



**2024**

**ANNUAL PROGRESS  
REPORT**

**10 YEAR**

**Housing and Homelessness Plan  
County of Lambton**



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



## ACKNOWLEDGMENTS

Bluewater Health  
Canadian Mental Health Association  
Sarnia-Lambton Children's Aid Society  
Kettle & Stony Point First Nation  
Community Legal Assistance Sarnia  
Community Living Sarnia-Lambton  
John Howard Society  
Lambton County Developmental Services  
Lambton Elderly Outreach  
Lambton Public Health  
Social Services Division  
North Lambton Community Health Centre

Sarnia-Lambton Ontario Health Team  
Ontario Provincial Police  
Red Cross Sarnia-Lambton Branch  
Ministry of the Solicitor General-Sarnia Jail  
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 of Sarnia-Lambton

# FOREWARD

In 2024, our community continued to experience sustained and elevated demand for housing and homelessness supports. As in all communities across Ontario and Canada, housing precarity remained a pressing issue, compounded by persistent poverty and the ongoing opioid crisis. Despite these challenges, meaningful progress was made towards the goals established in our local Housing and Homelessness Plan, including expanding the supply of affordable housing and preserving the existing housing stock. In addition, our community further strengthened critical partnerships and enhanced the coordination of programs to deliver homelessness prevention services as effectively and equitably as possible, making the most of our strained local resources.



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# 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.*



# GOAL #1



## APPROPRIATE MIX OF AFFORDABLE HOUSING

In 2024, the need for affordable housing continued to grow. A plan was developed to help meet the increased demand. The 'At Home in the County of Lambton' report will guide the creation of new affordable and supportive housing. This multi-year, portfolio scale, strategic affordable and supportive housing development plan, if fully implemented, could see the creation of 490 new units including 300 units of supportive housing. Efforts also continued on the preservation and maintenance of existing community housing units through investment of funds from all levels of government.

- ✔ Build more affordable, accessible, rental housing
- ✔ Partner with private sector to create mixed-income buildings
- ✔ Support sustainability of social housing providers



Maxwell Park Place - **24 Affordable units** were approved prior to 2023. Construction is expected to be completed in 2025.

### Capital Asset Management and Funding Plan

2024 marked the 9th 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.

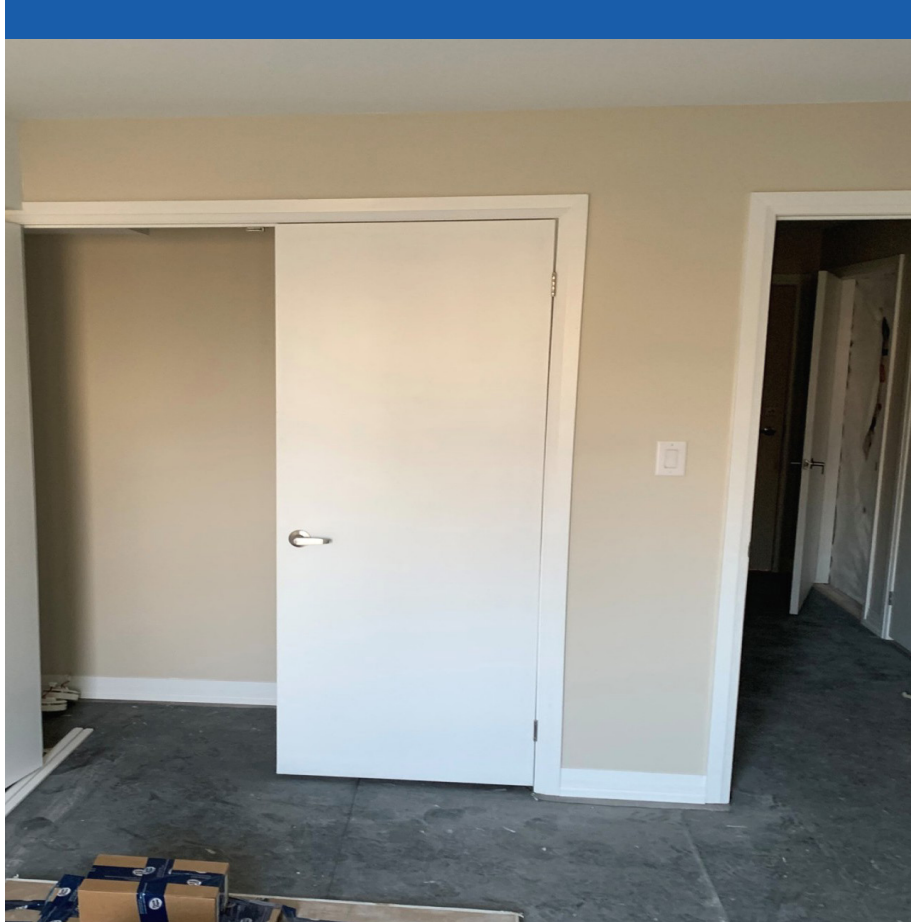


# GOAL #1



## Affordable Housing Reserve

**In 2024, Council contributed \$3M to the affordable housing reserve. The Affordable Housing Seed Fund program was launched to complete pre-development work for new affordable housing developments for 3 non-profits.**



## Adequate, Affordable Housing

**In 2023, Council approved the creation of 2 new units by converting non-residential spaces in existing buildings to residential space. Construction was completed in 2024.**



# GOAL #1

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



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.

As of 2024 there were **7 completed units** and **114 In progress units**.

Additional units in existing stock - in 2023 Council approved the creation of **2 new units** by converting non-residential spaces in existing buildings to residential space. Construction was completed in 2024.



Ontario Aboriginal Housing Services Corporation (OAHSSC) - **40 affordable units** were approved prior and construction started in 2024.



# GOAL #2



## INCREASE ACCESS TO AFFORDABLE HOUSING AND SUPPORTS THAT MEET PEOPLE'S NEEDS TO ACHIEVE HOUSING STABILITY

In 2024, our community continued to face increased demand for housing with supports. Although many agencies were providing supports to housed individuals, it was clear that Lambton was missing the supportive housing component of the housing continuum. To fill this void, a partnership was formed with Indwell Community Homes with the goal to plan, construct and eventually operate between 150 and 300 supportive housing units in Lambton. While the creation of new supportive housing is underway, all community partners will continue to support residents to achieve housing stability.

- ✔ Increase affordability assistance
- ✔ Support culturally appropriate housing and supports for Indigenous peoples
- ✔ Increase housing appropriate to youth
- ✔ Promote housing options for seniors
- ✔ Encourage housing with supports for people with disabilities
- ✔ Help with renovations of low-income ownership housing
- ✔ Help low-income individuals purchase affordable homes
- ✔ Facilitate support for landlords and tenants



# GOAL #2

## Homemakers Program

The Homemakers and Nursing Services program is offered by the Ontario Works Department and Housing Services Department through a purchase of service agreement for individuals who are in need of assistance with tasks of daily living.

In 2024, **29** individuals were served through this program. Visits are typically 2 hours long and can range from 1- 4 visits per month depending on the individual needs of each client.



## Domiciliary Hostels

The Domiciliary Hostels program provides a form of supportive housing with 24/7 care to adults with physical and/or mental disabilities who require assisted living. In 2024, **34** individuals were supportively housed through Lambton's two domiciliary hostels.

### SPOTLIGHT

Tenant engagement activities have been a focus of the Housing Services Department, with the goal of increasing social wellbeing of residents across housing properties. Through early engagement, food security was identified as a concern for many community housing tenants. In 2024, a partnership was formed with the Salvation Army Food Truck. Housing Services and the Salvation Army hosted events at three community housing properties to provide tenants with meals, outreach services, and promote tenant engagement. These events were an overwhelming success, as per feedback provided by tenants.



# GOAL #2



# of households in receipt of affordability assistance using new funding

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

Canada Ontario Housing Benefit (COHB) - **31 additional households** received COHB in 2024. At December 31, 2024 there were 205 households in receipt of COHB.

Households were referred from the Centralized Waiting List, Integrated Homelessness Team and Sarnia-Lambton CAS. The 2024/25 COHB allocation was **\$444,800**. At December 31, 2024 there were 205 households in receipt of COHB with a total monthly entitlement of **\$111,000**.

In 2024, **71** households received County administered Portable Housing Benefit (PHB).



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



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

The Landlord Engagement Support Worker is a member of the integrated homelessness team. The role identifies new connections with landlords and assists in facilitating placements. The worker also supports newly housed or precariously housed individuals and families to maintain their tenancies, through ongoing mediation. The Integrated Homelessness Team has progressed **467** individuals into permanent housing since 2020.



# GOAL #2



# of households that received down payment assistance

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

In 2024, **8 households** received funds under the Homeownership Down Payment Assistance Program. Since 2020, **28 households** have received funding from the Homeownership Program.



# 133

individuals in 2024 on average were assisted monthly through the Housing Advocacy Program by the Community Support Workers (CSW's). CSW's have caseloads that consist of high needs individuals with complex cases. Services offered consist of regular check-ins with tenants; mediation of tenant conflicts and complaints; and assistance with budgeting and eviction prevention.



# GOAL #2

## Discretionary Benefits – Keeping Individuals Housed

Discretionary funding is used to provide individuals with supports needed to remain independent in their homes. By assisting with the purchase of items such as medical hospital beds, lift chairs, grab bars, and monitoring subscriptions, people are supported to not only remain independent in their home, but to return home upon release from hospital.



**2,900+** families supported



**5,300+** individuals supported

This funding has also been utilized to secure psychological assessments, which are often the final determining factor in the ODSP application. Facilitating these assessments and making sure people are accessing the correct program greatly increases life stabilization, monthly income, and ability to maintain safe and secure housing. In 2024, over **25 psychological assessments** were completed leading to **94% of associated ODSP applications being granted**.





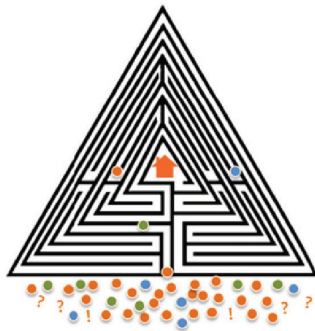
# GOAL #3



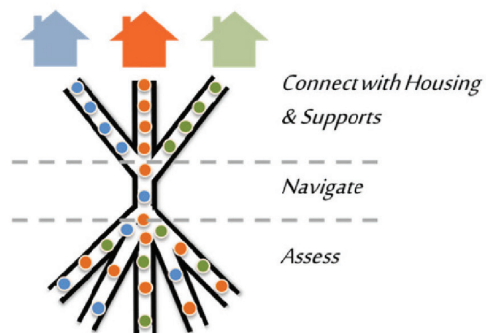
## COORDINATED HOUSING AND HOMELESSNESS SERVICE SYSTEM

In 2024, service agencies across the health and human services sectors continued to strengthen the local Coordinated Access System of Care by consistently applying best practices, enhancing integrated service delivery, and expanding referral pathways to local programs. Guided by the collective leadership of the Housing and Homelessness Advisory Committee and informed by the lived and living experience experts of the “A Better Tomorrow” advisory committee, the local housing and homelessness service system has undergone significant and rapid transformation to adapt to local needs. These efforts have advanced equity, improved the use of real-time, high-quality data, and optimized the allocation of limited local resources.

- ✓ Expand collaboration and partnerships
- ✓ Implement Coordinated Access to housing and supports
- ✓ Strengthen homelessness system management and governance
- ✓ Expand training of service providers



**Without**  
Coordinated Access



**With**  
Coordinated Access

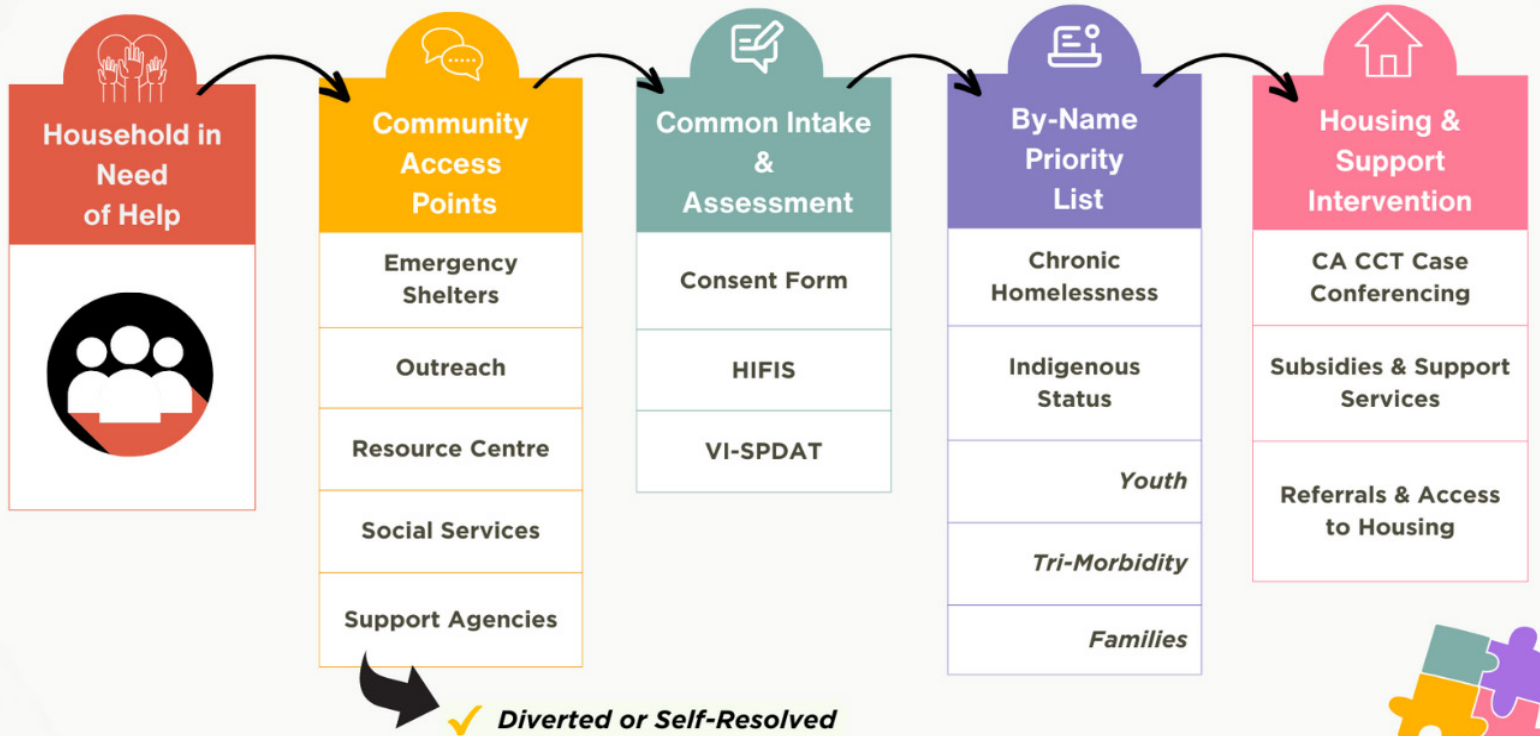


For more information scan the QR code to visit the **By-Name List and Coordinated Access** website page.



# GOAL #3

## Lambton County's Coordinated Access System - Overview



## Coordinated Access Community Collaborative Table (CCT)

- Canadian Mental Health Association
- County of Lambton
- North Lambton Community Health Centre
- Sarnia-Lambton Rebound
- The Inn of the Good Shepherd



# GOAL #3



## The Homeless Individuals and Families Information System (HIFIS)

The Homeless Individuals and Families Information System (HIFIS) was introduced to Lambton County in the Fall of 2021. HIFIS is a tool used across Canada to help communities manage and track homelessness services.

It helps:

- Keep track of who needs what help, so services aren't duplicated or missed.
- Follow someone's journey from being homeless to getting back into stable housing.
- Understand big-picture trends, like how many people are homeless, what their needs are, and what services work best.



## D's Story

OUTCOMES SUPPORTS BACKGROUND

D is grateful to finally have a place she can call her own after experiencing three years of chronic homelessness. During that time, she faced significant challenges, including struggles with addiction, periods of sleeping outdoors, and time spent in jail. Despite these difficulties, D remained focused on her goals: finding stable housing, rebuilding her life, and reconnecting with her children.

Her journey began to change when she was matched with a County of Lambton Community Support Worker (CSW). D was encouraged by the range of support offered, and together, they built a strong working relationship. Through ongoing engagement and trust, the CSW helped D create a plan focused on achieving stability.

Two major milestones have marked D's progress so far: securing ODSP benefits, which increased her monthly income, and moving into a new home. The CSW continues to support her by helping her develop communication skills with her landlord and accompanying her to important appointments that support her stability.

Having a home and feeling genuinely supported have given D renewed hope and confidence that her remaining goals are within reach.



# GOAL #3

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

A BNL is a comprehensive, real-time list of every known and consenting individual experiencing homelessness. This total number of more than 300 individuals includes everyone that is couch-surfing, accommodated in a shelter bed, transitional housing, and sleeping outside. It is not a static list. This is not the number of individuals living unsheltered. This is a real-time list that changes by more than 50 names every month as individuals newly experience homelessness or are progressed out of homelessness with local supports.

In 2024, the County of Lambton maintained a consistent By-Name List, averaging 326 individuals per month. Social services providers achieved strong housing outcomes to maintain a stable BNL across the year, despite tremendous demand.

The below data is a snapshot as of December 31, 2024

72%

of individuals were experiencing chronic homelessness

67%

of households were male

320

Experiencing Homelessness

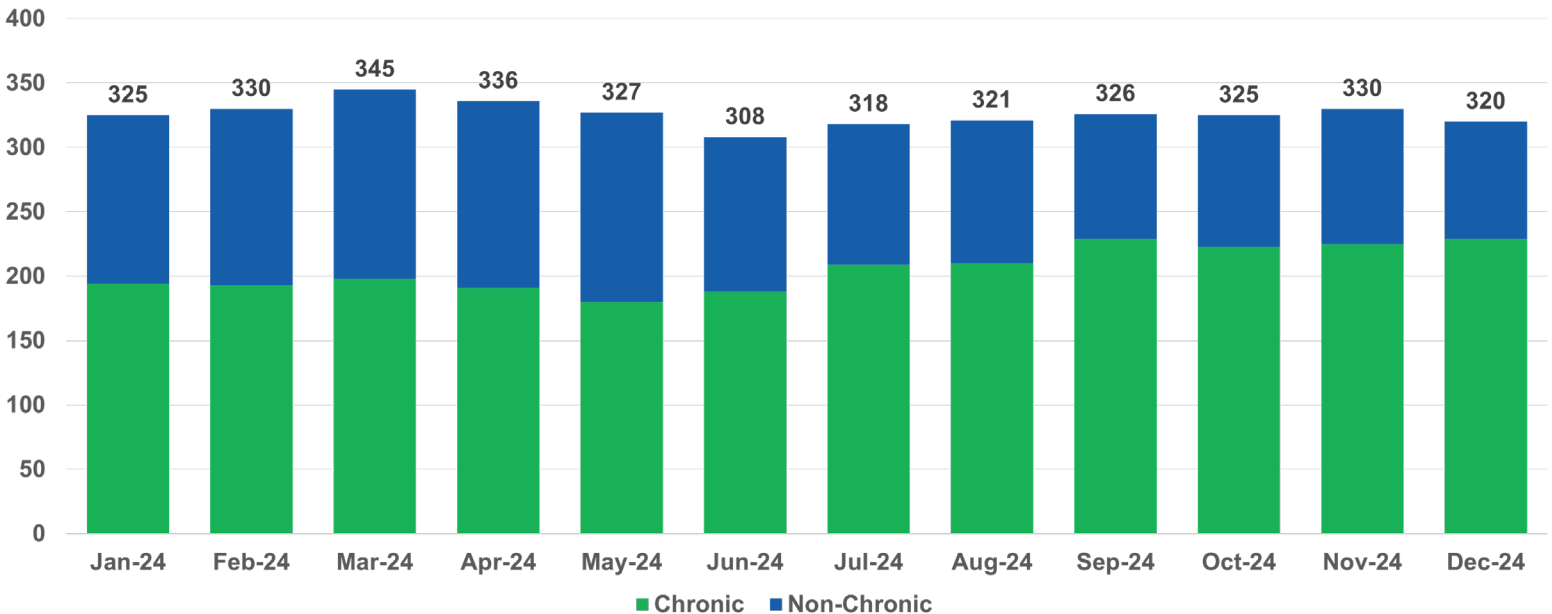
26%

of households had Indigenous ancestry

7%

of households were aged 16-24 years

### Total BNL and Total Chronic 2024



# GOAL #3

## 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.



## By-Name List (BNL)



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 2024.



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 data collection. This shared system between agencies allows clients to receive multiple services under one common consent. Lambton County has met a long list of federal standards to attain a 'Quality By-Name List', offering a high degree of confidence and accuracy in this information system.



**For more information scan the QR code to visit the Data Dashboard website page.**



# GOAL #3



## Be Part of the Solution Campaign

“Be Part of the Solution” is a community-driven campaign aimed at transforming the local dialogue on homelessness into one centered on accurate information and actionable solutions. By promoting education, fostering understanding, and encouraging active participation, the initiative empowers individuals to contribute meaningfully towards addressing homelessness.



### Understanding Homelessness

What are the causes and costs of homelessness?

[Learn More](#)



### Being Part of the Solution

How can I be part of the solution to homelessness?

[Take Action](#)



### Lambton County's Approach

How is Lambton County being part of the solution?

[See Local Solutions](#)



For more information scan the QR code to visit the Be Part of the Solution website page.



# GOAL #3

## 2024 Homelessness Enumeration

In Fall 2024, the County of Lambton conducted its third Homelessness Enumeration Survey, aligning with national Point-in-Time (PiT) Count requirements from the federal government, and collecting local data on individuals experiencing homelessness. The PiT Count took place on October 9, 2024, offering a 24-hour snapshot of homelessness. While valuable, this method tends to undercount hidden and episodic homelessness, which are more accurately reflected in the community's real-time By-Name Data.

Social services staff partnered with local agencies and rural food bank operators to survey individuals in shelters, encampments, transitional housing, treatment centres, and a correctional facility. This initiative builds on previous counts conducted in 2018 and 2021 and complements the ongoing use of By-Name Data to support local planning and service delivery.

**228**

# of people who completed surveys

**73**

# of people observed to be experiencing homelessness

**18**

# of children under the age of 17

**16**

# of community agencies that participated

**31**

# of locations

**68**

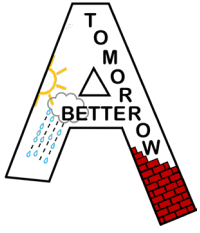
# of volunteers



For more information scan the QR code to visit the 2024 Homelessness Enumeration on the Reports website page.



# GOAL #3



## A Better Tomorrow (ABT)

A Better Tomorrow (ABT) is a local advisory committee, comprised of individuals with lived experience of homelessness. The committee meets monthly with the purpose of providing a first-person perspective on local homelessness policy, programming, and initiatives. In 2024 the committee helped to shape the “Be Part of The Solution” campaign, a media campaign aimed at educating the public and dispelling myths associated with homelessness. The committee was also able to provide valuable feedback on an equitable service restriction process to be implemented in local shelters. Co-chairs from the Homelessness Prevention team facilitate committee meetings and recruit members. Other related community agencies that offer services are invited to present, and create a platform for those with lived expertise to offer feedback.

## J's Story

BACKGROUND

J experienced homelessness for approximately two years, during which she primarily slept outdoors. Throughout this time, her Community Support Worker (CSW) supported her by providing referrals to mental and physical health services. The CSW also connected J with a local advisory group made up of individuals with lived experience, who work to improve service navigation for others facing homelessness.

Together, J and her CSW applied for subsidized housing. After being placed on the waitlist, J was recently offered a unit—and now, she finally has a place to call home.

SUPPORTS

Since moving in, J has been focused on stabilizing her life. She is working toward earning her Ontario Secondary School Diploma and has received information from her CSW about Contact North, an online program that supports adult education. J is also working toward reunification with her children and has already been able to increase her access to them now that she has stable housing.

OUTCOMES

Currently, J and her CSW are preparing to apply for ODSP to help support her ongoing goals.



# GOAL #3



## Homelessness Priority Policy

The County's Homelessness Prevention Team and Housing Services Department implemented a local homelessness priority policy in 2022 that ensures **1 in every 10** vacancies in County owned community housing units will be offered to households experiencing homelessness. Seven households were successfully supported into community housing directly from an experience of homelessness through this initiative in 2024. All individuals receive ongoing intensive case management and have been supported to retain their housing.



## M's Story

### BACKGROUND

M became involved with social services in 2022 when she was living in extremely unsafe and toxic conditions with a family member. Although M was hesitant to leave her situation, it eventually became critical enough that she agreed to move forward with the help of a Rapid Rehousing Worker. Together, they completed her housing application and applied for ODSP.

### SUPPORTS

With ongoing encouragement and support, she sought shelter at The Lodge in 2024 after spending time couch surfing in several unsafe environments. During her stay there, she was helped with an application for the '1 in 10' program. It was clear that her health challenges and difficulty understanding some of the questions were not fully reflected in her assessment. Based on these concerns, she was granted a unit in a quiet and supportive community.

### OUTCOMES

Since moving in, M has made incredible progress. She has resumed painting, a passion she had put aside, and re-established contact with her children. She has built friendships, developed her life skills, and found a sense of safety and belonging.

M shared with a CSW:

**"It feels so good to call this home."**

**"I am truly safe and happy for the first time in years."**

**"Thank you."**



# GOAL #3



## Housing and Homelessness Resource Centre (HHRC)

Since opening in June 2023, the Housing and Homelessness Resource Centre (HHRC) has played a central role in supporting housing placements and outcomes across the County of Lambton. Designed as a low-barrier, safe space for individuals experiencing homelessness, the centre is staffed by community support workers who provide direct support with social housing applications, rental processes, identification services, social assistance applications, and connections to broader community resources.

The HHRC's collaborative model brings key partners on-site, including the Mobile Care Bus, North Lambton Community Health Centre teams, Lambton Public Health, Community Support Workers, and the Canadian Mental Health Association. Together, these services work to remove barriers and support individuals in achieving stable, sustainable housing. Beyond service access, the HHRC fosters a sense of community and belonging for clients. This drop-in program operates from 11:00 AM – 4:00 PM, Monday through Friday.



**140**

Individuals have been progressed into more permanent housing by the County of Lambton's Integrated Homelessness Team in 2024.



# GOAL #3



## Q's Story

BACKGROUND

Q began working with Ontario Works in 2018. At the time, he was experiencing homelessness often sleeping rough and couch surfing when possible. He secured the necessary identification documents and established a consistent bi-weekly check-in routine with his worker to maintain communication and support. These efforts encouraged Q to access supports and stay connected to services at the HHRC.

SUPPORTS

In December 2024, after years without accessing emergency shelter, the client agreed to accept a shelter bed. He was placed in overflow accommodations, which allowed him to connect daily with social services. A viewing for an apartment was arranged, and the client was approved and successfully moved into his new home.

OUTCOMES

Since then, regular check-ins have continued. Q has been consistently attending court and probation appointments. During these visits, accompanying workers often remark on how healthy and happy he appears now that he has safe, stable housing.



# GOAL #3



## Housing and Homelessness Resource Centre (HHRC)

Unique Clients

313

Client Visits

7,211

Drop-in Days

249

From January 2024 to December 2024



For more information scan the QR code to visit the HHRC website page.



# GOAL #3



## Emergency Shelter

Emergency shelters are facilities that provide immediate accommodation and basic services to individuals or families who are experiencing homelessness. These shelters are designed to offer a safe and secure place to stay, especially during times of crisis or extreme weather conditions. They typically offer beds, meals, hygiene facilities, and sometimes additional support services such as counselling, job training, or referrals to other social services. The goal of emergency shelters is to provide a temporary solution while individuals work towards securing more stable housing options.



# 22,526

# of instances an individual was supported in a shelter bed in 2024



# GOAL #3



Coordinated access process for housing and supports implemented

By 2021, a coordinated access process for housing and supports will be 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 meets once a month throughout the year.



# of homelessness programs funded by the County revised to align with best practices and outcomes and actions of the Plan

By 2022, 100% of homelessness programs funded by the County will be revised to align with best practices and outcomes and actions of the Plan.

By the end of 2024 100% of all homelessness programs funded by the County align with best practices, outcomes and actions of the Plan.



## T's Story

OUTCOMES SUPPORTS BACKGROUND

T experienced homelessness for the past 5 years. Throughout this time, he relied on his strong interpersonal skills to build relationships that allowed him to couch-surf, though there were periods when he had no choice but to sleep outdoors.

When T was connected with a Community Support Worker (CSW), he was already nearing the top of the waitlist for subsidized housing. While hopeful, he also followed the CSW's advice to explore market-rent housing options as a parallel plan. A key factor in this success was the support and coaching provided by the CSW, who helped T build confidence in presenting himself to potential landlords. This guidance also empowered him to independently contact his new landlord to request essential repairs in his unit.

Now settled in his own apartment, T feels more stable and supported as he works toward achieving his personal goals.



# GOAL #3

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



By the end of 2020, a By-Name List and joint prioritization, matching and referral process will be 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 household's needs.

## R's Story

### BACKGROUND

R's journey: R first met her CAS Housing Worker in June 2023, when she was 19 years old. An Indigenous young woman, R was pregnant with her first child, due in November. At the time, she was temporarily living with her partner in an unhealthy and unsafe environment where substance use, and violence were present. She had moved in with him after being forced to leave her previous apartment due to a violent incident.

### SUPPORTS

Through working with R, the worker was able to secure financial support to help her pay off overdue bills that had accumulated during her time in the previous apartment and relationship. Together, they applied for and secured a one-bedroom apartment. They also completed a County Housing application and submitted a Special Priority Status request following another domestic incident in her new unit.

In addition, R was supported with a referral and intake for a local job support program. When her building was damaged by severe weather, her worker successfully advocated for her to be moved to another unit within the same complex. She was assisted with further housing searches and applications, completed her taxes, and applied for the Canada-Ontario Housing Benefit (COHB).

### OUTCOMES

Today, R is preparing to move into a two-bedroom apartment as she awaits the arrival of her second child. She has been approved for COHB, which has helped ease her financial burden. For nearly a year, she has been working part-time and has established healthier relationships and boundaries with both her family and partner.



# GOAL #4



## ENDING HOMELESSNESS

In 2024, our community continued to face a significantly elevated demand for housing and homelessness supports. Hundreds of households newly experienced homelessness, while many more faced severe housing insecurity. Through strategic investments in prevention-based services, affordability assistance, and targeted programming for vulnerable populations, Lambton successfully supported over 200 unique individuals in transitioning from homelessness to more permanent housing. Despite unprecedented demand for supports, the community maintained a relatively stable By-Name List and achieved a substantial reduction in youth homelessness cutting it by more than 50%.

- ✓ Expand prevention approaches
- ✓ Shift to housing focused emergency and transitional accommodation
- ✓ Using a Housing First approach, increase housing and supports for people who have experienced homelessness

## 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 support 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 2024

- **212 RAP** applications approved
- **127 single** applications approved
- **85 family** applications approved
- **102** to **secure** housing
- **110** to **maintain** housing



# GOAL #4

## Mental Health and Social Services Team (MHASST)

The Mental Health and Social Services Team (MHASST) is comprised of staff from Ontario Works and the Canadian Mental Health Association, Lambton-Kent branch. Working collaboratively, MHASST provides brief services to adults (16 and over) in receipt of Ontario Works funding or in receipt of rent-geared-to-income assisted housing. Through outreach, relationship building, assessment and liaising with other key community resources, MHASST links vulnerable individuals directly to the appropriate services and supports to address complex needs.

**97** individuals accepted into MHASST since 2019.



### A's Story

BACKGROUND

“A” was referred to the MHASST program due to severe anxiety and the risk of eviction. This was her second referral, as she had not engaged during the first. Initially hesitant due to past negative experiences with healthcare professionals A gradually built trust with the MHASST team, leading to meaningful participation.

She struggled with anxiety and depression and previously overcame an addiction to prescription opioids following a back injury. Recent losses, including her father and former partner, compounded her mental health challenges. Most significantly, her daughter’s substance use led to the temporary removal of her granddaughter by CAS. Although the child has since returned, the client continues to experience intense anxiety, flashbacks, and nightmares. Ongoing stressors include A’s daughter’s addiction, concern for her granddaughter’s separation anxiety, and harassment from her landlord.

SUPPORTS

MHASST worked with both A and the landlord to stabilize her housing and provided contact information for Community Legal Assistance Sarnia (CLAS) for future legal support. The team also helped her reconnect with her primary care provider to begin medication for anxiety and PTSD and supported her successful ODSP application.

Additional supports included connecting A to:

OUTCOMES

- A family support group through Bluewater Health for help with her daughter’s addiction.
- St. Clair Child and Youth Services for her granddaughter.
- Life Seasons for trauma counselling related to family loss and child apprehension.

These interventions have helped improve the client’s stability and overall well-being.





# GOAL #4

## Outreach Team

One of the many homelessness services directly offered by the County of Lambton is community outreach. Lambton County continued to offer mobile case management to unsheltered households in 2024, through two Community Outreach Workers. This team works closely with individuals who are sleeping rough. This team seeks to house individuals directly from the street and connect them to other essential services. They offer assertive community outreach and progress individuals into more permanent housing. There are multi-disciplinary efforts coordinated with partner agencies such as Lambton Public Health, the North Lambton



Community Health Centre, and Sarnia Police Services IMPACT and Community Health Integrated Care (CHIC) to ensure households are better connected to primary care services and can receive supports wherever they are living.

The barriers to accessing permanent housing for an individual living unsheltered are immense. Finances, communication, transportation, stigma, health, credit and rental history, and document readiness all pose significant challenges to this population.

22

individuals were successfully transitioned by the community outreach team directly into more permanent housing in 2024, despite the challenges of unsheltered homelessness.



# GOAL #4



## Outreach Huddle

Staff who work directly with individuals living outside come together weekly for a virtual Community Outreach Huddle. These meetings help local outreach services stay connected, share important information, and avoid duplicating work with community members. By working alongside each other, they ensure every area where people are staying outside receives direct service and support. This coordinated group approach has been a key step in building a responsive, unified service network for people experiencing homelessness. The huddles also help participating service providers learn new skills. For example, in the Fall of 2024, a Sarnia Fire Prevention Officer taught the group how to spot fire hazards and other risks in encampments.

Participating Partners Include:

- County of Lambton Community Outreach Team
- Community Health Integrated Care (CHIC) Team
- North Lambton Community Health Centre
- Lambton Public Health Outreach Nurse
- IMPACT Team – Sarnia Police Services



# GOAL #4

## Community Outreach Outcomes

While many individuals briefly experienced unsheltered homelessness in 2024, a smaller, consistent group of 60–70 unique individuals were engaged each month while sleeping outside. This cohort remained relatively stable, with new individuals entering the group at a similar rate, as others transitioned into housing. Most only occasionally slept rough, while about one-quarter did so nightly.

Some households choose not to access emergency housing in Lambton County due to complex needs rooted in trauma. Common barriers include curfews, substance use, mental health challenges, safety restrictions, and personal relationships.

Large encampments including Sarnia’s Rainbow Park were engaged daily by the Community Outreach Team, CHIC Team, IMPACT Team and Lambton Public Health. The Outreach Team works with all member municipalities to support responses aligned to their individual encampment protocols. The Community Outreach Team’s intensive case-management and housing-focused engagement resulted in these individuals moving further along the housing continuum.



Data is from January 1st to December 31st 2024

321

# of Unique individuals served

1,143

# of engagements

21%

Proportion of Indigenous households

97

# of coordinated trips with partner agency staff



# GOAL #4

## SPOTLIGHT - Youth Homelessness

In 2024, targeted efforts were made to support youth at risk of or experiencing homelessness. The County funds a Housing Case Manager position with the Children's Aid Society - focused on ensuring youth aging out of care do not exit the system into homelessness. Additional investments fund a Supportive Housing Worker at Ohana Landing (transitional housing facility) to provide intensive case management to youth navigating the housing continuum from homelessness to independent living.

50% ↓

In 2024, Lambton reduced youth homelessness by more than 50%.

This included youth who identified as Indigenous, experienced chronic homelessness, or were disproportionately female. This work reflects the County's commitment to addressing youth homelessness through early intervention and prevention.



## E's Story

BACKGROUND

E's Journey to Independence: Sarnia-Lambton CAS's first contact with E was when she was 16 years old. She had recently relocated to Sarnia from another jurisdiction due to conflict and safety concerns in her family home and was temporarily residing with relatives.

SUPPORTS

Shortly after the initial meeting, they were able to secure a one-bedroom apartment for her in Sarnia. E qualified for a housing supplement through the County of Lambton, which assisted with her monthly rent. Additionally, the worker obtained an Ontario Electricity Support Program (OESP) subsidy to help with her utility costs. During this time, E was attending school full-time, working part-time at a restaurant, and independently managing her basic needs. She budgeted carefully, covering rent, utilities, and personal expenses using her part-time income, an allowance from SL CAS, and the housing supplement.

OUTCOMES

Due to ongoing mental health challenges, E chose to relocate from her Sarnia apartment to another jurisdiction closer to her family. While living with family was not an option, proximity to them remained important to her. After the move, she secured part-time employment and transferred to a new high school in the area. She now continues to attend school full-time and work part-time while living independently in her new apartment.

Following her move, her worker advocated for E with the local housing department, encouraging her to apply for the Canada-Ontario Housing Benefit (COHB) in her new jurisdiction, as she was no longer eligible for support through Sarnia-Lambton. E was successfully approved for COHB, which has provided essential financial support. She continues to live independently, work part-time, and is on track to graduate from high school this year.



# LOOKING AHEAD - AFFORDABLE HOUSING

## Housing to End Homelessness

Like many Canadian communities, Lambton County is facing significant pressure on its housing system. Demand for both affordable market rentals and non-market housing options continues to exceed supply. The County and Flourish's housing plan, *At Home in the County of Lambton*, outlines a comprehensive, long-term strategy to address these pressures, with a strong focus on creating new affordable and supportive housing options. These investments are critical to ensure that all residents—regardless of income, age, or ability—have access to safe, affordable, and appropriate housing.



For more information scan the QR code for the *At Home in the County of Lambton Report Update 2025*.



### At Home in the County of Lambton

#### Report Update 2025

Updates to the 2024 action plan to end homelessness and address the housing crisis through supportive and affordable housing development in the County of Lambton



# LOOKING AHEAD - SUPPORTIVE HOUSING

## Supportive Housing

Supportive housing - housing paired with on-site health and social supports - is a top priority in Lambton. The County is partnering with Indwell, a non-profit housing provider, to lead the development of new supportive housing locally. Up to 225 units are planned, inclusive of 157 supportive units. These units will be geared towards individuals with high needs, including those with medical needs, those who are exiting homelessness, and those who require stable housing alongside wraparound supports to maintain a sustainable level of independence.

Affordable and supportive housing are essential tools in reducing homelessness. In 2024, an average of 326 individuals experienced homelessness per month, with the majority of these individuals experiencing chronic homelessness. Without access to housing that meets individuals needs, many remain stuck in shelter or unsheltered settings. By building more affordable and supportive units, the County can reduce inflow into homelessness and support successful, long-term exits from the homelessness-serving system. These investments reduce pressure on emergency services, healthcare, shelter systems, and the community.



SITE & 1st FLOOR PLAN



# LOOKING AHEAD - HART HUB

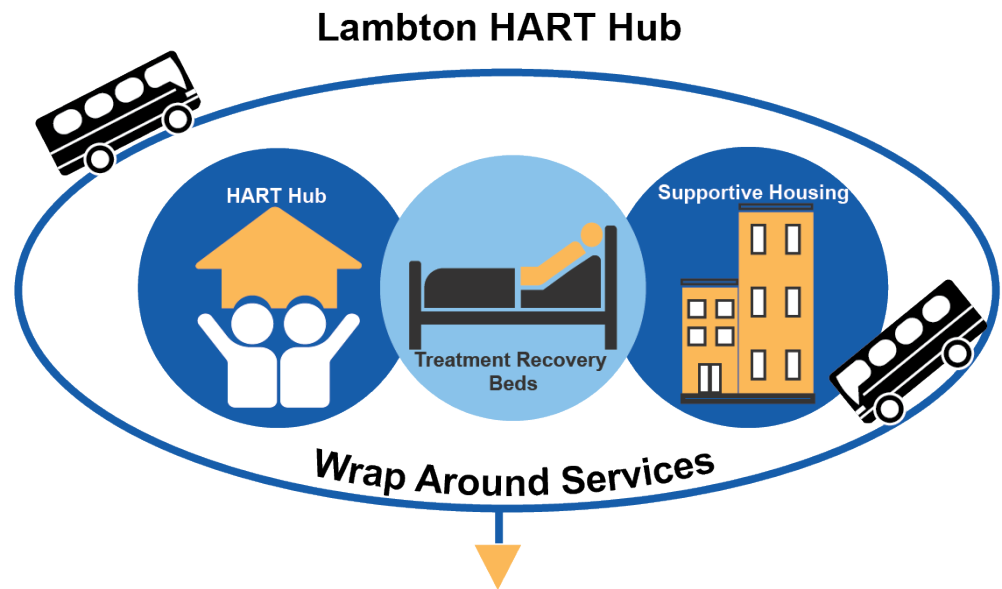
## HART Hub

The Homelessness and Addiction Recovery Treatment (HART) Hub is a provincially-funded initiative led by the Canadian Mental Health Association of Lambton-Kent, in partnership with the County of Lambton, North Lambton Community Health Centre, Sarnia-Lambton Ontario Health Team, and Bluewater Health.

Launching in 2025, the HART Hub will serve as a centralized, multidisciplinary program that integrates health, housing, and social services. Building on the success of the County's Housing and Homelessness Resource Centre (HHRC), the Hub will

provide coordinated access to primary care, employment supports, and housing services for individuals experiencing homelessness and addiction. Key components of the HART Hub suite of services include 30 Transitional Recovery Beds to support individuals in early recovery, 14 scatter-site supportive housing units operated by CMHA, and 12 fixed-site supportive housing units delivered by Indwell in partnership with the County of Lambton's Housing Services Department. These supportive housing options will offer sustainable, long-term housing with on-site health supports.

The initiative will also fund expanded capacity for the Mobile Care Bus, providing clinical services such as primary care, mental health supports, and substance use navigation.



- Primary care
- Mental health and addictions care
- Supportive housing
- Employment and other social services
- Services to meet basic needs



# CONCLUSION

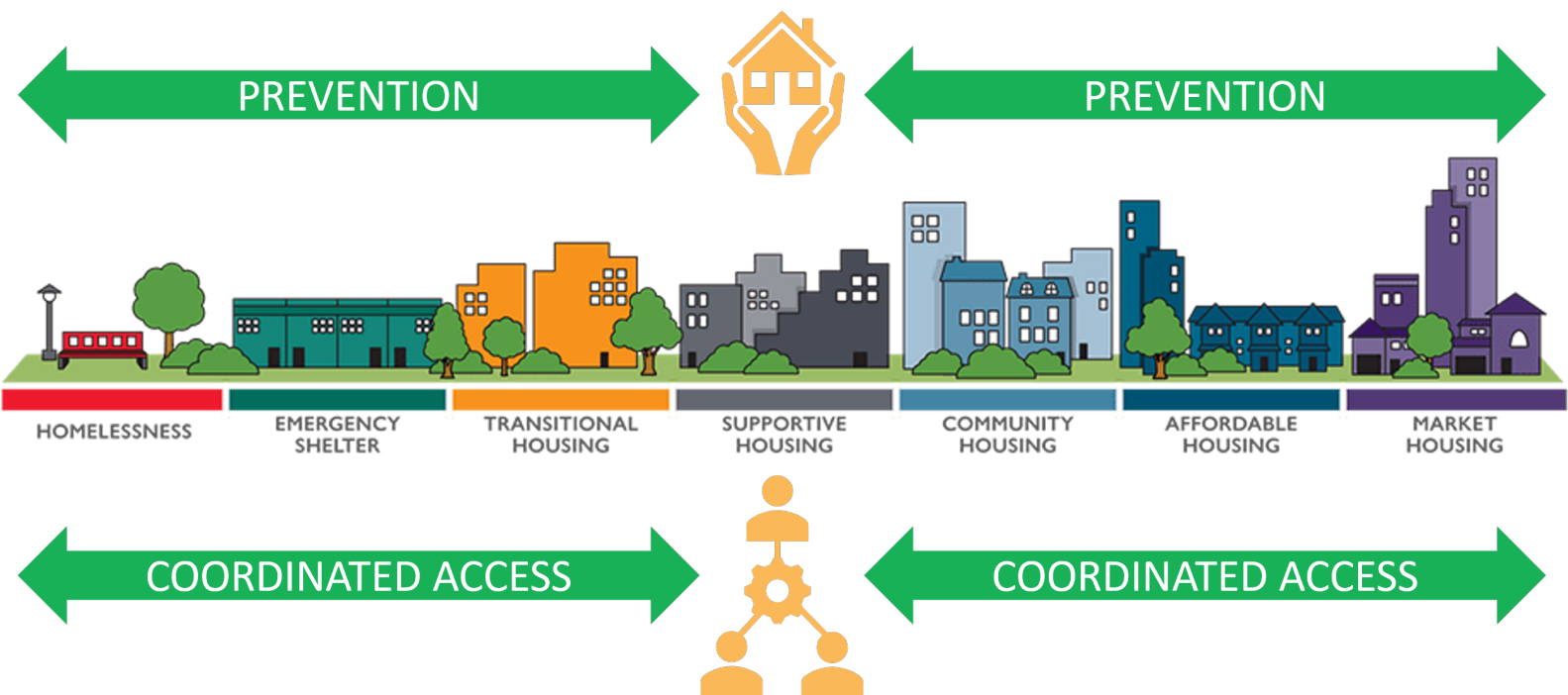


## 10 YEAR HOUSING AND HOMELESSNESS PLAN, 2024 ANNUAL PROGRESS REPORT

In 2024, our community continued to face sustained pressures related to housing instability, poverty, and the concurrent opioid crisis. Despite these challenges, coordinated efforts led to measurable progress in preserving and expanding affordable housing and enhancing homelessness prevention systems, including the reduction of youth homelessness by more than 50%.

Looking ahead, the updated Affordable and Supportive Housing Strategic Plan provides a clear framework to guide collective action. The launch of the Lambton HART Hub a multidisciplinary initiative addressing critical gaps in addictions services also represents a major advancement in integrated local care.

As we look ahead to 2025, a strong cohort of local professional service providers remain committed to deepening local collaboration while actively seeking augmented partnerships and sustained investments from provincial and federal governments. These supports will be essential to meeting the scale of need and ensuring lasting impact for residents across Lambton County.



# APPENDIX

The following table outlines the Housing and Homelessness work-plan, with key targets, performance indicators, and an update of actions progressed to date.



Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #1 Performance and Outcome Measurement Progress

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	As of 2024, there were seven (7) completed units and 114 in-progress units.
Between 2020 and 2024, there will be an increase in the number of affordable units created as a percent of total units created.	# of affordable rental and ownership units completed that meet the definition of affordable housing as a percent of the total units completed (compared to 2020 as a baseline).	Seven (7) Affordable Housing units were created between 2020 and 2024.
Social housing providers will continue/enter into partnerships with the County to continue to provide RGI units at the end of their agreement/mortgage	# of partnerships between social housing providers and the County of Lambton to provide RGI units (post mortgage/agreement)	Four (4) providers will continue their partnership as a community housing provider post end of mortgage/operating agreement. One (1) provider has exited the system but there was no loss of RGI units.
Supportive planning and financial policies will be adopted by County and local municipal councils	# of supportive planning and financial policies approved by County and local municipal Councils	The County held several meetings with local municipalities to discuss supportive planning policies and discuss applications under the Housing Accelerator Fund 2.0 (HAF 2.0). In addition, a presentation was made at the June 21, 2024 Clerk's and Treasurer's meeting on how the Lower Tier's can support the creation of Affordable Housing.





Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #1 Performance and Outcome Measurement Progress

<p>Vacant or government owned surplus properties secured for use for affordable housing</p>	<p># of vacant or government owned surplus properties secured for affordable housing</p>	<p>In 2024, the open space parcel on Kathleen Ave was rezoned to allow multi-residential development. Also, an examination of current County owned land that would be suitable for future builds was completed with 3 parcels identified.</p>
<p>Promotion materials developed for second units</p>	<p>Promotional materials for second units completed</p>	<p>2024 - Additional Dwelling Unit program launched (approved in 2023)</p>
<p>Local municipalities will have adopted supportive planning policies for shared and supportive accommodation</p>	<p># of local municipalities that approve supportive planning policies for shared and supportive accommodation</p>	<p>2021 - presentation to local municipalities to provide information that will support municipalities in their efforts to reduce barriers to the development of affordable and supportive housing. 2023 - several meetings with local municipalities to discuss planning including support for HAF applications. 2024 - several meetings with local municipalities to discuss planning including support for HAF2.0 applications. Presentation to Lambton's Clerks &amp; Treasurer's regarding how our lower tier partner municipalities can support the creation of affordable housing.</p>
<p>Educational materials prepared about affordable housing funding and incentive programs</p>	<p>Affordable housing funding and incentive program educational materials completed</p>	<p>An Affordable Housing Toolkit will be developed and include educational material on funding and incentives.</p>
<p>At least 2 meetings annually with non-profit organizations to explore opportunities to partner in the development of affordable housing</p>	<p># of meetings between the County and non-profit organizations to explore opportunities to partner in the development of affordable housing</p>	<p>Regular communication occurs with Non Profit Community Housing providers. \$800K in funds under the National Housing Strategy was provided in 2023 for required capital repairs.</p>





**Key Target or Performance Measure**



**Indicator**



**Progress-to-Date**

## GOAL #1 Performance and Outcome Measurement Progress

Increased partnerships between non-profits or municipalities with for profit organizations in the creation of affordable housing	# of partnerships between non-profits or municipalities with for-profit organizations in the creation of affordable housing (compared to baseline of 2020)	Partnership with private sector have been developed that resulted in the creation of affordable housing units.
A least one mixed-income building will be created by 2024	# of rental housing buildings completed with below average market rents and average market rent or higher	Given the increase in housing need since the creation of this goal, fully affordable buildings have been prioritized over mixed-income buildings.
All social housing buildings will be maintained in a fair state of repair	% of social housing buildings deemed in a "fair" state of repair as per building condition assessment	98% of housing buildings in a 'fair' or better state. Ongoing investment in social housing of \$4M per year through the Asset Management Plan plus \$2.3M in additional National Housing Strategy funds in 2023.
By 2022, tools and/or training will be provided to social housing providers related to each of the following areas: governance, succession planning, capital planning, and tenant management	Tools and/or training provided to social housing providers on governance, succession planning, capital planning, and tenant management	Training provided at the in person meeting in 2023. In addition, recommendations and collaborations were made with Non Profits and sector organizations for additional resources.
By 2022, a rationalization analysis and regeneration plan will be developed for the social housing portfolio	Rationalization analysis and regeneration plan for the social housing portfolio completed	Regeneration work is underway for community housing, implemented through the 10-year Asset Management Plan.





Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #2 Performance and Outcome Measurement Progress

By 2024, 350 more households will be in receipt of affordability assistance	# of households in receipt of affordability assistance (RGI, rent supplement, housing allowance, portable housing benefit, Canada Housing Benefit, etc.) using new funding	COHB - 247; County Administered PHB - 67; RAP - 212 Total = 526 in receipt of affordability assistance.
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	OAHSSC - 40 units approved in 2019, construction start in 2024 anticipated completion 2025
Meetings with Indigenous communities and organizations will take place at least annually	# of meetings between County and Indigenous communities and organizations	This has been achieved through the various social services divisions.
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	53 youth have received COHB since 2020.
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	In 2024, the CSWs assisted an average of 133 individuals monthly through the Housing Advocacy Program. The four Community Support Workers (CSWs) have caseloads that consist of many hard to serve individuals with complex needs. The Homemaker's Program supports at risk members of the community to maintain their housing and independence. 29 households received support through the program.
The County will engage in promotional activities related to seniors housing options at least annually	Promotional activities related to seniors housing options completed during the year	No formal promotional activities.





**Key Target or Performance Measure**



**Indicator**



**Progress-to-Date**

## GOAL #2 Performance and Outcome Measurement Progress

By 2024, 130 more households will be in receipt of affordability assistance and housing-related supports (ie. Supportive housing)	# of households in receipt of affordability assistance and housing-related supports (ie. supportive housing) compared to 2019	731 households have been in receipt of affordability assistance and housing-related supports since 2020.
Conversations with Ontario Health Teams and MCCSS funded agencies will take place at least annually	Conversations between the County and Ontario Health Teams and MCCSS funded agencies completed during the year	Many local Health and Human Services agencies are active in governing tables such as: HHAC and CCT.
By 2024, an additional 100 low income homeownership units will be renovated/ repaired	# of low income homeowners that received funding for renovation/ repairs	56 homeowners have received funding through Lambton Renovates.
By 2024, an additional 30 households will be supported to purchase affordable ownership housing	# of households that received down payment assistance	28 households have received down payment assistance through the County's Homeownership program.
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	797 individuals have been placed in permanent housing from an experience of homelessness since 2020.
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	On average, more than 300 tenants are supported every month with tenant education and/or tenancy support. In 2024, more than 40 landlords were supported with landlord education.





Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #3 Performance and Outcome Measurement Progress

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 connects households experiencing homelessness with the appropriate resources.
By 2022, 100% of homelessness programs funded by the County will be revised to align with best practices and outcomes and actions of the Plan	# of homelessness programs funded by the County revised to align with best practices and outcomes and actions of the Plan	By the end of 2024 100% of all homelessness programs funded by the County align with best practices, outcomes and actions of the Plan.
By 2023, a coordinated approach will be made by all system funders to align housing and homelessness investments with the Plan	% of housing and homelessness investments from all system funders that align with the Plan	100% of all investments associated with the County of Lambton align with the Plan. All system funders are members of the Housing and Homelessness Advisory Committee (HHAC).
A review of programs receiving funding for homelessness will be conducted by the end of 2020	Review of programs receiving funding for homelessness completed	All programs receiving funding have reviews completed on a regular basis as per their annual Purchase of Service Agreements.
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.





Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #3 Performance and Outcome Measurement Progress

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.
A cross-sectoral data collection and reporting protocol will be established by 2021	Cross-sectoral data collection and reporting protocol established	The County introduced HIFIS in 2021 and part of the ongoing continuous improvement plan is to expand participating agencies.
At least 4 training activities will take place for service providers annually	# of training activities for service providers during the year	Since the inception of HIFIS in the Fall of 2021 there have been 28 HIFIS training activities - an average of 9 sessions per year.





Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #4 Performance and Outcome Measurement Progress

<p>By 2021, a diversion approach will be implemented within all emergency accommodations</p>	<p>Diversion approach implemented in all emergency accommodation</p>	<p>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. In 2023, a new diversion tool was administered to better capture all individuals seeking assistance.</p>
<p>By 2023, a cross-sectoral protocol to coordinate discharge planning will be implemented</p>	<p>Cross-sectoral protocol to coordinate discharge planning implemented</p>	<p>The County's Integrated Homelessness Team works closely with individuals in shelter to coordinate housing options upon discharge.</p>
<p>By 2024, 80% of people experiencing homelessness leaving institutions will be discharged into appropriate housing</p>	<p>% of people experiencing homelessness leaving institutions not discharged to homelessness</p>	<p>Through initiatives such as the Community Reintegration Table (Ministry of the Solicitor General) and the HART Hub (integrated healthcare services) individuals discharged from institutions can be triaged to the appropriate level of support.</p>
<p>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</p>	<p>% 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</p>	<p>The VI-SPDAT -a common assessment tool for homelessness prevention teams- is completed for all individuals in the HIFIS system. This tool, along with prioritization criteria, is used to match individuals to an appropriate worker, who will immediately begin delivering housing case management.</p>
<p>By 2024, Lambton will have reduced chronic and episodic homelessness by 50%</p>	<p># of people experiencing chronic and episodic homelessness compared to baseline # of people experiencing chronic and episodic homelessness on By-Name List (once established and community wide referrals to the list are established)</p>	<p>The severity of the housing crisis and complexity of client vulnerabilities has significantly increased since the publication of this plan. Factors such as the COVID-19 pandemic, opioid crisis and cost of living crisis have made ambitious goals in reducing and ending homelessness unattainable.</p>





Key Target or Performance Measure



Indicator



Progress-to-Date

## GOAL #4 Performance and Outcome Measurement Progress

<p>By 2025, Lambton will achieve functional zero chronic homelessness</p>	<p>Number of people experiencing chronic homelessness (compared to three or fewer in a month, sustained over a six-month period)</p>	<p>Without significant investment in the housing continuum and supportive housing from all levels of government, such reductions will continue to be extremely difficult to achieve.</p>
<p>By 2024, an additional 160 households that were previously homeless will be in receipt of affordability assistance and housing-related supports. The targeted break-down is as follows:</p> <ul style="list-style-type: none"> <li>• 5 permanent supportive housing spaces for people with very high needs</li> <li>• 5 Assertive Community Treatment spaces for people with very high needs</li> <li>• 60 permanent and 60 time-limited Intensive Case Management spaces for people with high needs</li> <li>• 30 rapid re-housing spaces for people with moderate needs</li> </ul>	<p># 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)</p>	<p>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. There are 559 individuals on the Co-ordinated Access Community Collaborative table caseload.</p>
<p>By 2024, an additional 45 youth will be in receipt of affordability assistance and housing-related supports (subset of above target)</p>	<p># 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)</p>	<p>67 youth have been in receipt of affordability assistance for the 2024 annual year.</p>
<p>Between 2020 and 2024, the wait time from application to receipt of housing and/or services for people who have experienced homelessness will decrease</p>	<p>Average number of days from being added to the By-Name List to being housed (compared to baseline of when By-Name List is first established)</p>	<p>Private market housing conditions have worsened since the creation of the Plan. On average, an individual can expect to wait more than four (4) years for subsidized community housing.</p>
<p>85% of households that were previously homeless will not have experienced a loss of housing or an involuntary move</p>	<p>% of households housed through Housing First programs / off the By-Name List (once established) that maintained their housing</p>	<p>Our higher acuity Housing First program had a recidivism rate of less than 20%.</p>



