

THE
BRIDGE
LEAMINGTON YOUTH RESOURCE CENTRE



**STRATEGIC PLAN
2019 - 2023**

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INTRODUCTION

Strategic planning is a key governance tool and a good practice for organizational success. In fall of 2018, The Bridge Leamington Youth Resource Centre initiated their first strategic planning process with the knowledge of continued need in the community and in anticipation of exciting growth for the organization.

The purpose of Strategic Planning is to help The Bridge Leamington Youth Resource Centre move towards achieving their Mission, Vision and Values, while adapting to a changing environment.

With over-arching support from the Board of Directors and with the support of Creative Momentum Consulting, this five-year strategic plan is the culmination of work done by a number of people but in particular the members of the Strategic Planning Committee:

- **Krista Rempel:** Executive Director
- **Wanda Rodrigues:** Resource Centre Project Manager
- **Cheyenne M.:** Youth Representative
- **Tony W.:** Youth Representative
- **John Ferguson:** Board Member
- **Krista Konrad:** Vice-President
- **George Bergen:** President

The Bridge Board of Directors

George Bergen (President)
 Krista Konrad (Vice-President)
 Abe Klassen (Treasurer)
 Martha Unger (Secretary)
 John Ferguson
 Stephany Mercer
 Will Good
 Joan Glass
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 Ryan Sanger (Ad-hoc)

BACKGROUND

To fully ground this strategic plan, it is first necessary to provide a broader context beginning with organizational history and current operations. This will be followed by a brief consideration of salient external currents.

The Bridge

Organizational History

The concept for The Bridge emerged when a local Leamington church (Meadow Brook Church) wanted to get involved in the community to address some needs that had been previously overlooked. The Bridge took on its current form when a high school principal called together a group of community stakeholders, including local churches and community organizations, to discuss needs that were being identified among the high school population, specifically food insecurity, mental illness, housing, and overall wellbeing. Recognizing that housing was a large undertaking, the concerned stakeholders who formed a rough working group called Building Bridges, decided to start by addressing food needs. They connected with ACCESS, a local community agency that had an established drop-in centre. Through offering a food program, the collective and ACCESS learned more about young people's needs in the community, particularly in regards to mental health and housing. Of particular concern were reports that young people needing specific services would leave their homes in Leamington, Kingsville, and surrounding areas to access services in Windsor, thereby disconnecting them from their established systems of support, namely friends and family. Couch surfing was also an alternative with many negative outcomes, including a lack of rules or expectations of unlawful activity to remain in various houses or apartments.

Local hospitals, which had been supporting high schools around the issue of youth mental health, were invited to the collective conversation to ensure that young people could access mental health and addiction services within their home communities. Each agency or support service was offering something specific to young people, but there was a gap in access: services were disconnected and young people had to seek multiple providers to receive the support they needed. The collective realized that all of the parties: high schools, churches, hospitals and community agencies, were needed around the table to ensure young people in the community were being properly supported. As well, those services needed to be bridged to provide wrap around services for youth in need. The collective then determined that

Leamington and Kingsville required a single location where youth could access any number of services that they might need. Together, they built The Bridge to address the gap between the needs of youth and the agencies that could help.

Current Operations

The Bridge Leamington Youth Resource Centre is currently housed in a new facility at 310 Sherk St., Leamington. The centre features a recreation area (computers, games, leisure), kitchen (with prepared food), showers, laundry facilities, homework area and administrative offices and board room.



The Bridge is currently operating as a youth resource centre for youth 14 to 24 and is open most working hours and evenings. The centre offers resources, referral and partnership support in the areas of housing, life and coping skills, counselling etc., as well as a wide range daily drop in activities (e.g., Bingo, art, daily meals, etc.) and special events.

Services are offered onsite by Bridge staff who report to the Executive Director of The Bridge. The current structure and program offerings represent the realization of Phase 1 of the plan for The Bridge. Phases 2 and 3 are part of the immediate and longer term plan for The Bridge. Phase 2 features the development of a transitional facility consisting of 10 single units. Youth tenants age 16 to 24 would have access to their own room with shared living space for a period of time. ACCESS will be providing in-kind staff to case manage and assist youth to make a transition to a more stable environment. Longer term, Phase 3 looks to the creation of affordable, independent living apartments to assist youth in their journey toward realizing their life goals.

Centre Stats

For 2018:

- 298 youth accessed The Centre a total of 1919 times with an average of 8.9 youth per day
- 43 youth accessed the nutrition program (i.e., 3 days' worth of food) a total of 166 times
- 963 hot meals were provided
- 68 youth used the showers
- 9 youth used the Laundry, along with regular use by Bridge staff

A working Board of Directors formally oversees The Bridge. The Board is made up of 9 voting members and 1 ad-hoc member. The intent of the Building Bridges Board of Directors is to oversee a number of community projects with a focus on the youth centre at this time. This faith-based group, therefore, has their own mission and values outlined below:

Mission

Creating Partnerships, Building Community & Changing Lives.

Values

We are Christ Followers - We seek to love others as God loves us.

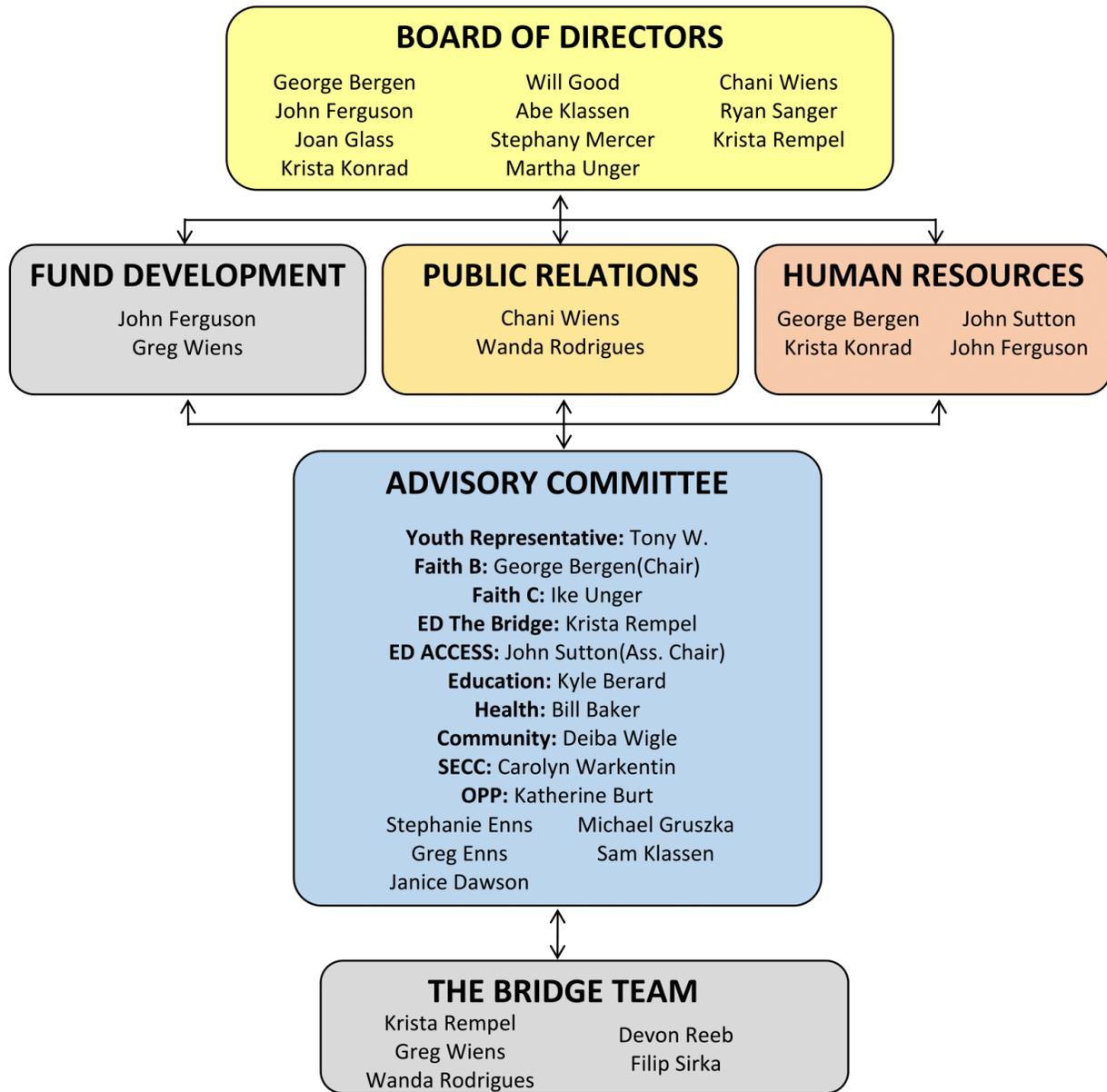
We are committed to serve - Our community and the most vulnerable among us.

We are stewards - We strive to wisely manage the resources entrusted to us.

We are partners - We believe we are stronger when we work together.

While the Board of Directors are of Christian faith, the organization remains inclusive and supports faith journeys from all religions, if a youth identifies a spiritual need. Through the development of this Strategic Plan, Board members had an opportunity to provide input into the organization's mission, vision and values which are outlined below and will be used as the organization's strategic plan foundation.

Reporting to the Board is a dedicated Executive Director for The Bridge responsible for 5 staff providing direct service and overall operations and management. Three of the five staff are funded under the Trillium grant currently in place, which is managed by ACCESS; however, individuals formally report to The Bridge Executive Director. The organizational structure is shown below:



Key referral sources for The Bridge include ACCESS and the local schools who typically refer youth who may be at risk for homelessness for services. The Bridge also enjoys the support of community partners. Notable among these are ACCESS, OPP, a local high school, the Leamington and Area Family Health Team, a number of local churches, and South Essex Community Council.

Youth Housing and Homelessness

The Canadian Observatory on Homelessness (2016) defined “Youth homelessness” as the situation and experience of young people between the ages of 13 and 24 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire a stable, safe or consistent residence¹.

The crux of the work done by The Bridge is to address homelessness and housing insecurity among youth in Leamington and the surrounding area. Broader provincial approaches to homeless are expressed with the *Housing First*² strategy. Subsequently, *This is Housing First for Youth*³ provided an adaptation based on the understanding that the causes and conditions of youth homelessness are different from those of adults, and as such, solutions must be youth-focused. Research evidence shows that ongoing homelessness for youth is often negative, unhealthy, unsafe, traumatizing and stressful. The following findings are particularly noteworthy⁴:

- Mental health problems become more acute once youth are on the streets
- Once on the streets, young people are vulnerable to criminal exploitation
- Remaining in school is challenging once you become homeless
- For many young people, the experience of homelessness is lengthy

This is Housing First for Youth sets out five core principles to addressing youth who are homeless or at risk of homelessness:

1. A right to housing with no preconditions
2. Youth choice, youth voice and self-determination
3. Positive youth development and wellness orientation
4. Individualized, client-driven supports with no time limits
5. Social inclusion and community integration

These emphasize the importance of a multifaceted response to youth homelessness that goes beyond merely providing housing. Further, the adoption of a positive youth development

¹ Canadian Observatory on Homelessness (2016). Canadian Definition of Youth Homelessness. http://homelesshub.ca/sites/default/files/Definition_of_Youth_Homelessness.pdf

² Gaetz, S., Scott, F., & Gulliver, T. (2013). Housing First in Canada: Supporting Communities to End Homelessness, http://www.homelesshub.ca/sites/default/files/HousingFirstInCanada_0.pdf

³ Gaetz, S., (2017). THIS is Housing First for Youth: A Program Model Guide. Toronto: Canadian Observatory on Homelessness Press. <http://homelesshub.ca/sites/default/files/COH-AWH-HF4Y.pdf>

⁴ Ibid.

model points to more than simply mitigating negative circumstances for youth, but supporting continued positive growth and development.

Causes of youth homelessness are varied but research⁵ on the main causes for youth homelessness point to:

- Physical, sexual and emotional abuse
- Involvement with the child welfare system
- Discrimination
- Homophobia
- Poverty

Depending on the causal factors involved, support needs for youth will vary.

Political and Legislative Context

This strategic planning exercise comes at an interesting time both provincially and federally.

When published in 2015, the report of the expert advisory panel on homelessness identified youth homelessness in Canada as a serious problem, with youth overrepresented among the homeless population in Canada. Negative impacts of being homeless on health and life chances were reported to increase the longer youth remain homeless. As a result, youth homelessness was identified as a core priority.⁶

Ontario's Poverty Reduction Strategy (2014-2019)⁷ likewise has a part in addressing the long-term goal of ending homelessness in Ontario with a focus on those who are currently homeless or at risk of homelessness in the near future. Specifically, the strategy speaks to ensuring that vulnerable, homeless youth can access wraparound supports and services in one place as way to increase youth success and positive outcomes.

⁵ O'Grady, B., & Gaetz, S. (2009). Why do young people become homeless?
<http://homelesshub.ca/resource/why-do-young-people-become-homeless>

⁶ Ministry of Municipal Affairs and Housing (2015), A Place to Call Home: Report of the Expert Advisory Panel on Homelessness.

⁷ Government of Ontario (2014). Realizing Our Potential: Ontario's Poverty Reduction Strategy (2014-2019)
<https://www.ontario.ca/page/realizing-our-potential-ontarios-poverty-reduction-strategy-2014-2019-all#section-6>

In a subsequent report from the Advisory Committee on Homelessness published in 2018 youth homelessness was identified as an area of specific concern, in part due to the extreme vulnerability and high level of risk faced by young people experiencing homelessness. From this followed a goal of reducing chronic and episodic youth homelessness.⁸ Accompanying recommendations include the following elements:

- Targeted and comprehensive youth strategies that are integrated into community planning in a way that reflects the diversity of lived experience.
- Deployment of innovative program models based on the needs of youth which support rapid exits from homelessness.
- A focus on prevention, safe and effective transitions from child protection, enhancements to family and natural supports, school-based early intervention and place-based supports.
- Proactive initiatives that address the needs of LGBTQ2S youth through policy, program, practice and training.
- Creation of a Federal/Provincial-Territorial Youth Homelessness Committee responsible for developing a pan-Canadian youth homelessness strategy.
- Increased knowledge and data collection on youth homelessness.
- Coordinated community intake systems for Housing First that accommodate the specific needs of youth.

In 2018, the Government of Canada also released its first ever national housing strategy.⁹ The goal of this historic strategy is to make sure Canadians across the country can access housing that meets their needs and that they can afford. To achieve this goal, the strategy is to focus first on the most vulnerable Canadians, including young adults. With this strategy comes funding to help address housing needs in Canada with details provided at www.placetocallhome.ca.

Closer to home, the Windsor Essex Housing and Homelessness Plan (2014)¹⁰ was created with the intent of providing a comprehensive approach to housing and homelessness service delivery and systems throughout the region. The City of Windsor is the designated Manager for the Service Area which includes the City of Windsor, County of Essex and Municipality of Pelee Island. As such, they are responsible for the administration and funding of housing and homelessness programs in Windsor Essex as well as coordinating the provision of housing.

⁸ Employment and Social Development Canada (2018), Advisory Committee on Homelessness: Final Report

⁹ Government of Canada, (2018), Canadian National Housing Strategy.

<https://www.placetocallhome.ca/pdfs/Canada-National-Housing-Strategy.pdf>

¹⁰ City of Windsor (2014), Windsor Essex Housing and Homelessness Plan: Final Plan, April 2014.

While the plan is now poised for a five-year review (upcoming in early 2019), the original version acknowledges that despite a Housing First focus, transitional housing may be appropriate for youth. Specifically offered as an example are youth in the County of Essex who may be willing to move to the City for permanent housing later, but based on their current circumstances, wish to stay in the County for the time-being. Strategy 3.7 of the plan identified 2014-2015 as a target date for evaluating the need for interim housing for youth to inform potential expansion if warranted. Also mentioned, first in 2017 and then in 2018, was a proposed youth homelessness framework for Windsor Essex, although at the time of this writing the strategy was not available.

The Bridge aims to integrate into this existing Windsor Essex Housing and Homelessness plan and within the 2018 Rental Housing Component Proposal No. 114-18, it identified the need to offer affordable housing for special priority groups, including youth. This housing could include congregate living supportive housing arrangements.¹¹ From a lower-tier municipal perspective, assisting The Bridge in its endeavor to provide youth with housing options, would fall in line with Leamington Town Council's decision to confirm its participation in the Social Infrastructure Fund Rental Housing Component of the Investment in Affordable Housing Program Extension for 2018 as determined at the July 9, 2018 Council meeting. Additionally, the Town of Kingsville, is currently undertaking an Affordable Housing Strategy that is to be consistent with the Windsor-Essex Housing and Homelessness Plan.¹² A number of recommendations were made around increasing access to affordable housing, however, none were applicable to The Bridge at this time.¹³ Overall, it will be important for The Bridge as a service provider to integrate into the existing plans as outlined by the City and other system drivers. This may also strengthen funding opportunities as its challenging to receive or apply for grants without sustainable partnerships and programming.

¹¹ City of Windsor (July 4, 2018), Addendum No. 1 - 2018 Rental Housing Component RFP No. 114-18. <https://www.citywindsor.ca/Lists/Tenders/2018%20Rental%20Housing%20Component%20Funded%20Under%20the%202016%20Social%20Infrastructure%20Fund%20Through%20the%20Investment%20in%20Affordable%20Housing/114-18,%20Rental%20Housing.pdf>

¹² Town of Kingsville (2018), <https://www.kingsville.ca/en/do-business/resources/Issues-and-Policy-Directions-Report-Draft-June-25-2018.pdf>

¹³ Town of Kingsville (2018), <https://www.kingsville.ca/en/do-business/resources/Planning/Affordable-Housing-Strategy-Draft-For-Review---2018.pdf>

Comparable Program Models

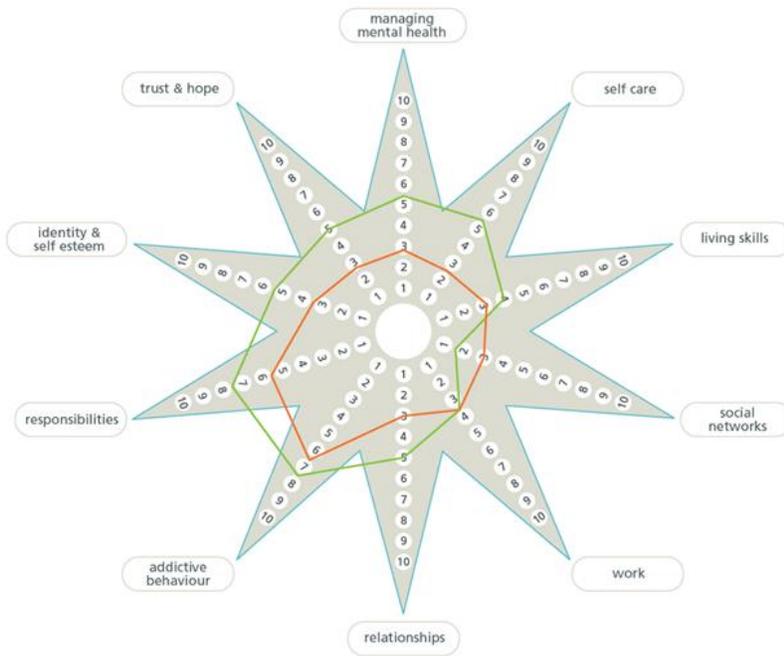
Building on successful existing program models is good practice, particularly for a new entity like The Bridge. Most organizations that focus on youth in Windsor-Essex, such as the Windsor Youth Centre (WYC), The House, or New Beginnings, do not have a housing component. There is; however, The Windsor Residence for Youth Men (WRYM) program that The Bridge can model after. There are also organizations such as the London's Youth Opportunities Unlimited (YOU), Covenant House or 360 Kids. While these organizations provide housing, the focus typically includes all aspects of well-being. For example, it is the YOU's mission to "support youth to build skills, confidence and independence to reach their potential."¹⁴

It is also important to consider a theoretical model as the organization looks to better understand its impact on the youth it serves and refine focus in terms of service provision. As noted when describing London's YOU program, and in the literature on housing and homelessness overall, addressing homelessness/housing insecurity should not and cannot be a sole focus. In addition to addressing housing, best practice dictates that programs also address the many issues that are related to homelessness, factors that can also increase the risk of homelessness or housing insecurity for those who may currently be housed. This does not mean that organizations provide all services, as being everything to everyone is often unfeasible and a duplication, however, underlying models should still take into consideration the full range of issues surrounding homelessness. In a different vein, models can also articulate a process of change, detailing how service users move toward a successful personal outcome. Such models are less focused on the services provided or the specific issues experienced by clients and more typically centred on the stages of change for the client that culminates in self-sufficiency.

One example is the Outcomes StarTM which is a tool based on a model of change ("The Ladder of Change" - shown on the following page) and created initially for organizations working in the homeless sector to assess attitudes and behaviour over time.¹⁵ It is a strength's-based tool for case management that identifies core values (e.g., living skills, social networks, etc.) that support an individual's movement towards self-reliance. Utilizing this tool would not only provide guidance on data collection, but would provide focus for programs and services offered at The Bridge. It would also help determine where current gaps exist and where the organization would need to advocate for a particular service or look to social enterprise or funding opportunities to provide it internally.

¹⁴ Youth Opportunities Unlimited, (2018), <https://www.you.ca/about-you/>

¹⁵ Broadview Applied Research, (2014), <http://broadviewresearch.ca/broadview/about-us/>



Recovery Star © Triangle Consulting Social Enterprise Ltd and Mental Health Providers Forum
 Authors: Sara Burns an and d Joy Mackeith
 www.outcomesstar.org.uk



Self-Reliance 10
 I can manage without help from the project
 9

Learning 8
 I'm learning how to do this
 7

Believing
 I can make a difference. It's up to me as well
 5 6

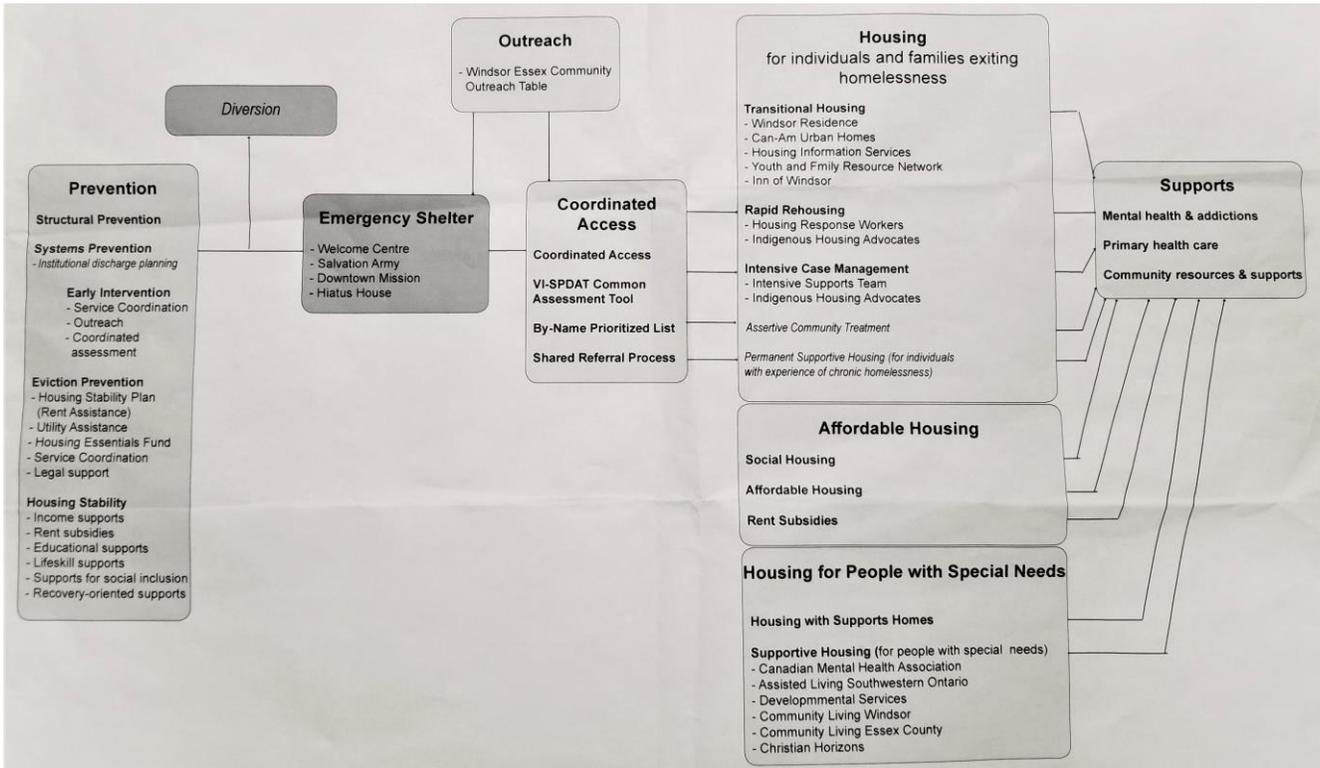
Accepting Help 4
 I want someone else to sort things out
 3

Stuck
 Leave me alone
 1 2

Diagram 2: Outcomes Star

Diagram 1: Ladder of Change

It is also worth noting that the City of Windsor was conducting a 5-year review of the 10-year Housing and Homelessness Plan at the time of the development of this Strategic Plan. The City presented an overview of the housing and homelessness system building blocks and identified services for Windsor-Essex that are outlined below:



This presents an opportunity for The Bridge to work within the existing homelessness structure. More specifically, offering housing stability supports, transitional housing and affordable, independent housing for youth would contribute to a wholistic approach to care for this age group.

STRATEGIC PLANNING METHODOLOGY

A strategic plan provides a common foundation to set direction, inform decision making, and assess performance. Figure 1 gives an overview of seven steps typically used in strategic planning that emphasizes the continuous and cyclic nature of the process.

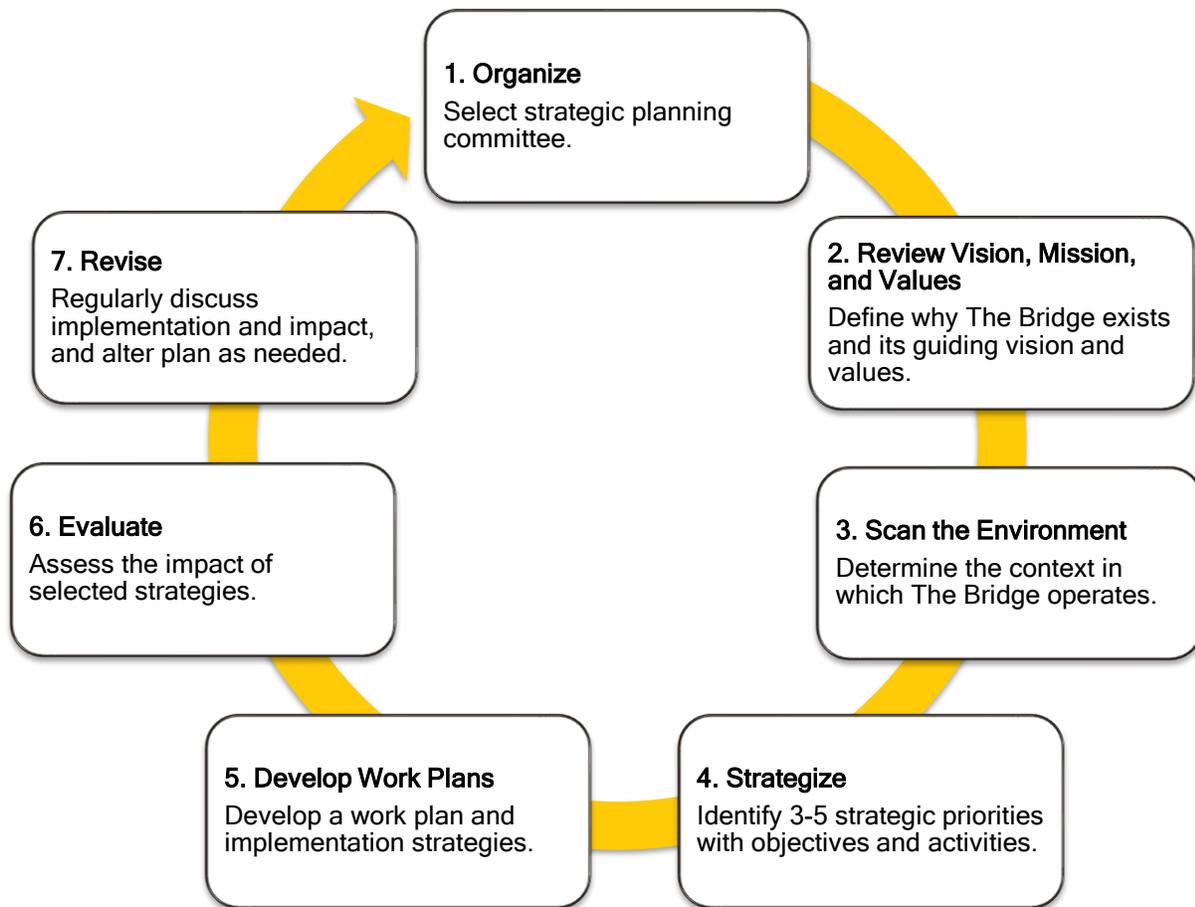


Figure 1: Strategic Planning Cycle

Members of the strategic planning committee met throughout the Fall of 2018 with the primary objective of achieving the first four steps shown above, culminating in this strategic plan. It should be acknowledged that this report is not the end of the strategic planning process. Rather, it represents the beginning of an ongoing process to be followed by the development of organizational work plans, establishment of an evaluation framework and annual review and revision of the strategic plan.

Review of Vision, Mission and Values

The foundations of a Strategic Plan are the Vision, Mission, and Values of the organization. These statements provide a shared understanding of why the organization exists and what they hope to achieve in the future. The SPC reviewed the current Mission, Vision and Values for The Bridge and updated them based on a consideration of the following questions:

- Are they ambiguous or outdated?
- Do they inspire you?
- Do they clearly capture the feel or ethos of the organization?

Based on discussion and reflection, the following are being recommended as the new Vision, Mission and Values for The Bridge:

VISION: Every youth is valued, respected, supported and reaches their potential.

MISSION: To transform lives by providing youth with resources and hope for the future in a safe and caring environment.

VALUES:

Accountable - We are accountable to our youth and stakeholders.

Respectful - We respect and value ourselves and each other.

Compassionate - We accept youth as they are and provide support with warmth and empathy.

Collaborative - We facilitate and promote community partnership.

Empowering - We help youth set their own goals and objectives.

Purpose of Vision, Mission, and Values

VISION: A vision is a clear and inspirational hope for the future. It is the “best of all possible worlds.”

MISSION: The mission is the core message of the organization’s purpose and reason it exists - what the organization is trying to do, why, and for whom.

VALUES: Values reflect the ethos of your organization - the set of beliefs and principles that guide your work. They should guide all aspects of your programs and activities in terms of principle and practice.

Environmental Scan

A central part of this strategic planning process was to consider the context or environment in which The Bridge is operating and evaluate the organization's ability to meet challenges. This was accomplished through an environmental scan consisting of information gathering and information assessment.

Information Gathering

Steering Committee members and the Board at large were invited to offer input on data required to undertake sound strategic planning. These questions formed the starting place:

- *What do we need to know to plan effectively?*
- *What information do we already have?*
- *What information or data do we need?*
- *Where can we find that information?*

The following provides an overview of the data used to inform subsequent parts of the strategic planning process. However, to focus on the right information to inform planning it was necessary to define:

- Clients
 - **Age:** As noted previously, the Bridge currently serves youth 14 to 24. Future plans focused on housing will be restricted to youth 16 to 24. The closest age breakdown used by Census is 15 to 24, although for some data 15 to 19 and 20 to 24 year breakdowns are also available. As such, Census-related data will, where possible, focus on these age groups.
 - **Needs:** The Bridge is intended to provide broad, wrap-around supports to youth who may be struggling with a range of issues, including mental or physical health, addiction, abuse, employment, education, and homelessness or housing insecurity. Where possible, every attempt has been made to obtain information on such needs in this population. While ideally it would be focused on youth 14 to 24 in this catchment area, such fine grained data are challenging to obtain and due to relatively small numbers may be suppressed due to concerns about data quality and privacy. In such cases, reports from agencies serving youth in the area may be helpful. Alternately, information gained from larger centres can be extrapolated to illustrate typical challenges facing youth such as those served by The Bridge.

- Catchment Area
 - The Bridge is intended to provide services to youth in Leamington and surrounding area. It is important to define what is meant by surrounding area. The Census Agglomeration (CA) of Leamington (Statistics Canada) would seem to provide the best option including as it does both Leamington and Kingsville (refer to Figure 2). As such, the CA will be the focus for Census related data in many cases. It should be noted, however, that the inclusion of Kingsville tends to dilute the risk profile as the Municipality of Leamington exhibits a greater degree of risk in most cases.

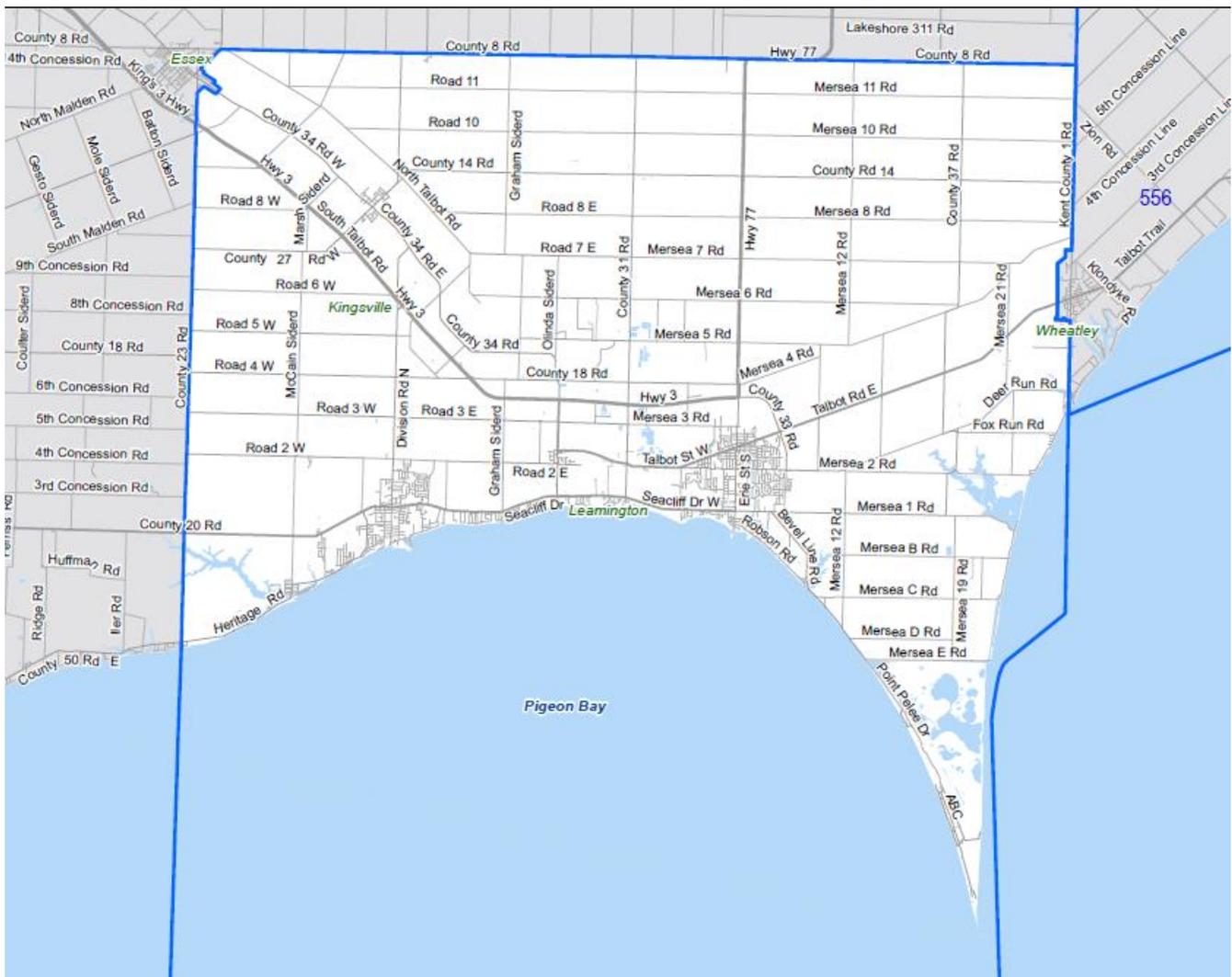


Figure 2: Leamington Census Agglomeration (CA)

Data Summary

Full data notes and tables can be found in Appendix A.

Leamington

Compared to Windsor-Essex County as a whole, residents of the Municipality of Leamington are more likely to:

- Have no certificate, diploma or degree (36%)
- Speak neither English nor French (4.9%)
- Have a larger percentage of their incomes from Government transfers payments (17.3%)

Outside of Windsor, residents of the Municipality of Leamington are also more likely to:

- Be in low income, after tax (LIM-AT) (16%)
- Be lone-parent families (16%)
- Have immigrated between 2011 and 2016 (7.5%)
- Have moved within the past year (12.8%)
- Rent their home (31%)

This places Leamington in a category of High Risk, according to the Social Risk Index, when compared to the province as a whole. **As such, services are needed for individuals living in Leamington to assist in reducing the prevalence of these risk factors.**

Youth Population

When looking specifically at the youth population, there are approximately 6,535 youth ages 14-24 making up about 13% of the population across the Leamington Census Agglomeration (CA) (Leamington and Kingsville). Income and employment are a challenge for these youth:

- Almost 10% of youth 11-24 live in poverty in Leamington and area
- The percent of youth 15 to 24 with employment income dropped from 81% in 2005 to 77% in 2015.
- Employment income for half (49%) of youth 15-24 totals less than \$10,000 annually, although median annual income for the 515 youth in 2015 with an income was \$24,032.

Comparatively, a living wage of \$16.33 an hour (as identified in our closest region of Chatham-Kent) translates to \$29,720.60 annually if working 7 days a week at 35 hours. This figure is not the reality for local youth. A living wage allows an individual to cover their basic expenses and participate in their community¹⁶.

¹⁶ Ontario Living Wage Network. (n.d.). Living wage week 2018. Retrieved from <http://www.ontariolivingwage.ca/>

It is also estimated that it can cost \$50 per week for nutritious food, which amounts to \$2,600 per year. This makes it challenging for youth living on their own to eat nutritiously as the average rent for individuals in Leamington is \$816 per month or \$9,792 per year. **Addressing poverty, including income, employment, and food security, are vital for youth to thrive.**

From an education perspective, youth in Leamington and area also face challenges:

- 44% of those 15-24 did not have a certificate, diploma or degree and only 17% had a postsecondary certificate, diploma or degree when compared the rest of Essex County (34% and 24% respectively)

A high school diploma makes a difference. Comparing income level by education, having a diploma means an additional \$4,627 in average total income for youth 15-24 in Leamington CA compared to those without a secondary school diploma or equivalent. **Supporting high school completion is vitally important for the future of local youth.**

It is recognized that the Leamington CA has a very diverse youth population, including:

- 80 recent immigrants (2011-2016) age 15 to 24
- 85 Aboriginal youth age 15-24
- Estimated 196 youth 14 to 24 who may identify as gay, lesbian or bisexual and 20-35 who may identify as transgender or gender fluid (highly approximate figures)

Programming that is inclusive and involves organizations that serve these diverse groups will be important to maintain or include moving forward.

Based on the Windsor-Essex's By-Name Prioritized List, 19% of people experiencing homelessness (that accessed the service system) are youth ages 16-24. Furthermore, housing continues to be a great need for youth living in the Leamington CA. According to the Youth in Transition Worker portfolio within ACCESS:

- Almost 50 youth experienced housing instability in the last year
- 10 youth at the end of 2018 needed permanent housing and were presently couch surfing

Furthermore, these youth presented with a number of concurrent conditions including, mental health and addiction concerns, legal issues, and have had trauma related experiences. It was also identified through one of the local schools that 202 of their approximate 900 high school youth or over 20% of the population had a mental health interaction with a teacher or administrator. **Addressing these areas of concern will be important in the development of support housing or resource centre programming to ensure the youth receives the support they need to move towards independent living.**

Information Assessment Using SWOT Analysis

The SWOT analysis is a widely used strategic planning assessment tool that guides users to a systematic analysis of an organization's internal and external environment based on the data gathered and reviewed, and the insights and experience of the strategic planning committee. Once completed, it is an effective way to succinctly organize and convey information about the organization.

- The first two letters in the acronym, “S” - Strengths and “W” - Weaknesses, represent the internal environment of an organization. The Bridge's strengths are those characteristics that allow the organization to work effectively. Weaknesses are internal challenges that reduce the ability to perform effectively. *A Strategic Plan should build on strengths.*
- The second two letters, “O” - Opportunities and “T” - Threats refer to the external environment in which the organization operates and over which there is little control. Opportunities are external events that the organization can take advantage of to become more effective. Threats are external events that can negatively impact the ability to perform. *A Strategic Plan should take advantage of opportunities.*

The steering committee engaged in a SWOT analysis based on the data reviewed and the expertise of those at the table. A summary of the SWOT analysis can be found on the next page. As is common, the same element can be both a strength and a weakness. For example, volunteers are a great strength of The Bridge program, while at the same time, the reliance on volunteers can also be an operational weakness. The table on the following page summarizes the findings from the SWOT analysis focusing on the main areas of People, the Organization, Funding, Partnerships and Community.

SWOT ANALYSIS					
Area	Detail	Strength	Weakness	Opportunity	Threat
PEOPLE	Small staff	Leads to efficiencies - proactive with issues and concerns, not waiting for crisis, ability to be flexible and creative	Can make it difficult to manage expectations of stakeholders, can lead to burnout		
	Skilled staff	Great staff with skills, life experience, they are committed and qualified			
	Volunteers	Invaluable to operations - 57 volunteers, 35 active/ month	Dependent on volunteers to operate, vulnerable if they aren't available	Look to organizations that are largely volunteer run to see what successful path to growth looks like	
	Board	Diverse, skilled, committed	Needs more structure, role adjusted, fine-tuned, to fit with organization, address roles, responsibility, boundaries		Succession - Champions change over time, need to plan and recruit
ORGANIZATION	Process	No baggage or bad habits to deal with, unique; Existing systems in place (e.g., intake with staff, referrals) can work immediately while remaining flexible	Still working out systems (e.g., policy and procedure) which can lead to reactivity	Can grow and adapt based on models from other organizations - don't reinvent the wheel; Rely on partners when needed (e.g., borrow policy and procedure); More structured room to grow	
	Focus		Keeping/defining scope, focus on VMV; Need identity of purpose, clear direction, need to define clearly why we exist and for whom		
	Structure	Charitable status - can issue tax receipts which has increased donations			
	Faith-Based	Faith-based focus has gotten the organization to where they are	Numbers are low and trust from youth is lacking, stigma related to being in a church (faith-based?), public image; How to integrate faith into a public organization, what is the place for faith?	Can bring more of the faith-community together to continue to do good	Public image of the centre (perception) as faith-based may put some grants at risk
	Data		Need to address internal tracking of need over time, need realistic goals - benchmarking	Can make use of shared reporting with City via VI-SPDAT; Local need = case for \$/grants	
	Location	Location in Leamington, both in terms of accessibility, but also in terms of real estate to expand			
FUNDING		Trillium dollars	Need to pay more attention to the financials	Youth Housing Strategy that is part of the 10 Year HHP - perhaps dollars?	Lack of provincial/federal funding opportunities; Trillium grant may be discontinued or not replaced; Lack of sustainable funding; Donations could dry up

					Competition from similar organization
PARTNERSHIP		Existing partnerships to address needs	Under-utilize relationship with the Municipality(ies?)	Make use of partners to ensure there is a full system referral (e.g., additions, mental health, etc.); Partner with CAS; Municipal partnership to leverage financial supports from the City	
COMMUNITY		Good representation and support from the community, including neighbours	Need to address community awareness and public image		

Strategize

The next step in Strategic Planning is the development of Strategic Priorities. One method for identifying Strategic Priorities is strategic mapping. A strategic map is a single page visual shorthand of the strategy which displays an organization's strategic priorities and the basis of a well-defined path for addressing them.

The Strategic Planning Committee, with input from the Advisory Committee, staff, and Youth to Youth Committee, reviewed the available information and data, along with the results of the SWOT analysis. Using this information and their own organizational knowledge, the group developed the strategy map that appears on the following page. The main headings on the strategy map are as follows:

- **Central Challenge:** What must be done to achieve vision, mission and values
- **Strategic Priorities:** Key areas of focus to address the central challenge
- **Objectives:** Goals for each strategic priority
- **Strategies:** How objectives will be met
- **Priorities:** Plan for how objectives will be met over time

Strategic Map for The Bridge

Central Challenge	Strategic Priorities	Objectives	Strategies	Priorities and Activities				
				Year 1	Year 2	Year 3	Year 4	Year 5
To reduce housing instability for Leamington and area youth	Housing	Youth will have access to housing	<ul style="list-style-type: none"> Provide independent living facilities Provide transitional living facilities 	Build Transitional Living Facility		Build Independent Living Facility		
	Service Provision	Youth will have access to wrap-around services with mental health & addictions as a priority and include the support of faith programming	<ul style="list-style-type: none"> Work directly with youth using a case management, client-centred care model Work with existing community services and organizations to provide in house service or external referral 	Determine what services are missing for Phase 1 to align with housing stability services	Identify services missing/needed for transition facility program, including diversion programming	Identify services missing/needed for independent living facility		
	Planning	The Bridge will operate effectively and proactively	<ul style="list-style-type: none"> Establish policies and procedures Continue program planning and evaluation Monitor and revise the strategic plan 	Finish review of Phase 1 policies and procedures Create program planning for Phase 2, as well as policies and procedures	Monitor and evaluate services and programming	Complete program planning and policy and procedure development for Phase 3	Monitor and evaluate services and programming	Monitor and evaluate services and programming
	Awareness & Public Relations	The community and youth will have a positive and informed view of The Bridge and its operations	<ul style="list-style-type: none"> Partner to raise awareness and reduce stigma associated with service utilization Work with partners to increase referrals and early intervention Engage social media 		Develop and implement public awareness and social media strategy	Monitor and evaluate	Monitor and evaluate	Monitor and evaluate
	Funding (Capital and Operational)	The Bridge will have sustainable funding	<ul style="list-style-type: none"> Explore social enterprise opportunities Continue fundraising initiatives Build donor relationships (including faith-based) Pursue Provincial and Federal funding 	Pursue provincial and federal funding	Explore and develop social enterprise	Implement and evaluate social enterprise	Explore and develop additional social enterprise	Implement and evaluate additional social enterprise
				<ul style="list-style-type: none"> Continue fundraising, adapting as other areas are addressed 				

CONCLUSION

This strategic plan outlined for The Bridge Leamington Youth Resource Centre will provide guidance and structure to programs and services over the next five years. It will assist the Executive Director in working towards achieving strategic priorities and reduce service scope drift. Action plans supporting these priorities will be developed on a yearly basis and include evaluation outputs and outcomes ensuring the tracking of program and service indicators of success.

APPENDIX A: DATA NOTES AND TABLES

Leamington and Area

The municipality of Leamington is home for The Bridge and many of the youth attending the program. However, it is anticipated that youth from the surrounding area will make use of services at The Bridge, particularly as phases 2 and 3 are realized. The following provides a quick snapshot of Leamington and surrounding area using the Social Risk Index.

Social Risk Index

The conceptual model for the Social Risk Index (SRI) was developed by Human Resources Development Canada (HRDC, 2003) as a tool for providing a general picture of potential community vulnerability and has since been used extensively for community planning across multiple regions. Examples of SRI use for planning can be seen for school boards¹⁷, municipalities¹⁸, and early years planning¹⁹. It has also been used by the City of Windsor for early years and child care planning.²⁰

The index uses nine variables that profile the socio-economic context of communities. It is an especially helpful tool for providing a simple, comprehensive picture of socio-economic challenges providing as it does a single measure of community risk. The SRI is derived by comparing social risk index variable values for a smaller geographical unit with those of a larger geographical unit. A point is added for all instances in which index variable values for the smaller geographic area exceed those of the larger area for a maximum of 9 points. A score of 1-2 is deemed low risk, 3-4 somewhat low risk, 5-6 somewhat high risk, and 7 or more high risk.

¹⁷ A Blueprint for Addressing Poverty in Ontario School Boards, <https://ddsb.ca/MediaDesk/SchoolNewsHighlights/Documents/Addressing-Poverty-in-Ontario-School-Boards.pdf>

¹⁸ Greater Sudbury 2013 EDI Neighbourhood Reports, <http://spscudbury.ca/wp-content/uploads/2014/08/EDI-2012-Greater-Sudbury-Neighbourhood-Reports.pdf>

¹⁹ Understanding the Early Years: Regina Community Mapping Report, http://www.reginakids.ca/rsu_docs/uey_regina_community_mapping_report_-_aug16_2010_final_version_compressed.pdf

²⁰ Munro, M., Gartner-Duff, T. & Fraser, J. (2018). Windsor-Essex Child Care Needs Assessment.

Table 1 provides values for the nine SRI indicators broken down by municipality in Essex County. Also included is the Leamington Census Agglomeration (CA) which contains both Leamington and Kingsville. Data from the 2016 Canadian Census²¹ were downloaded from Statistics Canada and analyzed. To assign an SRI score, values for the Leamington area were compared to other geographical comparators, in this case, the City of Windsor, the County of Essex, the municipality of Kingsville and the Province of Ontario. For each indicator where the Leamington value exceeds that of the comparator, a value of 1 is scored. As can be seen in the final four columns of Table 1, Leamington is considered somewhat low risk compared to the City of Windsor and the County of Essex as a whole. However, when compared to Kingsville and the province as a whole, Leamington is considered **an area of High Risk according to the Social Risk Index.**

Looking beyond the SRI scores to the data itself, Leamington compared to all other municipalities *except the City of Windsor* has greater proportion of:

- Low income based on the Low-income measure, after tax (LIM-AT): 16%
- Lone-parent families: 16%
- Recent Immigrants (past 5 years): 7.5%
- Individuals moving within the past year: 12.8%
- Renters: 31%

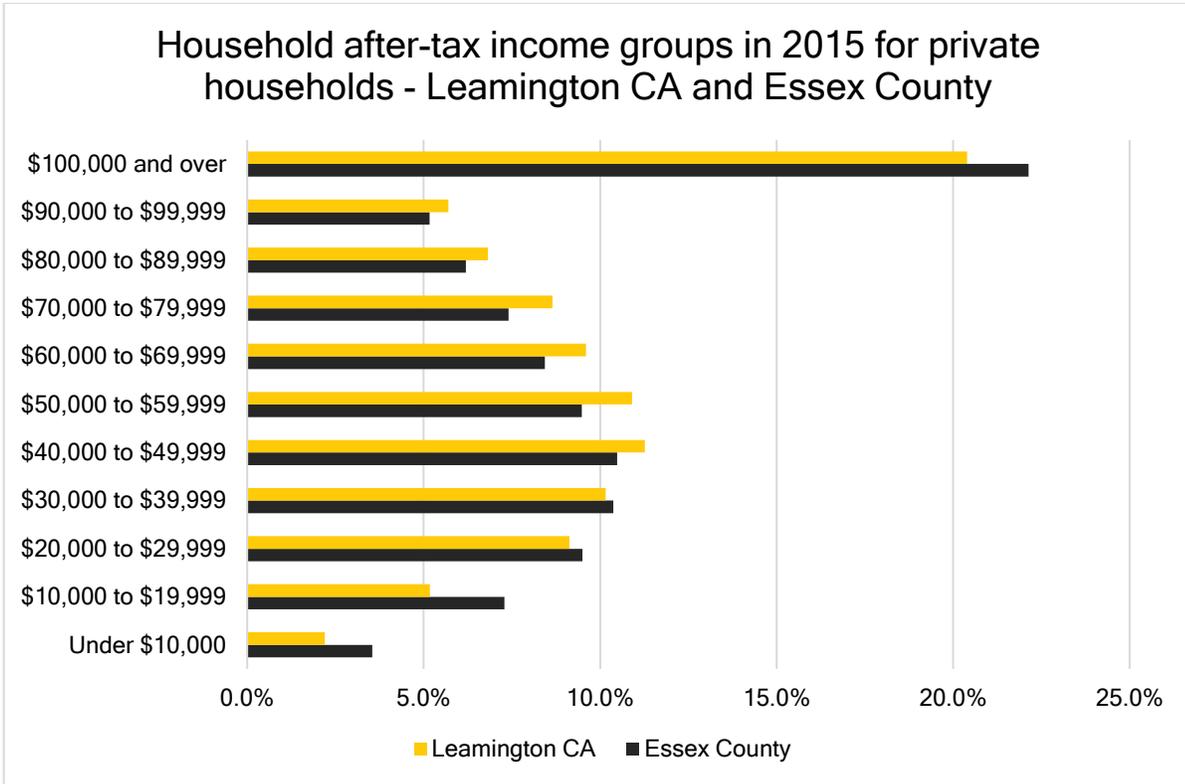
Compared to Windsor and all other municipalities, Leamington has the largest percentage of individuals:

- With no certificate, diploma or degree: 36%
- Who speak neither English nor French: 4.9%

As well, incomes in Leamington are made up of the largest proportion of government transfers (17.3%) compared to all other municipalities.

²¹ Statistics Canada. (2016) Census of Population.

While the SRI and the variables on which it is based provide a relative picture of risk for Leamington, this is a population level measure and does little to shed light on the lives of youth, other than to suggest that there are risks in the community that is the home for these youth. The next section will look more closely at youth-related data.



Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%)	
Tecumseh	5.7%
Lakeshore	6.0%
LaSalle	5.6%
Amherstburg	8.1%
Essex	9.5%
Kingsville	9.2%
Leamington	16.0%
Leamington CA	13.0%
Windsor	23.3%
Essex County	16.5%
Source: 2016 Census	

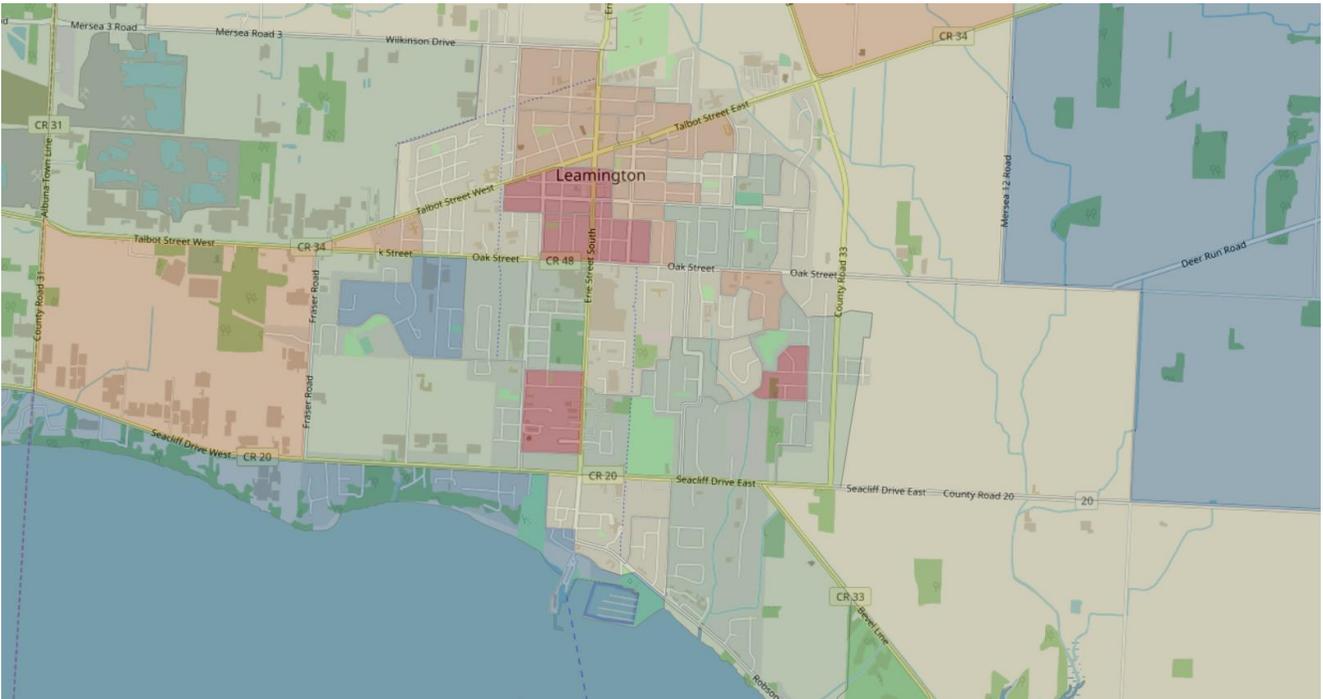


Figure 3: Map of Low Income (% in low income, LIMAT) by household for Leamington (Note: red is highest level of Low Income, blue is lowest)

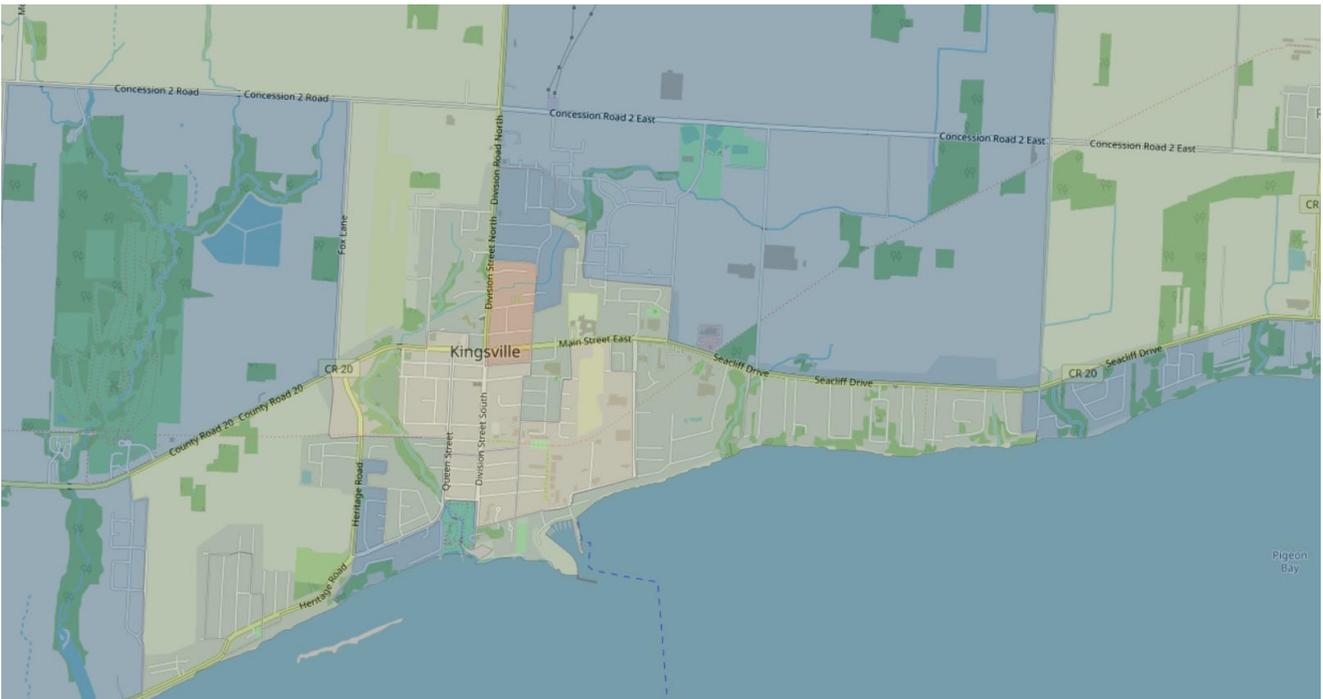


Figure 4: Map of Low Income (% in low income, LIMAT) by household Kingsville (Note: red is highest level of Low Income, blue is lowest)

Youth in Leamington and Area

Number of Youth by Age for Leamington CA		
Total Population	49150	
14-24	6535	13%
16-24	5355	11%
Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016001.		

Poverty

Low Income (LIMAT) by Age Group for Leamington CA Versus Leamington MU						
	Leamington CA			Leamington MU		
	Total	In low income	Low income (%)	Total	In low income	Low income (%)
Total - Age	46270	6030	13.0%	25955	4160	16.0%
0 to 17 years	10395	1850	17.8%	6035	1360	22.5%
0 to 5 years	3335	745	22.3%	1945	560	28.8%
6 to 17 years	7060	1100	15.6%	4085	800	19.6%
18 to 24 years	3930	430	10.9%	2340	300	12.8%
25 to 54 years	16905	2040	12.1%	9510	1415	14.9%
55 to 64 years	6555	805	12.3%	3455	490	14.2%
65 years & over	8485	910	10.7%	4625	600	13.0%

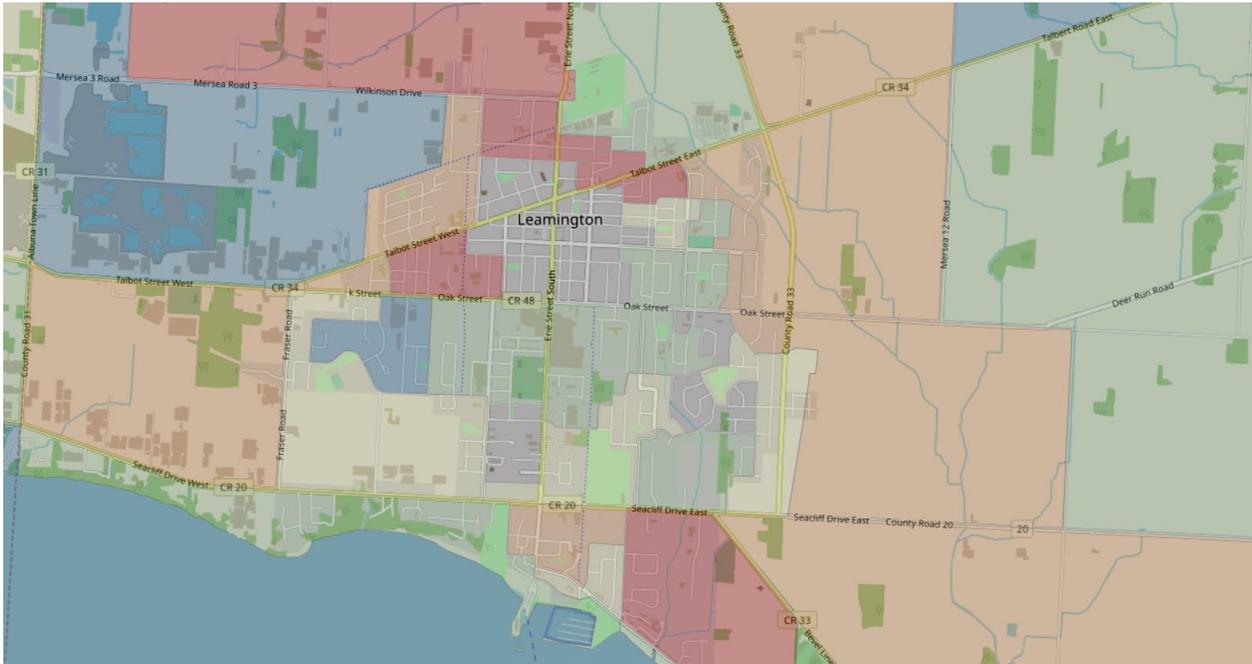
Number of Individuals 0-17 in Low Income (Low Income After Tax Measure - LIMAT) for Leamington and Area by Sex						
	Leamington			Leamington CA		
	Total	Male	Female	Total	Male	Female
Total Population	25,955	12,860	13,095	46,275	23,005	23,275
0 to 17 years old	6,035	3,195	2,835	10,400	5,505	4,895
Total in low income (LIMAT)	4,160	1,900	2,255	6,030	2,770	3,260
0 to 17 years old in low income (LIMAT)	1,355	705	650	1,850	975	870
Source: Statistics Canada - 2016 Census						

Percentage of the Population 0-17 in Low Income (Low Income After Tax Measure - LIMAT) for Leamington and Area		
	Leamington	Leamington CA
% of population 0-17	23.3%	22.5%
% of low income population who are 0-17	32.6%	30.7%
% of all 0-17 year olds who are low income (LIMAT)	22.5%	17.8%
% of total population who are 0-17 and low income (LIMAT)	5.2%	4.0%
Source: Statistics Canada - 2016 Census		

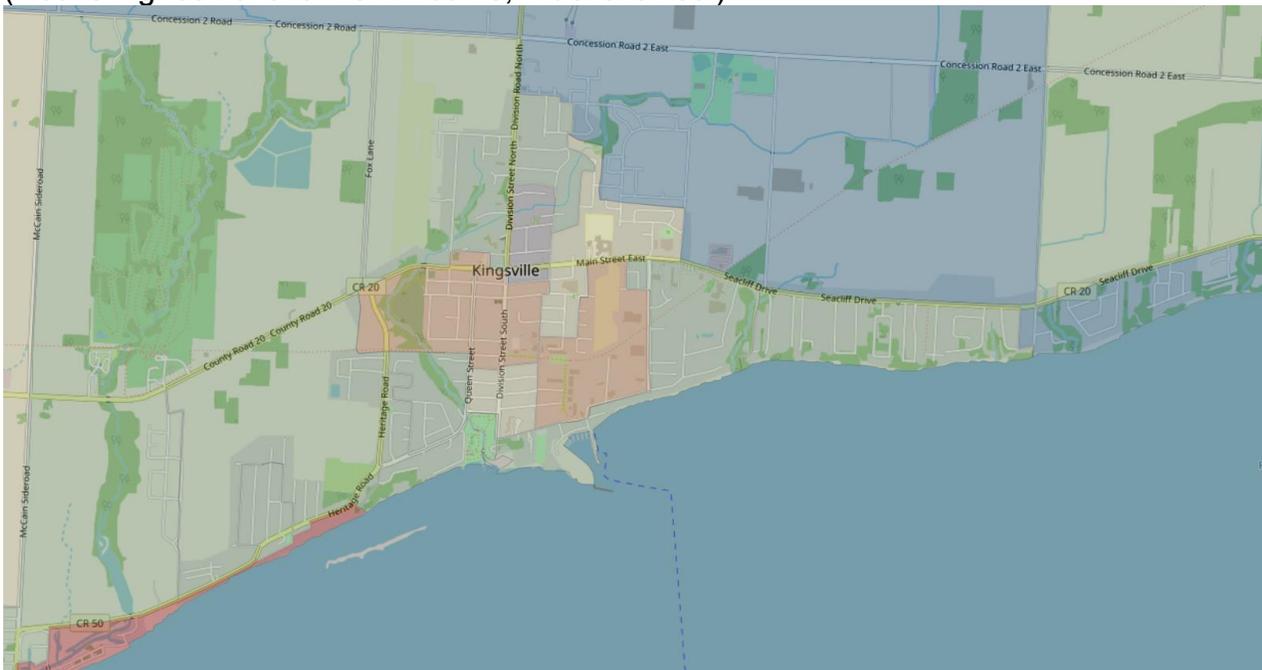
Population in Leamington CA in Low Income (Low Income After Tax Measure - LIMAT) by Age		
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	Total - Age	11 to 17 years	18 to 24 years
Low-income status - applicable	46275	4180	3925
In low income	4115	420	385
Not in low income	42155	3755	3545
Prevalence of low income (%)	8.9%	10.0%	9.8%

Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016147.



Map of Low Income (% in low income, LIMAT) for youth 0-17 in Leamington (Red is highest level of Low Income, Blue is lowest)



Map of Low Income (% in low income, LIMAT) for youth 0-17 in Kingsville (Red is highest level of Low Income, Blue is lowest)

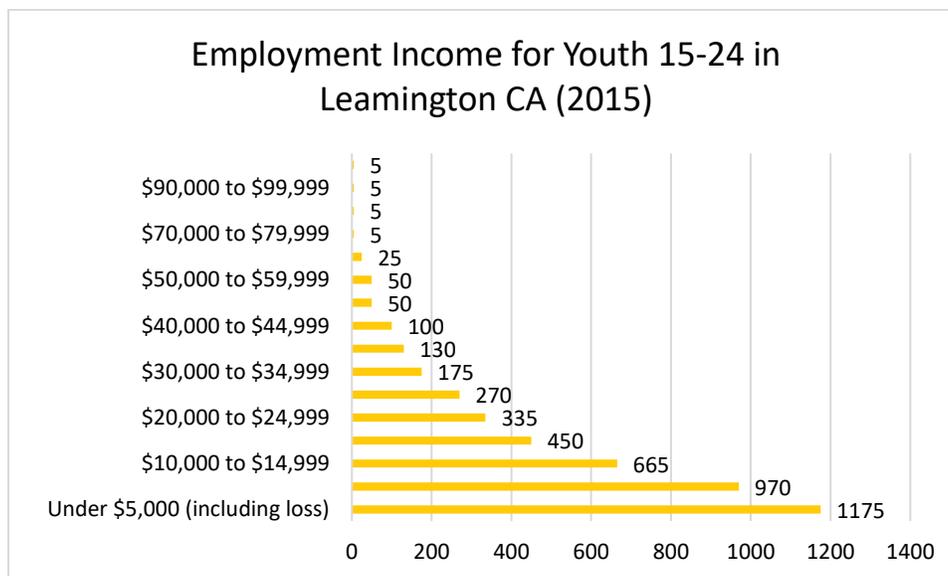
Employment and Income

Income Sources and Taxes for 15 to 29 year olds With an Income Source for Leamington, CA			
Income sources and taxes	With an amount	Percentage with an amount	Median amount (\$)
Total income	515	98.1%	\$ 24,032.00
Market income	450	86.5%	\$ 26,048.00
Employment income	445	84.8%	\$ 25,280.00
Wages, salaries and commissions	435	82.9%	\$ 26,176.00
Net self-employment income	30	5.7%	\$ 7,568.00
Investment income	40	7.6%	\$ -
Private retirement income	0	0.0%	\$ -
Market income not included elsewhere	50	9.5%	\$ 1,316.00
Government transfers	440	83.8%	\$ 557.00
Old Age Security pension (OAS) and Guaranteed Income Supplement (GIS)	0	0.0%	\$ -
Canada Pension Plan (CPP) and Québec Pension Plan (QPP) benefits	5	1.0%	\$ -
Employment Insurance (EI) benefits	55	10.5%	\$ 4,104.00
Child benefits	5	1.0%	\$ -
Other government transfers	435	82.9%	\$ 424.00
After-tax income	515	98.1%	\$ 22,464.00
Income taxes	315	60.6%	\$ 3,816.00

Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016118.

Leamington CA, Income Statistics for Age 15 to 24 years, 2015 and 2005		
	2015	2005
Total - Employment income	5705	6740
Without employment income	1295	1280
With employment income	4405	5460
Percentage with employment income	77%	81%
Under \$5,000 (including loss)	1175	1465
\$5,000 to \$9,999	970	1310
\$10,000 to \$14,999	665	815
\$15,000 to \$19,999	450	505
\$20,000 to \$24,999	335	450
\$25,000 to \$29,999	270	310
\$30,000 to \$34,999	175	195
\$35,000 to \$39,999	130	130
\$40,000 to \$44,999	100	60
\$45,000 to \$49,999	50	85
\$50,000 to \$59,999	50	60
\$60,000 to \$69,999	25	55
\$70,000 to \$79,999	5	30
\$80,000 to \$89,999	5	0
\$90,000 to \$99,999	5	0
\$100,000 and over	5	0
Median employment income (\$)	\$ 10,275.00	\$ 9,830.00
Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016112.		

Note: In comparing 2015 to 2005, the number without employment income increased (1280 to 1295) along with the percentage without employment income (19% to 23%).



Note: Almost half (49%) of youth 15-24 have employment income totaling less than \$10,000 annually.

Income Statistics for Youth 15 to 24 years Leamington CA by Work Status						
	Did Not Work			Worked		
	Total - Sex	Male	Female	Total - Sex	Male	Female
Median after-tax income	\$4,716.00	\$3,473.00	\$7,146.00	13,633.00	\$15,290.00	\$12,270.00
Average after-tax income	\$7,816.00	\$6,409.00	\$9,777.00	\$15,753.00	\$17,473.00	\$13,894.00

Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016302.

Income from Government Transfers for Youth 15 to 29 in Leamington CA in 2015				
	Total - Population 15 to 29	With an amount	% with an amount	Median amount (\$)
Government transfers	525	440	83.8%	\$ 557.00
Other government transfers*	525	435	82.9%	\$ 424.00

*Other government transfers - All government transfers received during the reference period other than those from the following sources: - Old Age Security pension, Guaranteed Income Supplement, Allowance or Allowance for the Survivor; - retirement, disability and survivor benefits from Canada Pension Plan and Québec Pension Plan; - benefits from Employment Insurance and Québec parental insurance plan; - child benefits from federal and provincial programs. The key components of this variable are social assistance benefits, workers' compensation benefits, working income tax benefit, goods and services tax credit and harmonized sales tax credit, refundable provincial tax credits, provincial income supplements for seniors, other provincial credits, benefits and rebates, veterans' pensions, war veterans' allowance, pensions to widow(er)s and dependents of veterans.

Food Security

According to the Windsor-Essex County Health Unit, the weekly cost of a nutritious food basket²² for a family of four in WEC in 2018 is \$194.04. The table below provides two possible scenarios based on The 2016 Nutritious Food Basket²³ report, which estimated that the weekly cost of healthy food for a male teenager 14 to 18 years of age was \$65.18, a single man 31 to 50 \$57.04 and a single woman 31 to 50 \$48.21. This is inkeeping with the estimates.

Weekly cost of a nutritious food basket for family of four in WEC in 2018 \$194.04		
	Scenario 1	Scenario 2
Estimated cost for single adult	@25%= \$50/week	@35%=\$68/week
Annual cost of food	\$2600	\$3536
% of income for food based on average annual after tax income for 15-24 year old not working (\$7,816.00*)	33%	45%
% of income for food based on average annual after tax income for a 15-24 year old who is working (\$15,753.00*)	17%	22%
<i>*Based on average income for youth 15 to 24 in Leamington CA (refer to Table entitled: Income Statistics for Youth 15 to 24 years Leamington CA by Work Status).</i>		

²² Windsor-Essex County Health Unit (2018). The Real Cost of Eating Well in Windsor-Essex. <https://www.wechu.org/your-health/healthy-eating/nutritious-food-basket>

²³ Windsor-Essex County Health Unit (2016). Nutritious Food Basket Report.

Education

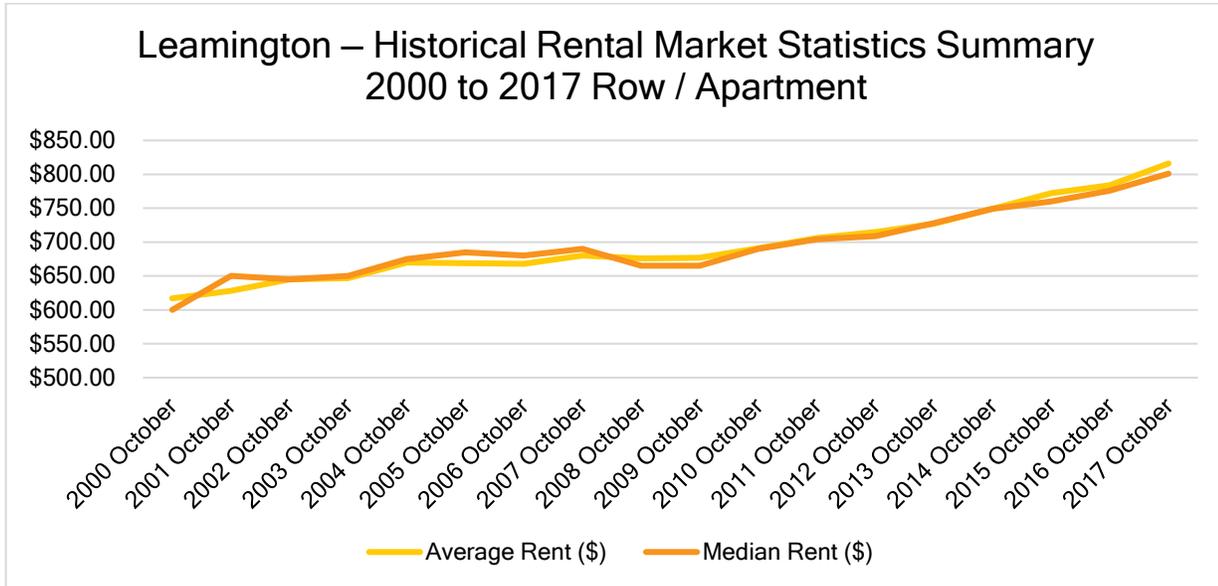
Percentage of Total Population with No Certificate, Degree or Diploma by Municipality and Larger Comparators	
	% No certificate, diploma or degree
Tecumseh	13%
Lakeshore	16%
LaSalle	14%
Amherstburg	17%
Essex	19%
Kingsville	23%
Leamington	36%
Leamington CA	30%
Windsor	19%
Essex County	19.10%
Ontario	17.50%
Source: Census 2016	

Graduation Rates by Board for 2015-2016		
Board Name	Four Year Graduation Rate	Five Year Graduation Rate
Greater Essex County DSB	78%	86%
Windsor-Essex CDSB	84%	89%
Conseil scolaire catholique Providence	95%	97%

Income by Educational Status for 15 to 24 Year Olds in Leamington CA			
	No certificate, degree or diploma	Secondary school diploma or equivalent	Difference
Median total income (\$)	\$ 6,311.00	\$ 13,363.00	\$ 7,052.00
Average total income (\$)	\$ 11,752.00	\$ 16,379.00	\$ 4,627.00
Median after-tax income (\$)	\$ 6,288.00	\$ 13,361.00	\$ 7,073.00
Average after-tax income (\$)	\$ 10,880.00	\$ 15,376.00	\$ 4,496.00
Median employment income (\$)	\$ 5,439.00	\$ 10,818.00	\$ 5,379.00
Average employment income (\$)	\$ 11,238.00	\$ 14,805.00	\$ 3,567.00
Median wages, salaries and commissions (\$)	\$ 5,413.00	\$ 10,860.00	\$ 5,447.00
Average wages, salaries and commissions (\$)	\$ 11,111.00	\$ 14,855.00	\$ 3,744.00
Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016260.			

Educational Attainment in Leamington CA for 15-24 Year Olds Compared to Essex County				
	Leamington CA		Essex County	
	# 15 to 24	% of 15-24	# 15 to 24	% of 15-24
Total - Highest certificate, diploma or degree	5700		51,930	
No certificate, diploma or degree	2510	44%	17,650	34%
Secondary (high) school diploma or equivalency	2200	39%	21,855	42%
Postsecondary certificate, diploma or degree	995	17%	12,425	24%
Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016241.				

Housing



Source: CMHC Rental Market Survey: Note: As of October 2017 the average rent in Leamington was \$816/month, median was \$801/month. Rent in Kingsville slightly less (average \$738, median \$775/ month).

Based on the Windsor-Essex's By-Name Prioritized List, 19% of people experiencing homelessness (that accessed the service system) are youth ages 16-24. Furthermore, housing continues to be a great need for youth living in the Leamington CA. As outlined in the 2017/2018 annual report for ACCESS, the county's primary housing support program, there were 119 youth who reached out for services for those transitioning out of CAS care alone (ACCESS, 2018). To better understand the youth that are reaching out for services, ACCESS outlined the following about those 119 youth. From 2017/2018 ACCESS annual report (prepared in May, 2018):

- Leamington was identified as the municipality where the bulk of the YITW participants reside
- 57 individuals involved in or are currently involved in ongoing family, criminal, domestic, youth justice or other legal matters
- 8 disclosed 'attempted' or experienced suicidal ideation
- 16 have had a crisis plan
- 36 disclosed past and or present experiences of trauma
- 17 have been diagnosed or observed by Youth in Transition Worker or other community provider as having mental health or developmental delays
- 41 experienced housing instability
- 22 disclosed substance use or misuse and experienced addictions

- As of November, 2018, 23 youth have an open file with the Youth-in-Transition Worker of ACCESS and of those, 10 need permanent housing and are presently couch surfing

Newcomers

Immigrants Age 15 to 24 in Leamington CA by Category and Time of Immigration		
	2006 to 2010	2011 to 2016
Total - Admission category and applicant type	160	80
Economic immigrants	35	10
Immigrants sponsored by family	55	40
Refugees	50	10
Other immigrants	15	25
Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016366.		

Note: From 2006 to 2010 almost one third of 15 to 24 year old immigrants were classed as refugees. More recently, half of immigrants in that age group were sponsored by families.

Select Demographic Information for Recent Immigrants (Immigrating Between 2011-2016) Age 15 to 24 in Leamington CA			
Total # 15 to 24 Year Olds Recent Immigrants	75	Marital Status	
Age		Married or living common law	10
15 to 19 years	35	Not married and not living common law	65
20 to 24 years	40		
Average age	19.7	Places of birth	
Median age	20.2	Colombia	10
Age at immigration		Jamaica	15
5 to 14 years	25	Mexico	20
15 to 24 years	50	United States	10
Knowledge of Official Language		Portugal	10
English only	35	Asia	10
Highest certificate, diploma or degree		Total visible minority population	
No certificate, diploma or degree	35	Black	15
Secondary school diploma or equivalent	20	Latin American	10
Postsecondary certificate, diploma, degree	15	Southeast Asian	10
		Not a visible minority	35
Major field of study			
Architecture, engineering, and related tech	10	Labour force status	
Health and related fields	10	In the labour force	55
		Participation rate	78.6%
Income		Employment rate	71.4%
Average after-tax income in 2015	\$15,412	Unemployment rate	0.0%
Median after-tax income in 2015	\$19,081	Work Activity	
		Did not work	35
Composition of total income in 2015		Worked	40
Market income (%)	92.9%	Worked full year, full time	0
Employment income (%)	92.2%	Worked part year and/or part time	40

Government transfers (%)	6.3%	Average weeks worked in reference year	37.6
Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016351.			

Indigenous Youth

A total of 85 Aboriginal identified youth 15 to 24 were reported as living in the Leamington CA according to the 2016 Census. Given these small numbers, the figures shown below should be interpreted with caution.

Select Data Pertaining to Aboriginal Identified Youth Age 15 to 24 in Leamington CA	
Common-law partners (n=10)	12%
Living intact family with biological or adoptive parents (n=40)	47%
Living with one parent in lone-parent family (n=25)	29%
Know both official languages (n=30)	35%
Aboriginal language as mother tongue	0%
Moved in past year (n=10)	12%
Mover in past 5 years (n=35)	41%
No high school diploma (n=50)	59%
Secondary (high) school diploma or equivalency certificate (n=35)	41%
In the labour force (n=70)	82%
Employed (n=65)	81%
Not in the labour force (n=20)	24%
media after-tax income in 2015	\$11,210
average after-tax income in 2015	\$11,605
Prevalence of low income after tax LIM-AT (n=10)	11.1%
Households where primary house maintainer is 15-24 years of age (n=10)	2%
Households spending 30% or more of income on shelter (n=115)	22%
median after-tax income of households in 2015	\$56,543
after-tax income of households in 2015	\$65,562

LGBT+ Youth

Obtaining reliable data regarding the number of lesbian, gay or bisexual identified youth is challenging, particularly at the community level. In what follows, larger population level estimates will be applied to local census data for the Leamington CA to obtain estimates.

The Canadian Census does not ask all respondents to identify their sexual orientation and as such, there is no exact overall count of how many Canadians identify as lesbian, gay, bisexual or transgender. The Canadian Community Health Survey (CCHS) was the first Statistics Canada survey to include a question on sexual orientation and provides the best estimate of the proportion of Canadians identifying as homosexual or bisexual. According to the CCHS, approximately 1.7% of Canadians aged 18 to 59 considered themselves to be homosexual (gay or lesbian) in 2014, while 1.3% considered themselves to be bisexual (Statistics Canada, 2014). These percentages are similar to estimates provided in American research as well (Gates, 2011). It should be noted that the CCHS uses the concept of identity - that is whether a person considers himself or herself to be heterosexual, homosexual or bisexual - to measure sexual orientation. It is possible to make a rough estimate of the number of lesbian, gay or bisexual identified youth in the Leamington CA by applying the percentages obtained by the CCHS to local 2016 Canadian Census results for a similar age grouping. The 2016 census reported 6535 youth between the ages of 14 and 24 (Statistics Canada, 2017a). Assuming the same proportion as that noted in CCHS findings, this would equate to approximately:

Population 14-24 in Leamington CA in 2016: 6535		
	Approx. % of Population	Approx. #
Gay or Lesbian	1.7%	111
Bisexual	1.3%	85
Gay, Lesbian or Bisexual	3.0%	196

CCHS notes that using identity as a measure of sexual orientation may, in fact, underestimate the number of individuals who report same-sex sexual behaviours but who may not identify as gay, lesbian or bisexual.

Estimating the number of transgender individuals is even more challenging since there are currently no population level surveys in Canada that routinely ask about gender identity. A range of US studies have attempted to provide estimates of the number of transgender individuals in the population. These estimates range from 0.3% of adults²⁴ to 0.53% of the population²⁵. Yet another study estimated 390 adults per 100 000 (0.39%) identify as transgender, although acknowledge that this estimate may be more accurate for younger adults²⁶. Ontario-based research by TransPulse suggest that as many as 1 in 200 (0.5%) of adults in Ontario may be trans²⁷.

Using the figure of 6535 youth between the ages of 14 and 24 from the 2016 Census, and estimates of prevalence of trans identity ranging from the more conservative 0.3% to 0.53% of the population, would suggest that between 20 to 35 youth in the Leamington CA may identify as trans or claim a related gender identity (e.g., gender fluid).

²⁴ Gates, G. J. (2011). How many people are lesbian, gay, bisexual and transgender? Retrieved from <http://escholarship.org/uc/item/09h684x2.pdf>

²⁵ Crissman, H. P., Berger, M. B., Graham, L. F., & Dalton, V. K. (2017). Transgender Demographics: A Household Probability Sample of US Adults, 2014. *American Journal of Public Health*, 107(2), 213-215. <https://doi.org/10.2105/AJPH.2016.303571>

²⁶ Meerwijk, E. L., & Sevelius, J. M. (2017). Transgender Population Size in the United States: a Meta-Regression of Population-Based Probability Samples. *American Journal of Public Health*, 107(2), e1-e8. <https://doi.org/10.2105/AJPH.2016.303578>

²⁷ Scheim, A. I., & Bauer, G. R. (2015). Sex and Gender Diversity Among Transgender Persons in Ontario, Canada: Results From a Respondent-Driven Sampling Survey. *The Journal of Sex Research*, 52(1), 1-14. <https://doi.org/10.1080/00224499.2014.893553>