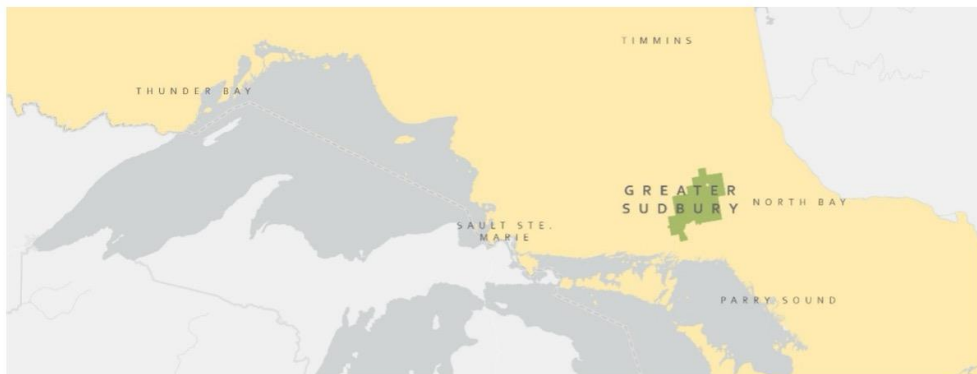


Building Bridges Between Health and Housing: Insights from the Lotus Program

**Association of Municipalities of
Ontario Conference**
August 18, 2026

About Greater Sudbury



Treaty lands of the Atikamishing Anishnabek,
Wahnapitae First Nation and Sagamok Anishnabek.



Population Growth



2011-2021 source: Census of Canada, Statistics Canada
2031-2051 forecast source: 2024 Population Projections, Ministry of Finance.



Residents
188,504

Source: 2025 Population Estimates,
Statistics Canada



Demographics

17,930 | 11%

of the population
identifies as Indigenous

Source: 2021 Census of Canada,
Statistics Canada



Immigration

9,850 | **6%**
residents of the population

1,635 recent immigrants
to Greater Sudbury
between 2016-2021.
This is an increase of 63%
since the last census.

Source: 2021 Census of Canada,
Statistics Canada



Francophone Residents

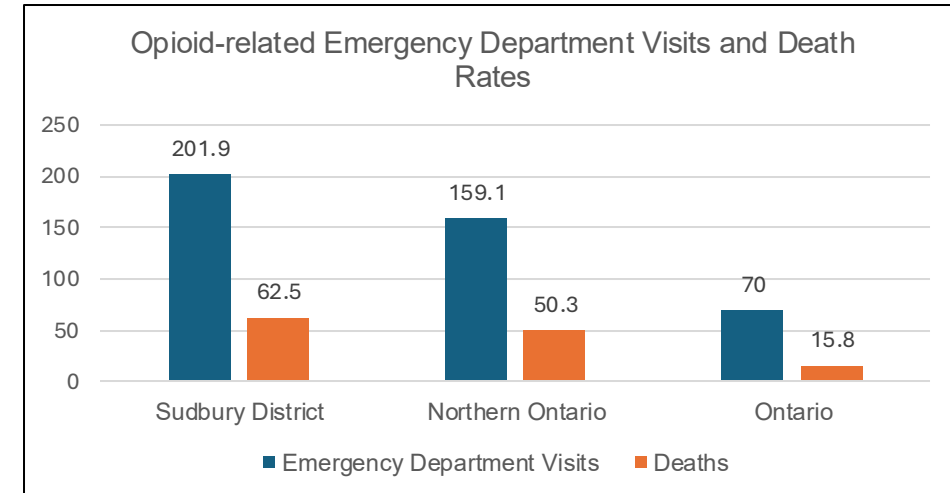
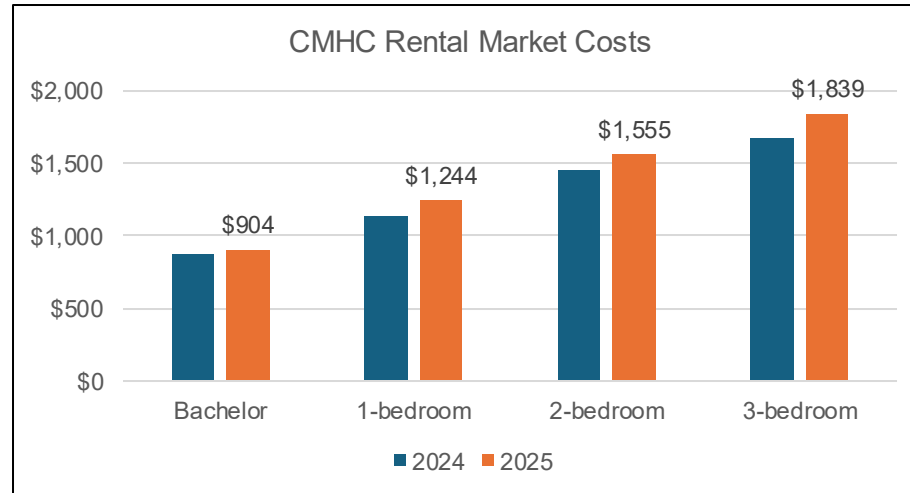
37,135 | **22.6%**
residents of the population

Greater Sudbury has the
third largest francophone
population in Canada outside
of the province of Quebec.

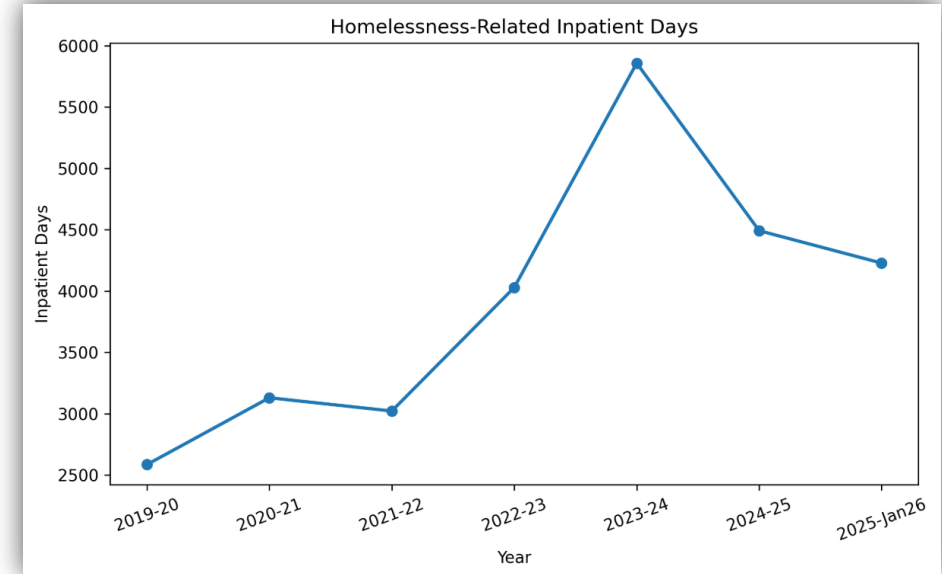
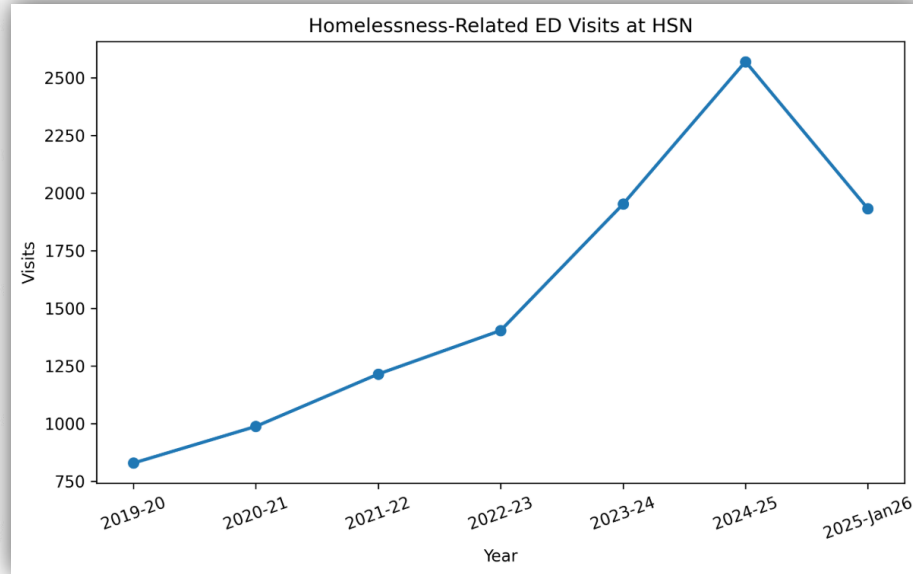
Source: 2021 Census of Canada,
Statistics Canada

Housing and Health in Greater Sudbury

- 428 individuals experiencing homelessness as of June 2026
- 67% experiencing chronic homelessness
- 56% experiencing unsheltered homelessness



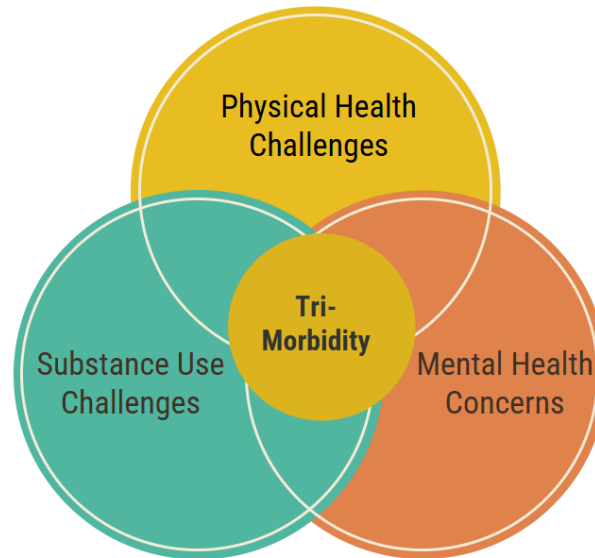
Homelessness Pressures on the Health Care System



- Emergency department visits related to homelessness have risen steadily over the past few years, though have declined recently
- Homelessness-related inpatient days reached a peak in 2023/24 before declining in recent years
- Emergency department is increasingly becoming one of the few consistently accessible points of care for individuals experiencing homelessness with complex needs

The Lotus Program: A Partnership between the City and Health Sciences North

- 18-24 month transitional supportive Housing program
- Program operated by Health Sciences North
- Interdisciplinary Team including Nursing, Social Work, Addictions and Mental Health
- 40 units with 24/7 on-site care
- Designed for high-acuity, chronically homeless individuals
- Program supports independent living and long-term housing goals



The Municipal Role in Supportive Housing Delivery

As the Service System Manager, the City of Greater Sudbury:

- Owns and maintains the municipal housing asset through the Greater Sudbury Housing Corporation
- Coordinates access to housing through the Coordinated Access System and Housing Registry
- Develops policies and procedures to support the intake and discharge process, in collaboration with Health Sciences North
- Administration of rent supplements



Program Utilization

- Since housing completion in July 2025:
 - 61 people have been connected with the program through the Coordinated Access System
 - 6 graduates from the program into permanent housing
- Health Sciences North continues to follow-up with graduates of the program for up to 6 months



Program Evaluation



Research Project Overview

Lotus Program



Individual Level Impacts

Average VI-SPDAT scores decrease for Lotus clients after moving in.

The Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) is a screening tool used to assess acuity level.

- Scores can range from 0 to 17.
- A higher score indicates higher acuity.
- 22 Lotus clients had a VI-SPDAT score documented from before their move in.

Average VI-SPDAT Score
Before Move In

14.18

Average VI-SPDAT Score
After Move In

9.86

Average Change
in VI-SPDAT
Score

-4.32



***Key Themes: Increased stability, improved well being, reduced stress, stronger routines*

Individual Level Impacts

"I hadn't been off the street for 14 years. [...] And to have help with the place, and to be shown that I could have trust again with the place."

"I felt really relieved because they actually helped get me off the street and pretty much saved my life because I think I was going off the deep end."

"Yeah, [the staff] boosted my confidence in my ability to take care of myself. They believed that I could change my life around, live better."

"I've noticed that my physical health is getting better. Obviously living on the street, it does a lot. It takes away from your weight, it takes away from your hygiene, it takes away from a lot of things. [...] But all of those things have started to come back, like I'm starting to build a routine again."

"Now that I'm housed, I can focus on [my goals], whereas not being housed I couldn't focus on that. I had to focus on bouncing from one shelter to another, one place to another, at least being housed in the program here, I can actually work on that. Because I got workers here that can help with that. They got programs I can do that can help with that"

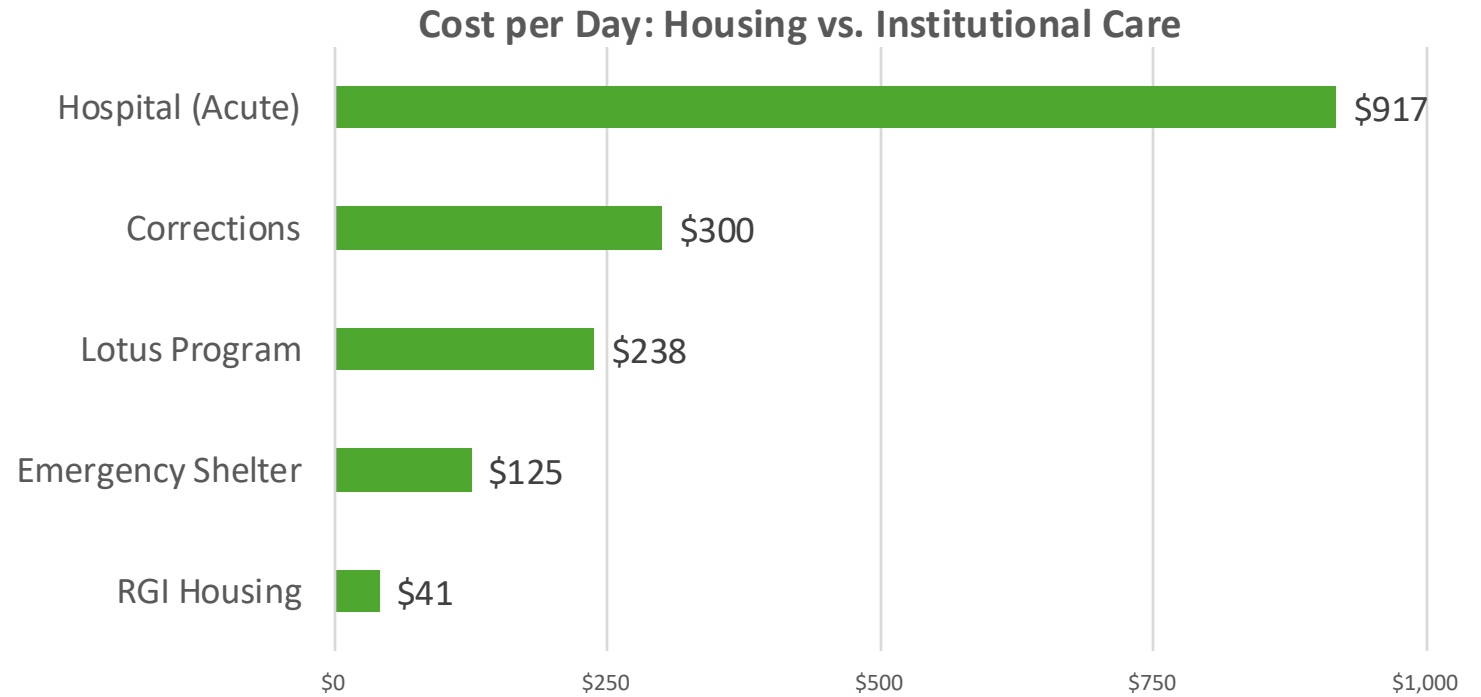
System-Level Impacts: Preliminary Findings



	Pre Lotus	During Lotus	After Lotus
Average ED Visits	18.38	<5	<5
Average 30-Day ED Revisits	18.88	<5	<5
Average Hospital Admissions	18.75	<5	<5

***Early findings demonstrate significant reductions in health care utilization during program participation*

System-Level Impacts: Cost Comparison



Annual Cost: Approximately \$3.5 million annually for program operations and building costs

Neighbourhood Integration

- Neighbourhood community engagement forum in early development phases
- Online community engagement and information page
- Flyer distributed to neighborhood residents



The Lorraine Street Affordable Housing Project is coming to your neighbourhood in early 2025.

The 40-unit affordable housing building is a partnership between the City of Greater Sudbury and Health Sciences North.

- Tenants selected via priority list
- Support towards housing stability
- More updates to come!

Le projet de logements abordables de la rue Lorraine s'installe dans votre quartier au début de 2025.

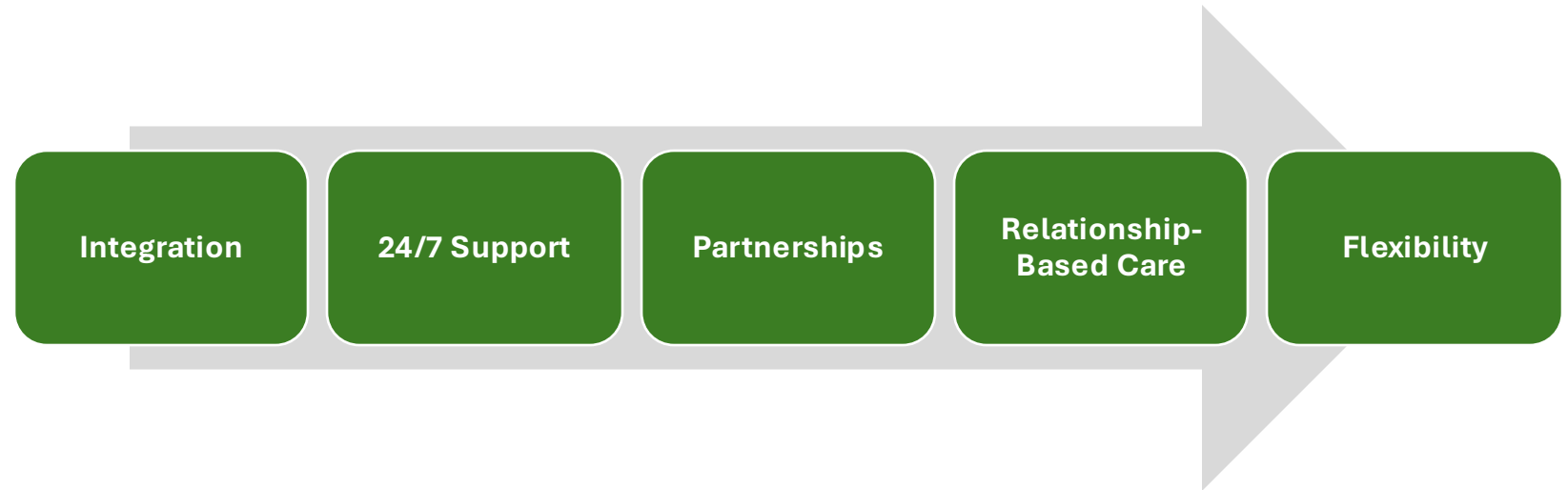
L'immeuble de 40 logements abordables est un partenariat entre la Ville du Grand Sudbury et Horizon Santé-Nord.

- Les locataires seront choisis à partir d'une liste des priorités
- Soutien pour maintenir un logement stable
- Mises à jour à venir !



Key Success Factors

- Integration of housing, health care and social supports
- 24/7 on-site staffing and interdisciplinary care
- Strong partnership between the City and Health Sciences North
- Relationship-based and trauma-informed approach



Challenges and Lessons Learned

Basic Needs

Food insecurity and unmet daily needs continued after housing placement

Lesson: Stabilization requires more than housing alone

Safety and Complexity

Balancing safety, harm reduction, and community living required ongoing flexibility

Lesson: Relationship-based approaches are essential

Long-Term Transitions

Transitioning to greater independence takes significant time and support

Lesson: Recovery and housing stability are not linear

Considerations for Other Communities

Build Strong Partnerships

- Cross-sector collaboration is essential
- Shared goals and system alignment matter

Integrate Housing and Health Care

- Improves continuity of care
- Reduces fragmentation across systems

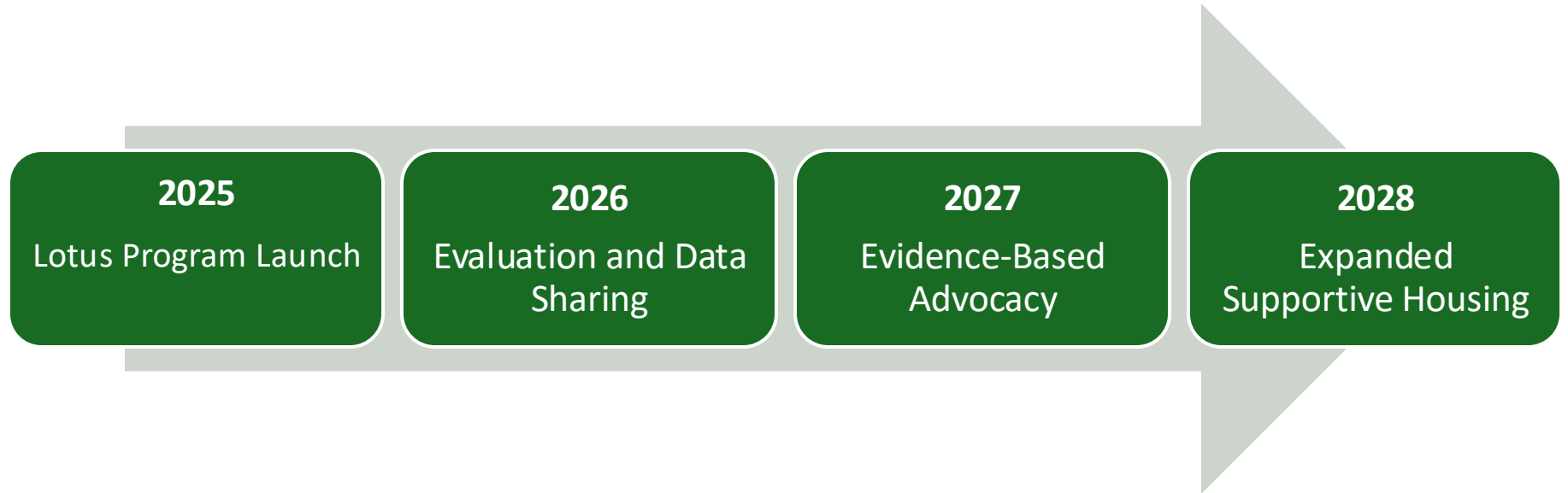
Start Small and Use Data

- Scale over time using available resources
- Build evaluation and data collection in early

...Adapt the model to local community needs and capacity

Next Steps

- Continue program evaluation to measure long-term housing, health and system outcomes
- Evidence to inform advocacy for continued supportive housing developments
- Continue strengthening housing-health partnerships within the system
- Explore opportunities to scale integrated supportive housing models, using learnings from the Lotus program



Contact Information

Tyler Campbell
General Manager – Community Well-being
Tyler.Campbell@greatersudbury.ca

