongoing support for community organizations through consultation, facilitation, research and evaluation.

**Desired Outcomes:**

- Strengthened connections between cultural or religious groups and supports and newcomers in the community.
- Secured funding through available grants to build the development of strategies within the community in response to emerging needs.

**Strategies to Support Resource Development and Facilitation:**

- Coordinate and sustain the operations of the SL-LIP.
- Secure and diversify LIP funding to ensure sustainability of the LIP and implementation of its activities.
- Increase public and stakeholder awareness and support of the SL-LIP.

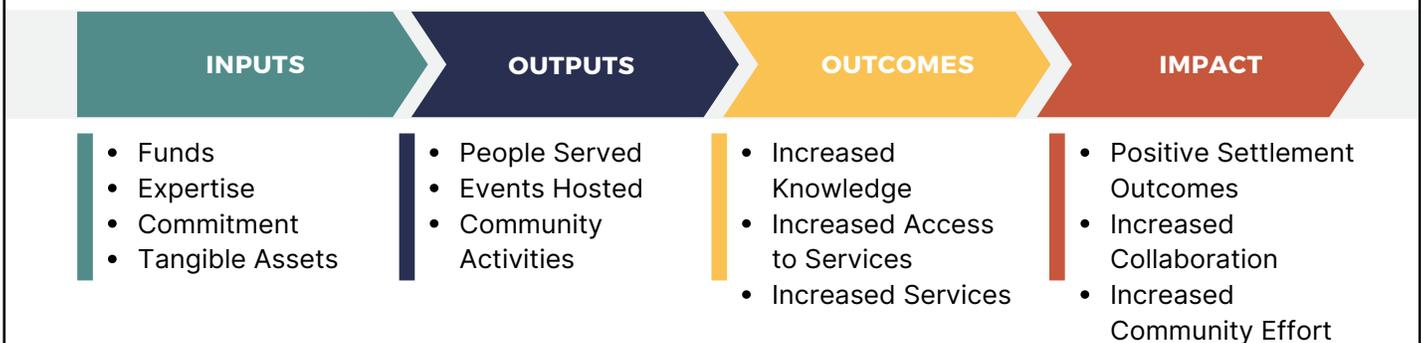




## Measurement and Evaluation

An outcomes-based measurement framework will be used to evaluate the work of the SL-LIP and its activities:

1. **Objectives:** Objectives will be outlined for each event or activity and will demonstrate a clear alignment with the overall strategy.
2. **Performance Indicators:** Performance indicators will be included and tailored to each event or activity and will demonstrate increased outcomes.
3. **Data Collection:** A description of data collection methodologies will be included for each activity and will involve methods.
4. **Evaluation Plan:** An evaluation plan will contain a detailed description of how the data will be used and how the SL -LIP will share the findings among the community. To measure the overall impact of the SL-LIP initiative, a common set of measures to track the progress, monitor performance and understand what is working through our efforts will be evaluated through the following components:

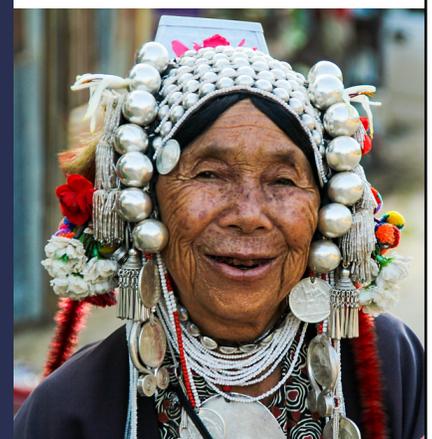
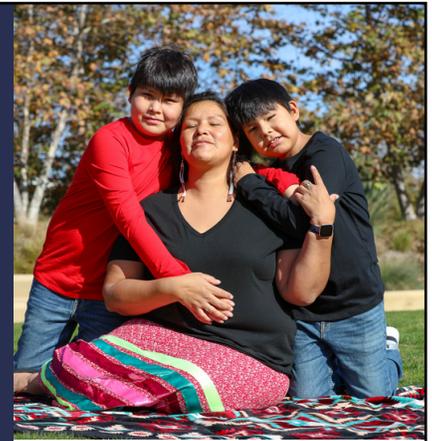


## Next Steps

***“Our research indicates that a diverse and welcoming community must continue to be cultivated so that it may grow and thrive.”***

Strong and solid partnerships become the foundation upon which a prosperous community can stand. Facilitating and nurturing the development of these partnerships has been, from the beginning, the cornerstone of the LIP initiative and will continue to be so in the future. The LIP will work to sustain these partnerships locally, through the ongoing existence of the Partnership Council and collaboration with existing economic development strategies. It will also tap into the broader region so that the community can utilize all of its resources more effectively and efficiently. In the end, the Sarnia- Lambton Local Immigration Partnership Settlement Strategy will increase this community's capacity for positive change and will lead us towards a community in which all of its members can prosper and grow.

Far from being a standalone document, the Strategy is meant to provide a foundation for current and future community planning and economic development initiatives. Working together, these initiatives can strengthen the local economy by meeting local labour needs, bring entrepreneurial talent, and offset demographic decline to build a healthy, strong and thriving community.





The development of this Settlement Strategy could not have been completed without the participation of organizations from every corner of the community who took part in research and shared their time and thoughts with the Project Team over the past several years. Those contributors have made this initiative a true community effort and for that, we offer our sincerest thanks.



Immigration, Refugees and Citizenship Canada / Immigration, Réfugiés et Citoyenneté Canada