

//// 2026–2035

10-YEAR HOUSING AND HOMELESSNESS PLAN

A community where everyone has access
to the housing and supports they need to thrive





HONOURING STATEMENT

Odàwàng ki ombàkonigàde ega wikàd kà mìgiwàniwang Màmìwininì Aishinàbe-waki. Pimàdizig Màmìwininì Anishinàbeg kàgigekamig ki abig ondaje aking. Odanishinàbewiziwiniwà obimàdjiwowiniwà ogi nanegàdjichigàdànàwà nanàj ako nongom iyo abinàs. Kichi Odenaw Odàwàng okikàdjiyàwàn pimàdizin Màmìwininì Anishinàben kaye okikàdjitònàwà iyo aki.

Ottawa is built on un-ceded Anishinabe Algonquin territory. The peoples of the Anishinabe Algonquin Nation have lived on this territory for millennia. Their culture and presence have nurtured and continue to nurture this land. The City of Ottawa honours the peoples and land of the Anishinabe Algonquin Nation. The City of Ottawa honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

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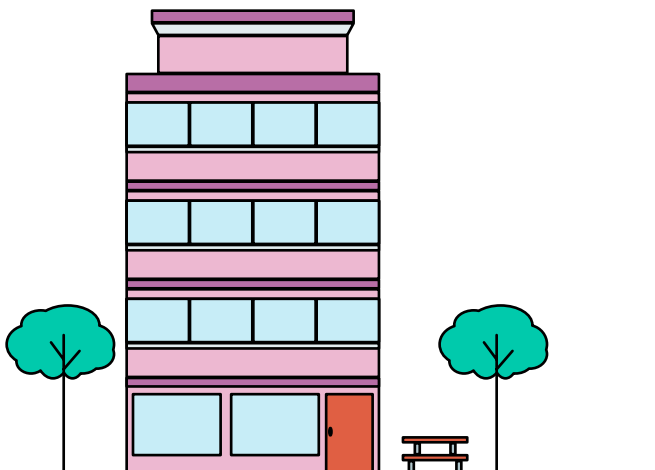
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EXECUTIVE SUMMARY

Since the last refresh of Ottawa’s 10-Year Housing and Homelessness Plan (10-Year Plan), the city has faced significant challenges — from rising housing costs and increased homelessness to the ongoing impacts of the COVID-19 pandemic and a strained support system. Despite these challenges, meaningful progress has been achieved by working together as a community. In this spirit, the City of Ottawa (the City) and the Housing and Homelessness Leadership Table (HHLT) have co-designed a refreshed 10-Year Plan (2026–2035) that reflects the realities of today while charting a bold, inclusive path forward.

This 10-Year Plan is grounded in a shared vision: **a community where everyone has access to the housing and supports they need to thrive.** It was developed through extensive engagement with sector leaders, members of the public, and people with lived and living experience. Through the co-development process, we have created a 10-Year Plan that is inclusive, culturally responsive and reflective of the experiences of those most impacted by housing and homelessness challenges in the community. It is also informed by robust data analysis, including the [2024 Housing Needs Assessment](#) and [2024 Point-in-Time Count](#), to ensure we are addressing the most pressing issues.

The 10-Year Plan focuses on addressing the housing and homelessness needs of people with low-to-moderate incomes across Ottawa and spans the housing and homelessness spectrum from unsheltered homelessness through to affordable

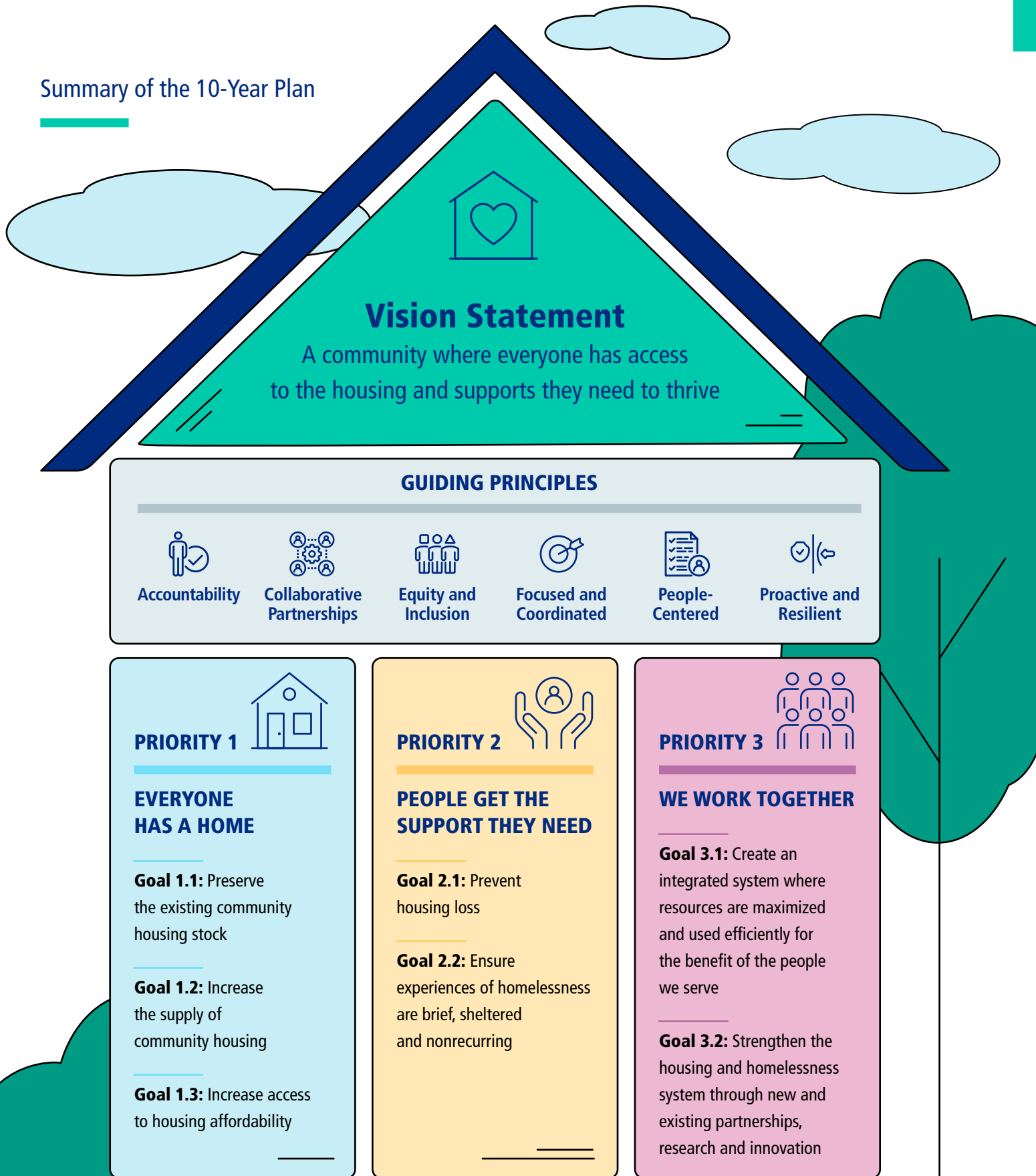
rental housing. It remains committed to three overarching priorities: everyone has a home; people get the support they need; and we work together. Within these priorities, there are seven goals supported by 18 objectives, outcomes and key performance indicators. We will track our progress against 10-year targets that reflect both system-level efforts and community-wide needs.

Unlike previous iterations, this 10-Year Plan does not include specific actions. Instead, it introduces a broad framework that will be strengthened by regularly updated workplans co-developed by the City and HHLT. This approach ensures responsiveness to emerging needs, funding realities and sector priorities that have been changing rapidly in recent years.

This 10-Year Plan represents a renewed commitment to collaboration, equity and evidence-informed action. It is a roadmap for building a more inclusive, resilient and effective housing and homelessness system.



Summary of the 10-Year Plan



Vision Statement

A community where everyone has access to the housing and supports they need to thrive

GUIDING PRINCIPLES



Accountability



Collaborative Partnerships



Equity and Inclusion



Focused and Coordinated



People-Centered



Proactive and Resilient



PRIORITY 1

EVERYONE HAS A HOME

Goal 1.1: Preserve the existing community housing stock

Goal 1.2: Increase the supply of community housing

Goal 1.3: Increase access to housing affordability



PRIORITY 2

PEOPLE GET THE SUPPORT THEY NEED

Goal 2.1: Prevent housing loss

Goal 2.2: Ensure experiences of homelessness are brief, sheltered and nonrecurring



PRIORITY 3

WE WORK TOGETHER

Goal 3.1: Create an integrated system where resources are maximized and used efficiently for the benefit of the people we serve

Goal 3.2: Strengthen the housing and homelessness system through new and existing partnerships, research and innovation

MESSAGE FROM THE HOUSING AND HOMELESSNESS LEADERSHIP TABLE CO-CHAIRS

Access to safe, appropriate and affordable housing is essential to the health and strength of any community. This belief isn't abstract for us — it's shaped every day by the experiences of people who are doing their best to survive in systems that are stretched and uneven. It's also what grounds our shared work as we take the next steps toward a more just and connected response to homelessness in Ottawa.

The Housing and Homelessness Leadership Table (HHLT) is honoured to share Ottawa's 10-Year Housing and Homelessness Plan (2026–2035). This plan is a co-designed roadmap created

with the understanding that real change only happens when communities lead, systems listen and we push ourselves to do better — especially where equity, Indigenous leadership and meaningful community buy-in are not yet where they need to be. Co-design isn't easy, but it's necessary if we're serious about ending homelessness for everyone.

This plan exists because of deep collaboration across the sector. The HHLT brings together leaders from many parts of the housing and homelessness system, and together we work to guide a more coordinated, integrated approach for the city. But the most important voices shaping this plan came from our community — service providers on the front lines, and people with lived and living experience who continually challenge us to be more accountable, more compassionate and more



courageous. Their insights and leadership form the heart of this framework. We are grateful for their honesty, especially as they name the gaps and harms that still exist. Their voices will continue to guide the work ahead.

We are facing a moment of enormous pressure. Homelessness and housing precarity continue to fall hardest on Indigenous Peoples, racialized community members, women and gender-diverse people, people experiencing gender-based violence, youth, newcomers and people living with disabilities. The toxic drug crisis, the rise in mental-health-related needs, the cost-of-living crisis and lingering COVID-19 impacts have reshaped demand in ways our system is still struggling to meet. And across the sector, workers are carrying more than ever while navigating burnout, grief and moral distress. Any plan for the future must honour and support the people doing this work every day.

In this challenging context, our collective effort — our willingness to collaborate, share power, learn and adjust — matters more than ever. This 10-Year Plan gives us a shared structure to move forward together. It outlines how we will build more responsive, connected and equitable systems, and it sets the stage for next steps, including detailed workplans and strengthened governance that supports real, measurable progress.

To every partner, frontline worker, advocate, knowledge keeper, community member and person with lived and living experience: thank you. Your care, courage and commitment are what sustain this work. We hope you see your influence throughout this plan. We are committed to continuing this work with you and being accountable to the vision you've helped shape.

Together, we can build a future where everyone in Ottawa has a home — and where our systems truly reflect the dignity, safety and belonging every person deserves.

Kaite Burkholder Harris

Executive Director
Ottawa Alliance to End Homelessness

Kale Brown

Director, Housing and Homelessness Services
City of Ottawa

Co-chairs, Housing and Homelessness Leadership Table



**Kaite
Burkholder Harris**



Kale Brown

SUNSETTING THE PREVIOUS 10-YEAR PLAN

Overview of accomplishments from the past five years

As we launch the 10-Year Plan for 2026–2035, it is important to take a moment to reflect on the past five years by celebrating the progress and acknowledging the hard work that has brought us to this point. The following provides a snapshot of City-led initiatives between 2020 and 2025, made possible through the dedication and support of sector partners. While the accomplishments here represent significant progress over the past five years, they reflect only a portion of the exceptional work carried out across the sector.



2020 — LAYING THE GROUNDWORK

- Launched the 10-Year Housing and Homelessness Plan (2020–2030)
- Opened first Physical Distancing Centres during the COVID-19 pandemic and distributed Personal Protective Equipment to sector partners
- Created the Community Engagement Team for service connection
- Modernized community housing rules and subsidy calculations
- Updated Emergency Shelter Standards and created new Transitional Housing Standards



2021 — BUILDING FOUNDATIONS

- Released the first Housing Services Long-Range Financial Plan
- Conducted community-wide Point-in-Time count
- Expanded the Homeless Individuals and Families Information System (HIFIS) to non-shelter partners and launched public data dashboards
- Supported the first housing provider amalgamation
- Strengthened long-term community housing viability through targeted asset and business planning



2022 — SCALING SUPPORT

- Funded Housing-Based Case Managers for 150 clients
- Continued provision of respite and physical distancing services
- Introduced by-laws to protect housing supply:
 - Short-Term Rental By-law
 - Vacant Unit Tax By-law
- Shifted shelter contracts to a block funding model
- Funded a record number of supportive housing units between 2020 and 2022, representing 18 per cent of all new units funded between those years



2023 — EXPANDING AND PLANNING

- Partnered with three new agencies to increase newcomer supports
- Released the Integrated Transition to Housing Strategy
- Published the 2023–2026 Affordable Housing Capital Strategy
- Acquired 1245 Kilborn Place to expand system capacity
- Leased 1 Corkstown Road for family transitional housing



2024 — INCREASING CAPACITY

- Introduced Newcomer Reception Model
- Acquired 1754 St. Joseph Boulevard for transitional housing
- Launched the Housing and Homelessness Leadership Table
- Established new Strategic Initiatives department to advance affordable housing
- Approved transfer of municipal land for transitional housing for Inuit women
- Pivoted to supporting single newcomers at the YMCA
- Enabled Cornerstone’s move to a new facility for single women
- Conducted the Point-in-Time count with record setting agency participation



2025 — CHARTING THE PATH FORWARD

- Completed a comprehensive Housing Needs Assessment to inform the refresh of the 10-Year Plan
- Operationalized St. Joseph and Queen Street Transitional Housing Programs allowing for recreational facilities to return to their intended purpose
- Signed agreement with Refugee 613 on behalf of the Collective Impact Initiative for Refugee Claimants (CIIRC) to co-design a newcomer service delivery model
- 14 municipal sites identified for potential affordable housing development through the Municipal Land Strategy, estimated to deliver 500 units
- Completed Community first round of Open Houses for the 1245 Kilborn Place Supportive Housing Community Hub project and launched Request for Offers for Delivery Partners
- Successfully launched the Integrated Housing System (IHS) Waitlist Module, modernizing the administration and management of the Centralized Wait List



10-YEAR PLAN: ROLES AND RESPONSIBILITIES

The refreshed 10-Year Plan is the culmination of the co-design process undertaken by the City and the HHLT. In addition to being a member organization of the HHLT, the City also brings a broader set of legislated responsibilities, strategic commitments and departmental functions that shape its contribution to this work.

Housing and Homelessness Leadership Table

In 2022, the City and the housing and homelessness sector launched a collaborative process to assess and reset the approach to our shared work, with a goal of developing an improved governance structure. The result of this work was the establishment of an 18-member [Housing and Homelessness Leadership Table \(HHLT\)](#), which was officially launched in June 2025 and replaced the former Housing Systems Working Group.

The HHLT functions as a Department-Led Housing System Working Group, which is an advisory body of the City, providing advice to departmental leadership. Within the City's structure, advisory bodies supplement the formal governance structure established through Council and Standing Committees. The HHLT includes diverse representation from sectors including youth, justice, newcomer support, community health, gender-based violence and housing and homelessness, as well as the Ottawa Aboriginal Coalition, Alliance to End Homelessness Ottawa, Ottawa Community Housing and the Ottawa Social Housing Network.

As outlined in the HHLT Terms of Reference, the mission of the HHLT is “to plan, design, and oversee the ongoing implementation of an integrated housing and homelessness

system and related sectors to deliver affordable, suitable, and adequate housing choices and reductions in homelessness.” A key part of the role as an advisory body is to work with the City on the co-design and implementation of the 10-Year Plan, which serves as the roadmap for the sector.

City of Ottawa

While this plan was developed in collaboration with the HHLT, the City also has responsibilities under the provincial **Housing Services Act**, 2011. As the designated Service Manager, the City is accountable for the planning, administration and delivery of housing and homelessness services in the municipality. A key responsibility within this scope is the development of a 10-Year Plan, which is reviewed and updated every five years to respond to changing needs in our community.

The City has also been designated as the Community Entity by the federal government and is thus tasked with managing and delivering federal homelessness funding within the municipality.

The City is also responsible for the delivery of capital programs and the allocation of funding to deliver new affordable and supportive housing. This includes administering federal and provincial programs to deliver housing affordability for low-to-moderate income households.

Meanwhile, the City has its own Strategic Plan, which provides City Council's vision for Ottawa and sets the strategic direction of our work. The [City of Ottawa Strategic Plan 2023–2026](#) includes housing as a key priority, with an emphasis on increasing access to a range of housing options. It also calls for improved governance and systems, opportunities to leverage City land and the creation of culturally responsive supports.

Fulfilling these responsibilities is a significant undertaking. In 2024, the City underwent an organizational change meant to bolster collective efforts and ensure that the City is most responsive to the emerging housing and homelessness needs. This change resulted in the establishment of the new Strategic Initiatives department, which includes the Affordable Housing Branch that is dedicated to the development of affordable and supportive housing. Within this new structure, the Housing and Homelessness Services and Affordable Housing teams have been working together with the HHLT to develop the refreshed 10-Year Plan.

Housing and Homelessness Services

Housing and Homelessness Services (HHS) oversees the funding, administration and monitoring of community housing. HHS oversees this housing post-development and is focused on increasing access to, and retention of, suitable housing for people living on low-to-moderate incomes. Other programs to support those households include investments in new housing benefits.

HHS is also responsible for overseeing the shelter system and providing outreach, housing search, stabilization and housing loss prevention programs. Staff oversee a coordinated service system that is focused on supporting people to obtain and retain long-term housing.

Strategic Initiatives — Housing Solutions, Real Estate and Investment Services

The Housing Solutions, Real Estate and Investment Services (HSREIS) team is responsible for facilitating investments in new affordable and supportive housing, providing innovative real estate solutions, as well as managing the City's real estate portfolio, identifying and preparing public lands for new affordable housing and seeking sustainable funding.

HSREIS includes the Affordable Housing Branch, which is responsible for facilitating investments in new housing and developing strategies to increase housing options for low-to-moderate income households.



INFORMING THE 10-YEAR PLAN: HOUSING NEEDS ASSESSMENT

Part of the work to refresh the 10-Year Plan was to understand the current and future housing needs within the City. While this is a requirement under both federal and provincial legislation, it is also a critical step in setting the city direction for the next decade and ensuring our efforts are focused where they are needed most.

In 2024, the City conducted its [Housing Needs Assessment](#) (HNA), drawing on a wide range of sources, including economic data, the Homeless Individuals and Families Information System (HIFIS) and Point-in-Time Count results, plus insights from interviews, focus groups and policy analysis.

Simply put, HNAs turn numbers and stories into actionable insights. They drive evidence-based decisions, inform housing and infrastructure investments and shape policies. In practical terms, they help determine what types of housing is needed, where it should be built and how much of it is needed.

WHAT WE LEARNED



Key themes: Ottawa’s population is growing quickly, rents are rising faster than incomes, homelessness is increasing and the housing affordability crisis is worsening



Who is most affected: Racialized households, Indigenous peoples, older adults and single parent households



Housing pressures: Low vacancy rate, high rents, increases in renter households, long wait lists and high eviction rates



Homelessness system capacity challenges: Inflows into the shelter system consistently exceed outflows into long-term housing, increasing chronic homelessness and women and family shelter use



Key takeaways for policy and planning: More deeply affordable and supportive housing is urgently needed, municipal efforts alone are not enough, provincial/federal coordination is required, population diversity must be central to housing solutions and renter protections and vacancy control are needed alongside new supply

While the HNA revealed system challenges, it also underscored that many of the actions taken by sector partners and the City are addressing the issues, improving housing affordability and reducing homelessness. The main challenge is that more resources are required to respond to increased need and complexity. Ottawa is not unique in this challenge. Municipalities across Canada are confronting similar realities, where broader systemic challenges like the rising cost of living, the toxic drug crisis, mental-health-related pressures and the lasting impacts of the COVID-19 pandemic have reshaped demand and tested system capacity.

10-YEAR PLAN: SCOPE AND STRUCTURE

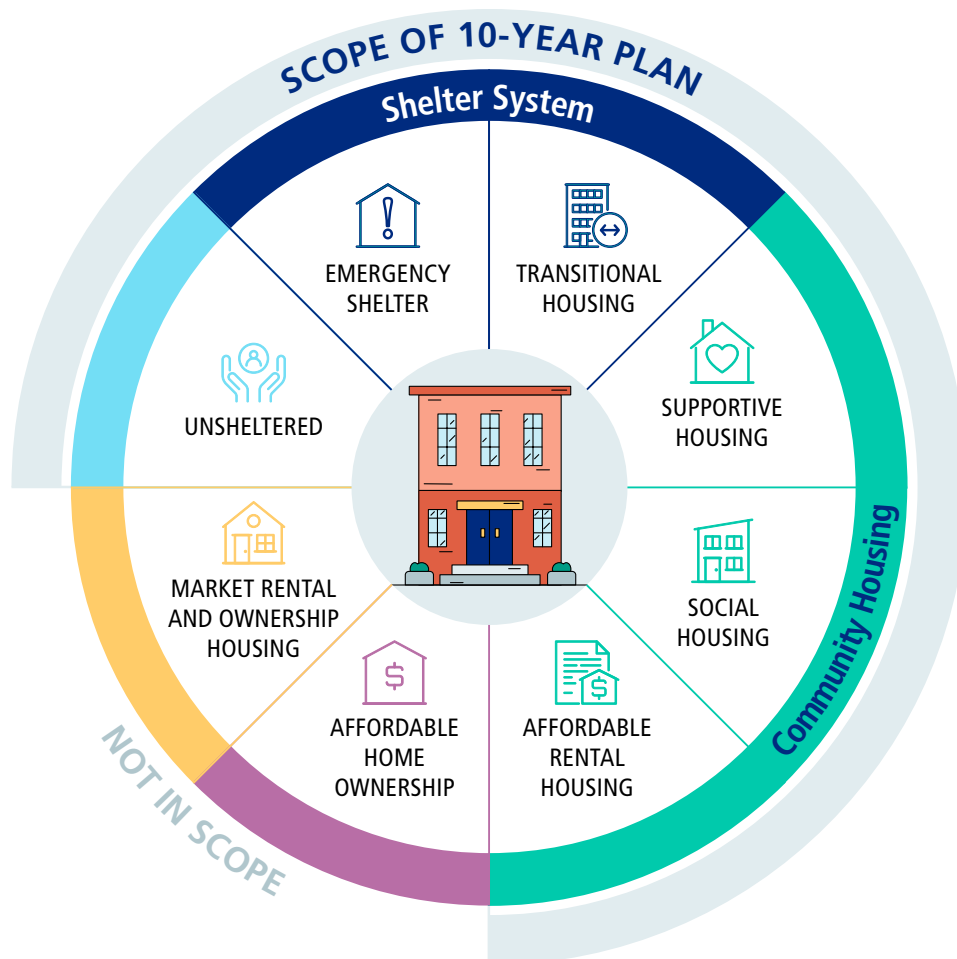
Scope

The 10-Year Plan establishes the framework for addressing housing and homelessness needs in Ottawa from 2026–2035, with a focus on broad community needs and on people with low-to-moderate incomes. It sets high-level objectives intended to represent the breadth of work across Ottawa’s housing and homelessness response. Within the housing and homelessness spectrum, the 10-Year Plan addresses the areas included below:

Structure

The 2026–2035 10-Year Plan is comprised of a long-term vision, six guiding principles, three overarching priorities, seven goals, 18 objectives and outcomes with associated targets and key performance indicators.

Diverging from Ottawa’s previous approach, the 10-Year Plan for 2026–2035 excludes the specific actions to achieve our vision, which will instead be established through a 10-Year Plan workplan co-designed by the City and HHLT and reviewed and updated annually.





Defining affordability

In response to the 2024 [Audit of Affordable Housing](#), Housing and Homelessness Services undertook a process to establish a clear and consistent definition of affordable housing for use across the City, in communication and reporting. The updated definition defines affordability at 30 per cent of household income and allows us to identify the depth of affordability for newly developed affordable rental units.

PREVIOUS DEFINITIONS

Two categories of definitions were previously in use:

Market-based: Defined by local conditions/average market rents by unit type

Income-based: Defined by what a household can afford based on their income and typically limits housing costs to a specific portion of that income (e.g., 30 per cent)

For the development of new affordable housing, **the City typically used a market-based definition** based on a percentage ranging from 80 to 100 per cent of the Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) by unit type.

PROPOSED DEFINITION

The new income-based definition establishes affordability at 30 per cent of household income and seeks to support very low-to-moderate income households with incomes in the first six income deciles.

What is an income decile? Income deciles are a way to divide the population into 10 equal groups based on their income and helps us understand how income is spread out across all households in the city.



THE IMPACT

The new income-based definition of housing affordability is a shift away from market rents tied to unit sizes, focusing instead on what households can afford, regardless of household size. Any household size can fall within any income decile. A single person or a family of seven could have the same household income. An income-based definition of housing affordability acknowledges that affordability should be determined by income, not household size.

Example: A single parent with two children with a household income within deciles 1 or 2 would qualify for a 3-bedroom unit with a rent of \$2,191/month under the current market-based definition. Under the new income-based definition, the affordable rent would be up to \$910/month, better reflecting their actual means.

- Supports more equitable access to housing
- Provides a better understanding of the level of household income being supported with new affordable housing
- Moves away from the inflated market-based “affordable” rents

BREAKING DOWN THE NEW DEFINITION

Very low income (Income deciles 1 and 2)

Annual household income (2025)
Up to \$36,400

Maximum affordable monthly rent
Up to \$910

Low income (Income deciles 3 and 4)

Annual household income (2025)
\$36,401 to \$62,000

Maximum affordable monthly rent
\$910 to \$1,550

Moderate income (Income deciles 5 and 6)

Annual household income (2025)
\$62,001 to \$90,400

Maximum affordable monthly rent
\$1,550 to \$2,260

DEVELOPING THE 10-YEAR PLAN

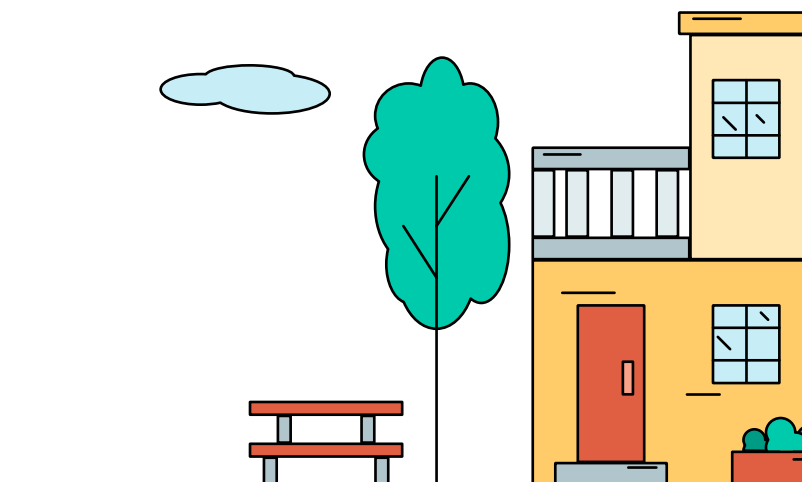
Indigenous leadership principles and engagement

A key commitment in the 2020–2030 10-Year Plan was to support urban Indigenous communities to develop and implement an Indigenous-specific Housing and Homelessness Strategy for Ottawa, recognizing that approaches that respond to Indigenous needs must be Indigenous-led and informed. The importance of this strategy was underscored by the results of the 2024 Point-in-Time count, where 19 per cent of those experiencing homelessness identified as First Nations, Métis, Inuit or having Indigenous ancestry, a figure disproportionately high compared to the overall Indigenous population in Ottawa.

In September 2022, the City entered into an agreement with the Ottawa Aboriginal Coalition (OAC), who represent eight Indigenous service organizations in Ottawa, including two housing providers, for the development of an urban Indigenous Housing and Homelessness Strategy. The OAC developed the strategy based in part on the OAC’s [COVID-19 research project](#) and the lack of improvement in Indigenous homelessness numbers over the last 20 years. The Strategy was presented to the Planning and Housing Committee in October 2024 ([Indigenous Housing and Homelessness Strategy - Report to Committee](#)) and is progressing in parallel with Ottawa’s 10-Year Plan. The City and HHLT are supporting the strategy’s key initiatives.

In addition to the ongoing commitment to the Indigenous Housing and Homelessness Strategy, the City is also working to engage the Anishinabe Algonquin Host Nation through a separate process, beginning with the engagement of representatives from Kitigan Zibi Anishinabeg and Algonquins of Pikwakanagan First Nation, to better understand priorities, housing needs, rights and responsibilities and to establish a process for ongoing collaboration.

It is essential that Indigenous leadership and priorities are reflected in Ottawa’s broader housing and homelessness plan. The HHLT embraces an Indigenous leadership framework as one of their core values and has two members from the OAC representing urban Indigenous perspectives at the table. Ottawa’s Indigenous communities’ input has been vital to this refresh process. Indigenous people access non-Indigenous-specific services for a variety of reasons and at times, experience anti-Indigenous racism and stigma. Efforts will continue to ensure that the entire housing and homelessness system has the capacity to deliver services that are trauma-informed and culturally appropriate as part of ongoing reconciliation with Indigenous people in Ottawa.



The City and HHLT continue to acknowledge the distinct realities of Indigenous community members experiencing housing precarity and homelessness, influenced by the interconnectivity of colonization, the Indian Residential School system, the Sixties Scoop and other child apprehension practices, intergenerational trauma and ongoing impacts of colonialism, displacement, and systemic discrimination embedded in policy and practices. The City and the HHLT also recognize the Indigenous community's unique approaches to applying an Indigenous worldview, teachings and Indigenous practices that can provide solutions to homelessness and housing, while also creating and maintaining Ottawa as a city of belonging for all.

Sector and public engagement

The City and HHLT developed an extensive engagement plan, which included opportunities for input from the public, [sector leaders](#) and [people with lived and living experience](#).

PUBLIC

- Engage Ottawa survey
- Virtual information session
- Three in-person open houses

SECTOR

- Two half-day and one full-day broad sector sessions
- Two half-day family sector sessions

In addition to sector and public engagement, people with lived and living experience have been engaged throughout the refresh process as members of the HHLT and through the Alliance to End Homelessness's Expert Steering Team. There were various opportunities to provide input, including a survey and direct outreach.



ALIGNMENT WITH CITY STRATEGIES

The 2026–2035 10-Year Plan was developed with an acknowledgment that housing and homelessness affect equity-denied communities disproportionately, and an understanding that housing intersects with other areas of social services, health and well-being. Across sectors, our colleagues have heard that housing is a number one priority for the communities they serve.

For this reason, it is important to work together and ensure alignment, rather than duplication, across City strategies. While the 10-Year Plan focuses on broad housing and homelessness challenges, particularly the ways in which they impact people with low-to-moderate income, it is also aligned with several key strategies that share common goals such as increasing housing supply, supporting specific populations including equity-denied groups, and improving the safety, health and well-being of residents.

As the mechanism to deliver housing and homelessness services to the Ottawa community, the 10-Year Plan connects to the City's strategies that are specific to equity, diversity, inclusion and belonging (the Women and Gender Equity Strategy, Corporate Diversity and Inclusion Plan and the Anti-Racism Strategy) as well as the Equity, Diversity, Inclusion

and Belonging (EDIB) Framework that aims to integrate and streamline implementation of EDIB principles for all City operations.

Broadly, the 10-Year Plan complements and is strengthened by the following City strategies:

- [Anti-Racism Strategy](#)
- [Community Safety and Well-Being Plan](#)
- [Corporate Diversity and Inclusion Plan](#)
- [Housing Innovation Task Force Report and Housing Acceleration Plan](#)
- [Municipal Accessibility Plan](#)
- [Official Plan](#)
- [Older Adult Plan](#)
- [Ottawa Public Health's Strategic Plan](#)
- [Poverty Reduction Strategy](#)
- [Reconciliation Action Plan](#)
- [Strategic Plan](#)
- [Women and Gender Equity Strategy](#)

Ottawa’s Housing Acceleration Plan

In October 2025, Council approved [Ottawa’s Housing Acceleration Plan](#). The Acceleration Plan includes more than 50 actions across five key objectives, aimed at removing barriers to support the building of more homes in Ottawa. The Acceleration Plan responds to and builds on the recommendations of the [Housing Innovation Task Force](#), which brought together experts from the development industry, Ottawa Community Housing, and City staff to explore new ways to help build more housing, faster and more affordably.

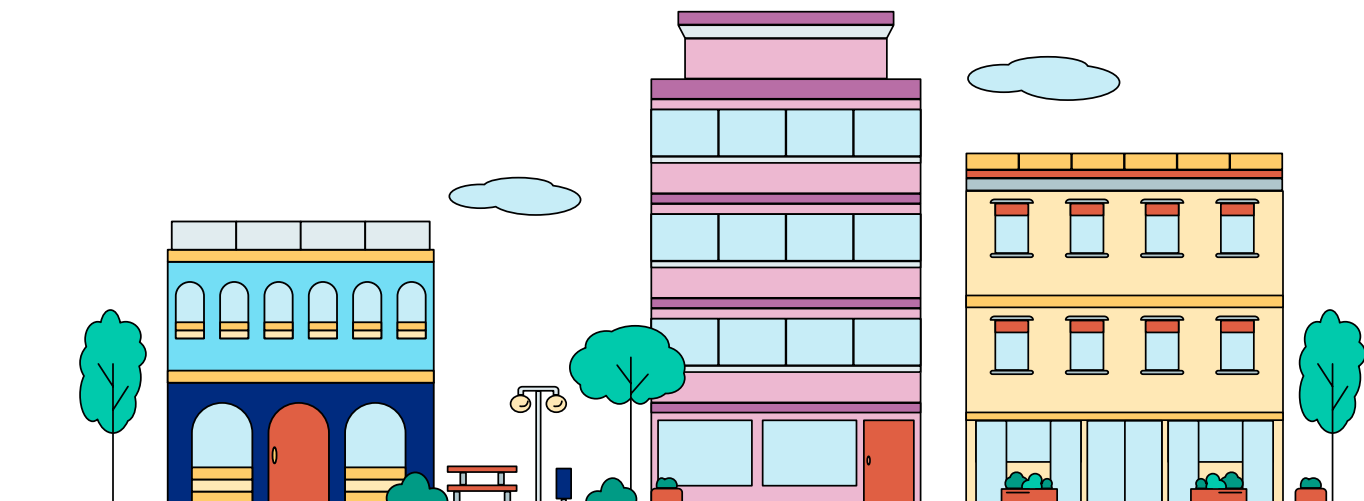
The Acceleration Plan is tailor-made to address the specific challenges facing the city and recognizes that Ottawa is facing a housing crisis on two fronts: overall, housing affordability has declined significantly, and for many, the gap between the cost of housing and what people can afford has widened to the point where their housing situation can become precarious.

Moving forward, the 10-Year Plan and the Housing Acceleration Plan will be complementary strategies meant to address the housing system as a whole. Within the housing and homelessness spectrum, the 10-Year Plan focuses on emergency shelters, transitional housing,

supportive housing, social housing and affordable rental housing in addition to supports for people living unsheltered. The Housing Acceleration Plan aims to support all housing by stimulating market housing development and supporting a strong and sustainable Affordable Housing sector, including supportive housing, in Ottawa. The recommendations in the Housing Acceleration Plan and those of the refreshed 10-Year Plan are focused on the need for the creation of sustainable, mixed-use and mixed-income communities by constructing new housing in proximity to transit and other services.

Additionally, one of the primary goals of the 10-Year Plan is to create opportunities for collaboration and partnerships to create a more resilient and sustainable housing sector. The Housing Acceleration Plan is a direct example of this goal in action.

Both plans speak to the need for a more robust data strategy to ensure we have accurate and quality data available for system planning, funding decisions and tracking outcomes. It is critical for the City to work cross departmentally to accelerate all types of housing development at various affordability levels, and these two approaches will enhance those opportunities.

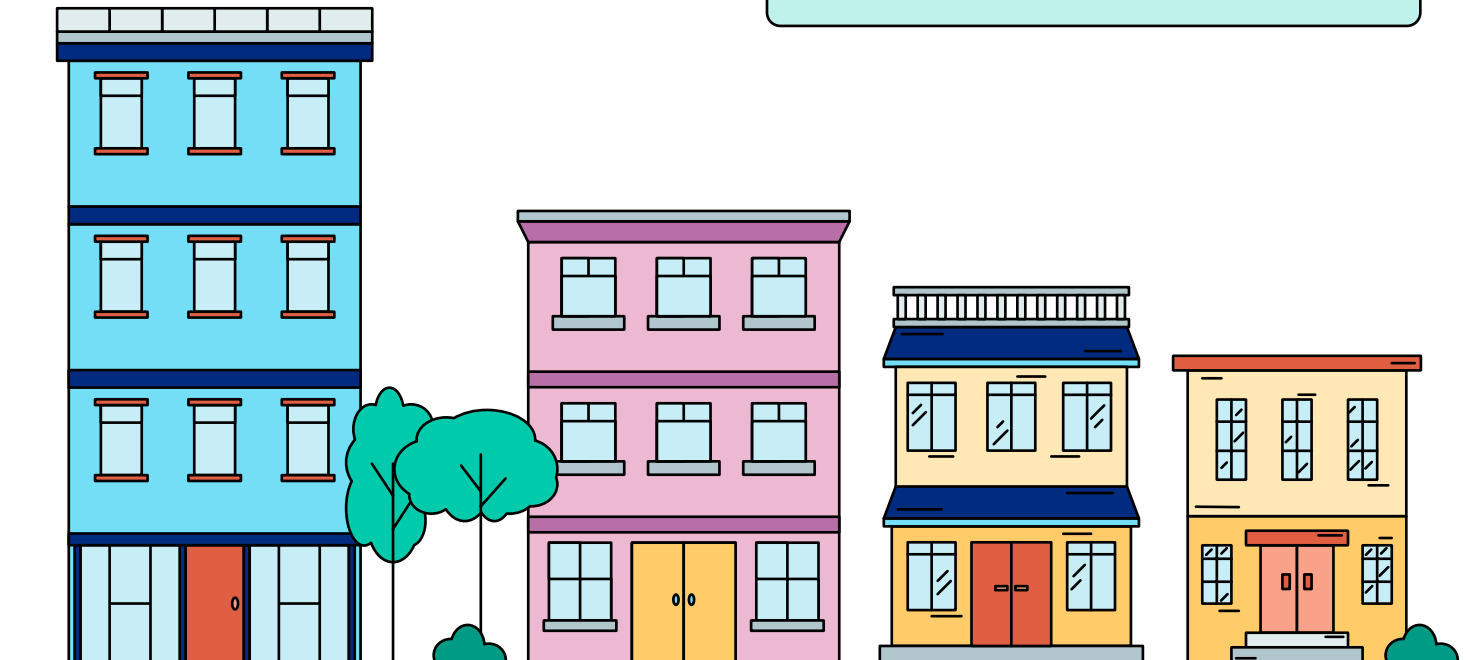


10-YEAR PLAN: VISION AND GUIDING PRINCIPLES

The 10-Year Plan serves as a framework, developed through collaboration between the City and HHLT. Each element of the framework was co-designed and reflects the joint priorities of the City and the housing and homelessness sector. The framework begins and ends with our shared vision, included on the following page.

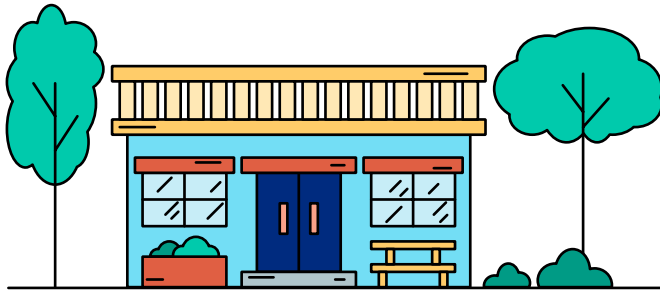
Centering lived expertise

The City and HHLT recognize the need to honour the expertise and centre the voices of people with lived and living experience — those most affected by homelessness and housing precarity — and work with them to create solutions. People with lived and living expertise directly shaped the refresh of the Ottawa’s 10-Year Plan. The Expert Steering Team (EST) of the Alliance to End Homelessness Ottawa worked closely with the City and HHLT to design and implement an engagement process that meaningfully reflects the priorities and realities of those most affected by homelessness. Additionally, the HHLT has identified lived expertise as a distinct sector within its collaborative structure and has two members from the EST representing people with lived and living expertise perspectives at the table.



Vision







A community where people have access to the housing and supports they need to thrive.



Guiding principles

The collaborative process of establishing our guiding principles allowed us to articulate the values that have long shaped our approach, as well as those we aim to strengthen moving forward. The guiding principles are woven throughout all aspects of our work and the goals, objectives and outcomes should be considered through the below principles.

These guiding principles are shared commitments among community partners, the Housing and Homelessness Leadership Table and the City of Ottawa, working to advance the priorities and goals in the 10-Year Housing and Homelessness Plan. These principles guide all aspects of decision-making, planning and service delivery.

 <p>Accountability</p>	<p>We act with integrity and transparency, use data to make evidence-informed decisions and report on progress towards clear, measurable goals to achieve the best outcomes for people.</p>
 <p>Collaborative Partnerships</p>	<p>We recognize and value the experience and knowledge of our dedicated service providers and community partners, and actively engage and respect diverse viewpoints and lived experiences.</p>
 <p>Equity and Inclusion</p>	<p>We identify, reduce and remove systemic barriers, seek and invite systemically excluded voices and promote equitable housing and homelessness services where people are valued, respected and empowered.</p>
 <p>Focused and Coordinated</p>	<p>We prioritize thoughtfully, act with purpose and align our efforts to achieve lasting impacts.</p>
 <p>People-Centered</p>	<p>We put people first in the work we do and ensure needs, strengths and experiences of people providing and accessing services are at the forefront of decision making and service delivery.</p>
 <p>Proactive and Resilient</p>	<p>We work together with our partners to anticipate opportunities and challenges, be forward-thinking and work with intention to achieve positive results.</p>

Equity and Inclusion

The guiding principle of equity and inclusion informs every priority in this plan in order to acknowledge and address the disproportionate impacts experienced by equity-denied communities. An anti-racist, anti-oppressive lens informs the development and implementation of this plan. Meaningful engagement with equity-denied communities has been prioritized in the creation of this plan and will be prioritized in the development of the subsequent workplan.

The 10-Year Plan does not include standalone commitments, outcomes, or targets specific to equity, diversity and inclusion. Instead, we are committed to serving equity-denied communities and prioritizing those most in need across the entire framework, recognizing that many equity-denied groups face housing and homelessness challenges more acutely at every level of the system.

As this refreshed 10-Year Plan is implemented, the workplan will identify specific actions to support equity-denied groups. Wherever possible, data and targets will be disaggregated by equity-denied groups to better understand the impact of our housing and homelessness response. While data gaps persist, the 10-Year Plan is also committed to strengthening data collection and analysis to ensure that inequities are identified and addressed. This commitment to equity and inclusion will be embedded in processes, reflected in ongoing reporting and evaluated through the impacts on equity-denied communities. This will ensure that planning, resources and supports respond to those most disproportionately affected.

Appropriate, affordable and accessible housing forms the foundation of individual, family and community well-being. A stable home environment provides a safe, supportive space where people can thrive, build social connections and participate fully in their communities. Promoting equity and inclusion in housing not only supports positive individual outcomes but also has the potential to reduce poverty, enhance economic stability and strengthen community well-being.

Existing inequities impact health, employment, education and overall well-being. These persistent systemic barriers disproportionately affect equity-denied communities including:

- Women and children fleeing domestic violence
- Women-led households, especially single mothers
- Older adults
- Youth and young adults
- Indigenous Peoples
- Racialized people
- Recent immigrants, especially refugees
- 2SLGBTQIA+
- People with physical health or mobility challenges
- People with developmental, cognitive, sensory or other disabilities
- People dealing with mental health and addictions challenges
- Veterans
- People experiencing homelessness

In addition to aligning with the City's Equity, Diversity, Inclusion and Belonging (EDIB) Framework, the HHLT has committed to developing its own equity, diversity and inclusion framework tailored to the unique challenges within the housing and homelessness sector. This framework will guide the development of the 10-Year Plan workplan and inform its ongoing implementation to ensure equity considerations are embedded throughout.

The City and HHLT will continue to identify, reduce and remove systemic barriers, elevate diverse voices and promote equitable housing and homelessness programs and services where everyone is valued, respected and can thrive.

10-YEAR PLAN: PRIORITIES



PRIORITY 1: EVERYONE HAS A HOME

Goal 1.1: Preserve the existing community housing stock

Goal 1.2: Increase the supply of community housing

Goal 1.3: Increase access to housing affordability

Central to the 10-Year Plan is the vision that everyone has a home. Having a stable home is the foundation for individual and community well-being. When people have a safe place to live, they are better able to care for their health, find and keep employment, participate in their community and build a sense of security and belonging. Access to housing isn't just a basic need — it's what allows people to thrive. Addressing Ottawa's housing challenges requires a comprehensive approach that protects what we have, builds what we need and ensures residents can afford to stay housed. To achieve this, the 10-Year Plan will focus on three main goals within this priority area.

Goal 1.1: Preserve the existing community housing stock

Preserving and maintaining existing community housing is just as critical as building new homes. Our housing stock represents decades of public investment and community history, and without adequate investment in repairs, retrofits and thoughtful redevelopment, we risk losing these irreplaceable assets. Investing in the preservation of community housing ensures these units remain safe, dignified and sustainable for current and future residents. To truly address the housing crisis, we must take a dual approach: building new affordable homes while protecting and reinvesting in the ones we already have.

Objectives and outcomes

GOAL 1.1A

Objective: Sustain existing community housing assets through ongoing capital investment to ensure long-term viability and livability.

Outcome: Community housing units remain in use and good condition, contributing to a sustainable stock of livable homes.

GOAL 1.1B

Objective: Facilitate transformation in the community housing sector, including through mergers and acquisitions, to promote sustainability and growth.

Outcome: The community housing sector is sustainable, resilient and prepared for new opportunities.

Measuring progress

- Percentage of social housing in a satisfactory state of repair
- Ratio of number of units to number of housing providers
- Number of community housing units, including:
 - Number of affordable housing units
 - Number of supportive housing units
 - Number of social housing units

Goal 1.2: Increase the supply of community housing

To meet the scale of need, we must significantly grow the supply of community housing. Right now, there simply aren't enough affordable homes to meet demand. By prioritizing investments in new construction, we can create permanently affordable homes that serve a wide range of households, including those with the greatest needs. Building new units not only increases housing availability but also strengthens the overall housing system, helping to reduce pressure on the shelter system, improve equity and ensure more people have access to safe, stable and appropriate housing.

Objectives and outcomes

GOAL 1.2A

Objective: Leverage land, partnerships and/or planning tools to increase community housing supply and options.

Outcome: Community housing units are developed through coordinated land use, strategic partnerships and/or targeted planning tools.

GOAL 1.2B

Objective: Leverage financial tools and incentives to increase community housing supply and options.

Outcome: Community housing units are developed through the use of financial tools and incentives.

Measuring progress

- Number of new community housing units developed
- Percentage of units completed that are affordable to households with very low, low and moderate income

Goal 1.3: Increase access to housing affordability

Ensuring that everyone has a home requires more than just building affordable housing — it also means expanding the tools that help people afford and keep their homes. Portable housing benefits, rental assistance and other housing allowances are essential components of a comprehensive affordability strategy. These supports have been crucial to the housing and homelessness system in Ottawa and have offered individuals and families new options for affordable living. By strengthening and broadening these affordability pathways, we can reach more people, reduce housing instability and promote real housing choice — especially in high-cost areas where the need is greatest.

Objectives and outcomes

GOAL 1.3A

Objective: Strategically use rent subsidies and new rent models to create a range of housing affordability options.

Outcome: A greater range of housing affordability options are available and obtainable.

GOAL 1.3B

Objective: Modernize the wait list system to effectively provide access to rent subsidies and community housing.

Outcome: Wait list applicants are matched in a timely manner to appropriate housing options.

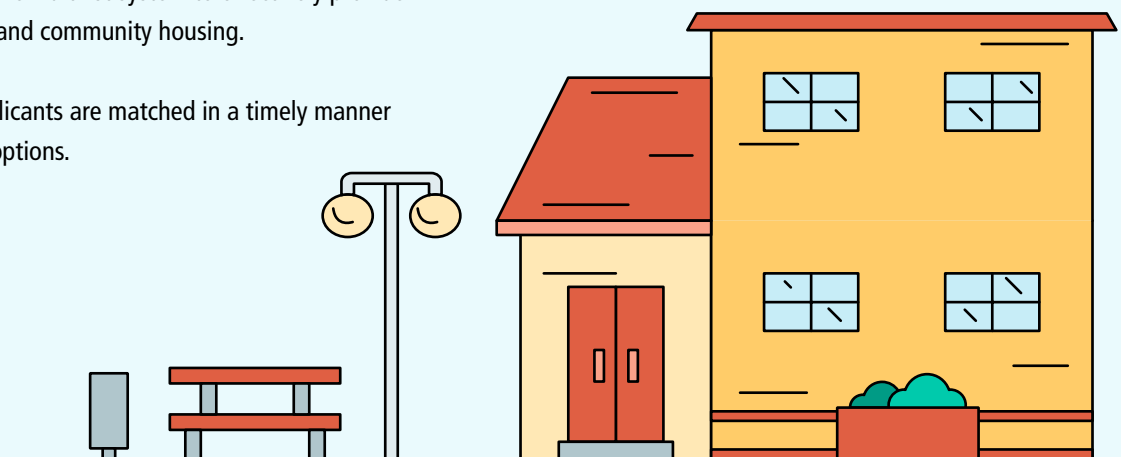
GOAL 1.3C

Objective: Ensure people have access to different housing options as their needs change.

Outcome: Housing system coordination is increased to support transitions to different housing options.

Measuring progress

- Number of new rent subsidies provided to households
- Average wait time on waiting lists to receive:
 - Rent-geared-to-income assistance
 - Portable housing benefit
 - Below market rent/affordable housing
- Number of singles and families confirmed to have moved from shelter to long-term housing





PRIORITY 2: PEOPLE GET THE SUPPORT THEY NEED

Goal 2.1: Prevent housing loss

Goal 2.2: Ensure experiences of homelessness are brief, sheltered and nonrecurring

Whether someone is living unsheltered, staying in emergency or transitional housing or has successfully moved into long-term housing, access to appropriate support is critical for stability and lasting success. A responsive housing system provides a range of housing options and pairs them with complementary supports that help people maintain housing, navigate challenges and improve their quality of life. By offering timely, flexible and tailored supports, the system can respond to changing needs, prevent recurring homelessness and help individuals achieve sustained housing stability. Two central goals will help us advance on this priority.

Goal 2.1: Prevent housing loss

When people can maintain their housing, it reduces stress and disruption in their lives while supporting their safety, health and connection to community. It also decreases the demand on emergency and short-term housing. Emphasizing prevention is critical because supporting people to remain stably housed is more effective, sustainable and dignified than intervening after housing has been lost.

Objectives and outcomes

GOAL 2.1A

Objective: Expand and enhance housing loss prevention measures.

Outcome: People are provided with the services they need to achieve stable tenancies and retain housing.

GOAL 2.1B

Objective: Enable successful community housing tenancies.

Outcome: Increased successful community housing tenancies through partnerships and supports.

Measuring progress

- Level of investment in housing loss prevention, including total funding and number of programs enhanced and added
- Percentage of community housing tenancies that are terminated by eviction

Goal 2.2: Ensure experiences of homelessness are brief, sheltered and nonrecurring

As the number of people experiencing homelessness continues to rise, the demand on the shelter system has increased. Decreasing the duration of homelessness, preventing unsheltered homelessness and ensuring homelessness does not reoccur reduces trauma, supports health and well-being and allows people to regain stability. Emergency and short-term housing with appropriate supports is vital to helping people secure and maintain long-term housing.

Objectives and outcomes

GOAL 2.2A

Objective: Facilitate timely transitions from homelessness to long-term housing options that best meet needs.

Outcome: People experiencing homelessness quickly secure stable housing and do not return to homelessness.

GOAL 2.2B

Objective: Adapt the homelessness system, including emergency shelters and transitional housing, to respond to changing demographics and needs.

Outcome: A proactive, agile homelessness system that has adjusted to demand, reflects diverse needs and experiences and promotes successful long-term housing outcomes.

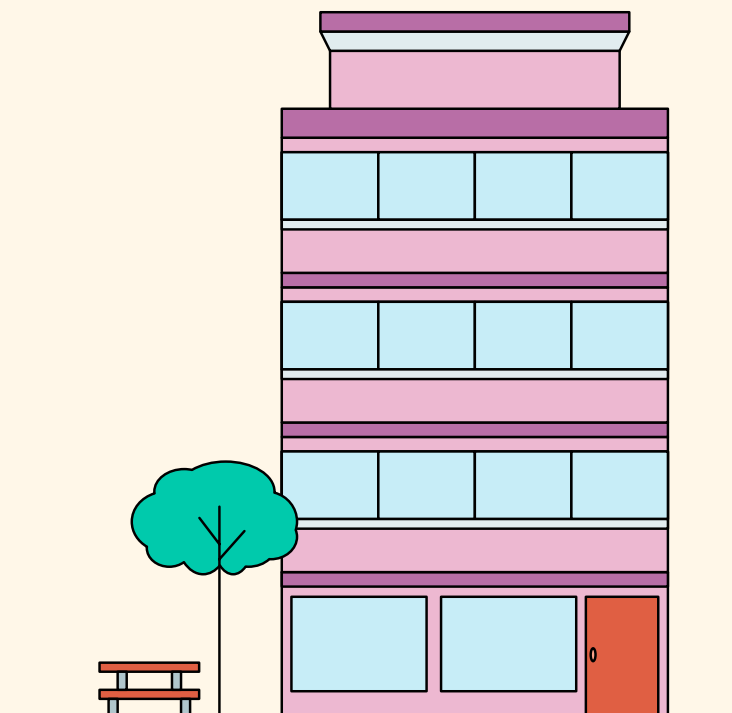
GOAL 2.2C

Objective: Enhance the supportive housing system.

Outcome: An expanded supportive housing system that has the capacity to respond to diverse needs and reduce reliance on the shelter system.

Measuring progress

- Average length of stay in shelter, broken down by:
 - 1 to 14 day stays
 - 15 to 180 day stays
 - 180+ day stays
- Percentage of people remaining housed for a period of one year after experiencing homelessness
- Number of permanent shelter and transitional beds versus the number of overflow beds
- Number of people newly housed in supportive housing





PRIORITY 3: WE WORK TOGETHER

Goal 3.1: Create an integrated system where resources are maximized and used efficiently for the benefit of the people we serve

Goal 3.2: Strengthen the housing and homelessness system through new and existing partnerships, research and innovation

Advancing housing stability and preventing homelessness requires shared commitment and coordinated action across all levels of government, community partners and allied sectors. Lasting progress is achieved when we work together, combining expertise and building on each other’s strengths. By aligning efforts, supporting sector staff, closing service gaps and sharing high-quality timely data, we can make informed decisions that strengthen programs, enhance housing stability and build a more responsive, person-centered housing and homelessness system. This priority is supported by two goals.

Goal 3.1: Create an integrated system where resources are maximized and used efficiently for the benefit of the people we serve

An integrated system is essential to ensure that people can access coordinated supports rather than navigate fragmented or disconnected services. Homelessness and housing instability are complex issues often linked to challenges such as health issues, social isolation, employment instability, safety risks and reduced well-being, with equity-denied communities experiencing these impacts disproportionately. When services

across sectors like health, employment and safety work in silos, people can fall through the cracks. An integrated system aligns policies, funding and service delivery across partners to create a seamless experience for people, improves efficiency and accountability and strengthens outcomes both at the individual and system levels.

Objectives and outcomes

GOAL 3.1A

Objective: Collaborate with partners to ensure the housing and homelessness system is coordinated and easy to navigate.

Outcome: System coordination and navigation is improved through increased collaboration with partners.

GOAL 3.1B

Objective: Work with partners to provide services that support health, social, employment, safety and well-being needs for people accessing and providing services.

Outcome: People accessing and providing housing and homelessness programs are better connected to supports and services that improve their health, social, employment, safety and well-being.

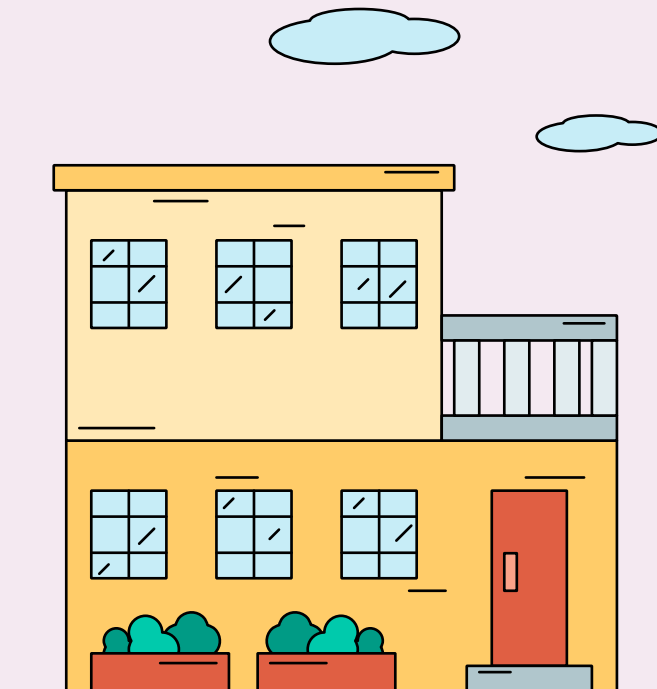
GOAL 3.1C

Objective: Communicate transparently to advance system outcomes and respond to needs.

Outcome: People have an increased awareness of housing and homelessness challenges and successes to inform and build support for solutions.

Measuring progress

- Number of change initiatives in collaboration with the housing and homelessness sector
- Number of formalized collaborative strategic projects and/or partnerships with allied sectors, broken down by:
 - Projects and partnerships for those accessing services
 - Projects and partnerships for those providing services
- Number of communications/media products released, or events hosted, providing information on housing and homelessness in the city



Goal 3.2: Strengthen the housing and homelessness system through new and existing partnerships, research and innovation

Strengthening the housing and homelessness system through partnership, research and innovation is essential to create more effective, coordinated and evidence-based responses to the growing challenges of housing insecurity. By building capacity to use data in planning and decision-making, we can better identify needs, allocate resources and measure outcomes. This data-driven approach also enables us to focus limited resources where they will have the greatest impact, supporting people more effectively and helping to address inequity with greater precision. Collaboration across all levels of government and with community partners strengthens alignment, reduces duplication and ensures that services are responsive to local needs. Testing and evaluating new approaches fosters continuous improvement and innovation, helping to build a more resilient, efficient and person-centered housing and homelessness system.

Objectives and outcomes

GOAL 3.2A

Objective: Use City and partner data and research to facilitate innovation and growth initiatives.

Outcome: Increased capacity for using City, sector and partner data and research to inform planning and decision making.

GOAL 3.2B

Objective: Work with the community, all levels of government and partners to streamline processes and influence changes in the housing and homelessness system.

Outcome: Collaboration across governments, communities and partners is increased leading to policy, system and service improvements that enhance housing stability and reduce homelessness.

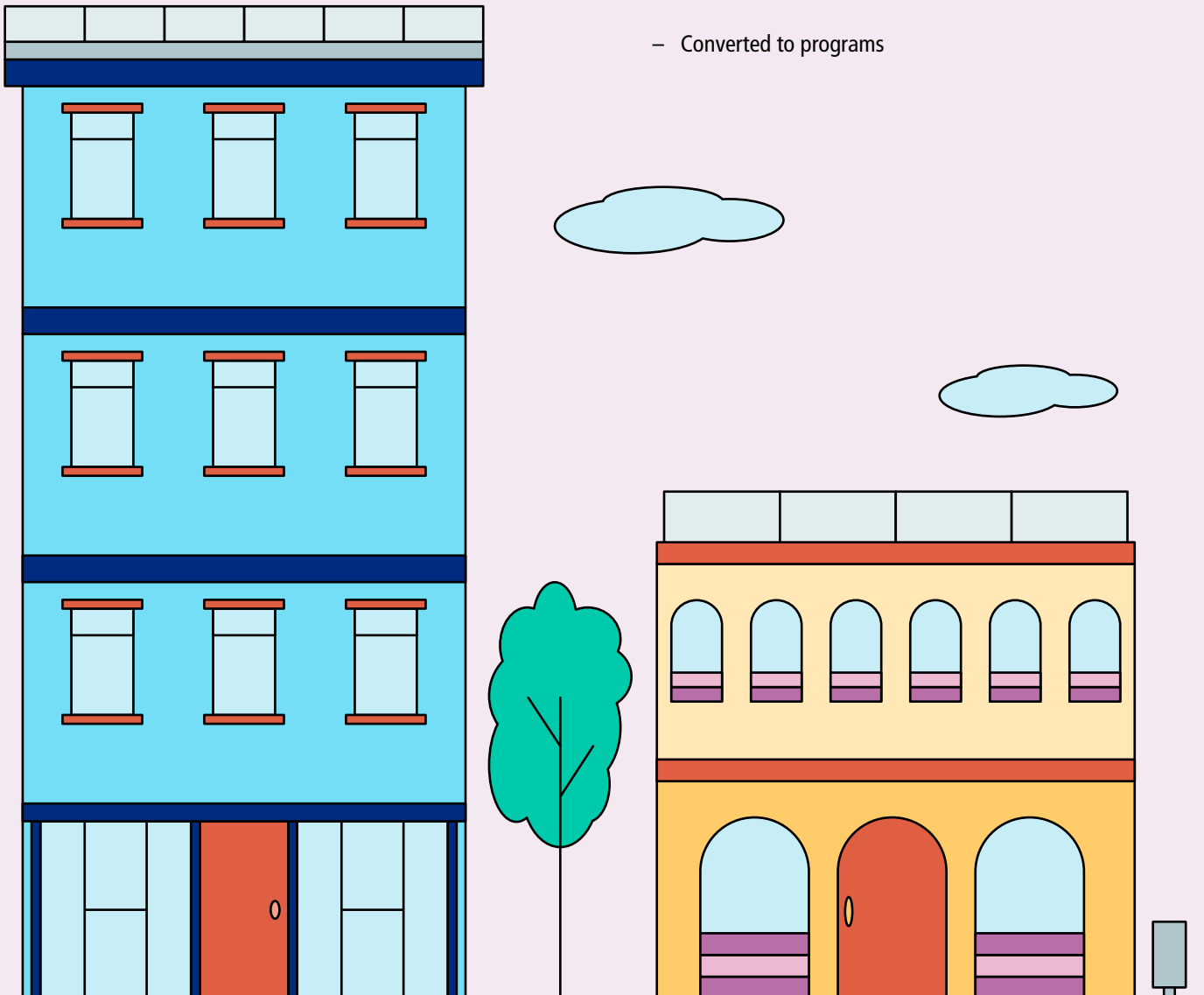
GOAL 3.2C

Objective: Work with the community and partners to explore, research and pilot projects to test new approaches and implement successful solutions.

Outcome: Ability to identify and implement effective new approaches based on tested, evidence-informed pilots and research is enhanced.

Measuring progress

- Optimization rating for data systems:
 - Percentage of people with completed housing history in the Homeless Individuals and Families Information System (HIFIS)
 - Percentage of critical data fields populated in the Integrated Housing System (IHS)
 - Number of records failing/bypassing data validation rules in IHS
- Number of research projects and pilot projects:
 - Initiated
 - Converted to programs



10-YEAR PLAN: TARGETS

Clear and measurable targets demonstrate if progress is being made towards the 10-Year Plan's overall goals. In developing a measurement approach, targets can be set at both the objective and priority levels of the plan. The measurement approach detailed below provides a comprehensive way to reflect performance of specific objectives while keeping sight of our progress towards meeting housing and homelessness challenges at a city-wide scale. Whenever available, the 10-Year Plan will also break down targets by equity-denied groups to gain greater insight into how they are impacted by different aspects of the housing and homelessness system. Where this is not possible, the 10-Year Plan remains committed to improving data quality and analytic capacity so that disparities can be more clearly identified and effectively addressed going forward.

Objective-level targets

Measuring progress at the objective level provides a detailed view of how individual parts of the 10-Year Plan are progressing. Each of the 18 objectives has been matched with an outcome statement that defines what we aim to accomplish within the City's scope of control and supports the selection of effective and relevant measurement indicators. These performance measures, also known as key performance indicators (KPIs), provide us with a method of measuring progress towards each objective.

Once KPIs were selected for each objective, they were framed with a target statement. Target statements allow us to quantify our goals and clearly define what success looks like. For the initial years of the refreshed 10-Year Plan, all objective-level KPIs will have a year-over-year directional target. Directional targets will indicate if we aim for KPIs to increase, decrease or stay stable. As baseline data is collected year-over-year on objective-level measures, staff will have a clearer picture of what scale of progress is achievable and will rely on initial years of data to start setting numerical targets for the 10-Year Plan's objectives. The objective-level targets are as follows:

GOAL 1.1: PRESERVE THE EXISTING COMMUNITY HOUSING STOCK

1.1a The percentage of social housing in a satisfactory state of repair **DOES NOT DECREASE**.

1.1b The ratio of units to housing providers **INCREASES**.

GOAL 1.2: INCREASE THE SUPPLY OF COMMUNITY HOUSING

1.2a and The number of new affordable and supportive housing units **INCREASES**.

1.2b The percentage of units affordable to households with very low, low, and moderate incomes **INCREASES**.

GOAL 1.3: INCREASE ACCESS TO HOUSING AFFORDABILITY

- 1.3a** The number of new rent subsidies provided to households **INCREASES**.
- 1.3b** The average wait time for each housing option **DECREASES**.
- 1.3c** The number of singles and families moving from shelters to long-term housing **INCREASES**.

GOAL 2.1: PREVENT HOUSING LOSS

- 2.1a** The level of total dollars invested in housing loss prevention programs **INCREASES**.
The number of housing loss prevention programs enhanced and added **INCREASES**.
- 2.1b** The percentage of all community housing tenancies that are terminated due to an eviction **DECREASES**.

GOAL 2.2: ENSURE EXPERIENCES OF HOMELESSNESS ARE BRIEF, SHELTERED AND NONRECURRING

- 2.2a** The average length of stay for stays of 180+ and stays of 15 to 180 days **DECREASES**.
The average length of stay for stays of 1 to 14 days **DOES NOT INCREASE**.
The percentage of people remaining housed for a minimum of one year after experiencing homelessness **INCREASES**.
- 2.2b** The percentage of beds categorized as shelter or transitional overflow beds relative to permanent shelter or transitional beds **DECREASES**.
- 2.2c** The number of people newly housed in supportive housing **INCREASES**.



GOAL 3.1: CREATE AN INTEGRATED SYSTEM WHERE RESOURCES ARE MAXIMIZED AND USED EFFICIENTLY FOR THE BENEFIT OF THE PEOPLE WE SERVE

- 3.1a** The number of change initiatives in collaboration with the housing and homelessness sector **INCREASES**.
- 3.1b** The number of formalized collaborative strategic projects/partnerships with allied sectors **INCREASES**.
 - Projects/partnerships for those accessing services
 - Projects/partnerships for those providing services
- 3.1c** The number of communications/media products released or events providing information on housing and homelessness in the city **INCREASES**.

GOAL 3.2: STRENGTHEN THE HOUSING AND HOMELESSNESS SYSTEM THROUGH NEW AND EXISTING PARTNERSHIP, RESEARCH AND INNOVATION

- 3.2a** The percentage of people in the Homeless Individuals and Families Information System (HIFIS) with a completed housing history **INCREASES**.
 The percentage of critical data fields populated in the Integrated Housing System (IHS) **INCREASES** and percentage of records failing/bypassing data validation rules in IHS **DECREASES**.
- 3.2b** The number of policy, system and funding improvements **INCREASES**.
- 3.2c** The number of research projects and pilot projects initiated **INCREASES**.
 The number of research projects and pilot projects converted to programs **INCREASES**.

Priority-level targets

Complementing objective-level targets will be a series of targets measuring progress towards the 10-Year Plan’s priorities. While Key Performance Indicators will be used to formally track progress towards the 10-Year Plan’s objectives, priority-level targets will be based on evidence from reports such as the Housing Needs Assessment, and used more generally to understand shifting levels of community need when developing annual workplans. These priority-level targets will reflect social and economic factors beyond the direct control of the City and sector partners, and target levels will be set above known funding capacity. The purpose of priority-level targets is to quantify the gap between currently available resources and the remaining level of need within the community. These targets can be adapted to reflect changing realities in our community and

will continually drive conversations between the City, its funders, the HHLT and sector partners about how to collectively respond to these challenges. The City and HHLT will be working towards meeting these established community levels of need through annual workplans and the updated municipal Housing Services Long Range Financial Plan.

Measuring both objective and priority-level targets achieves two things. At the objective level, Key Performance Indicators allow us to understand and publicly track how we are making positive progress towards elements of the 10-Year Plan, and at the priority level, targets help us measure the collective impact towards the overarching vision while not losing sight of the remaining need within the community.

10-YEAR PLAN WORKPLAN

The 10-Year Plan framework defines our highest priorities and goals, the objectives and outcomes we aim to achieve and how progress will be assessed over time. Once the 10-Year Plan is approved, the City and HHLT will work together to translate the framework into concrete, actionable steps through a collaboratively developed workplan that reflects current opportunities, challenges and available resources. To keep the workplan responsive and effective, we will co-design an annual review process that ensures ongoing alignment with evolving conditions, policy directions, funding levels and priorities, and emerging community needs.

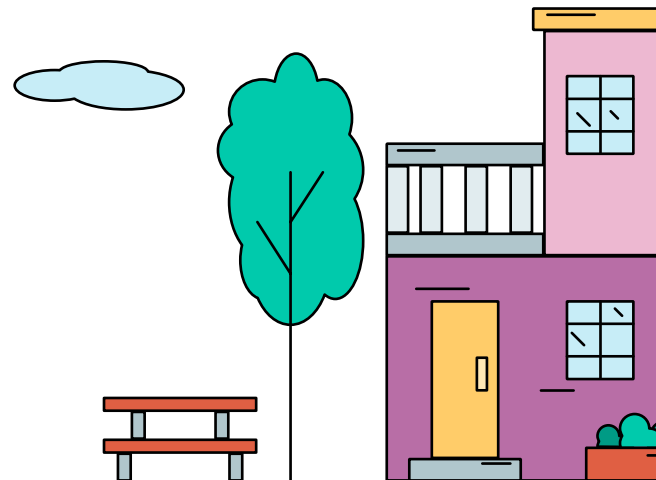
While priority-level targets will be ambitious, the annual workplan will be constructed through a rigorous, reality-based process. This includes assessing current capacity, identifying available funding and resources and sequencing work in a way that is both feasible and aligned with the 10-Year Plan’s outcomes. Based on the results of this annual assessment, we will also establish annual targets that reflect operational and financial capability and our long-term strategic direction. Each action will directly support the key results, ensuring that ambition is balanced with actionable, measurable progress. This adaptive approach will allow us to remain focused, accountable and ready to respond to change over time.

Monitoring progress

As we continue to implement the 10-Year Plan, we will also strengthen and refine our data systems to better track progress across an integrated service landscape. This includes improving data quality, closing gaps in reporting and building the connections necessary to see how efforts across the system influence one another. A public facing dashboard will showcase our progress against Key Performance Indicators and support consistent data collection and reporting for the 10-Year Plan and other long-term strategies. Over time, these enhancements will allow us to move toward a more robust, system-wide understanding of impact, ultimately enabling more meaningful outcomes for the people we serve.

Annual reporting

[Annual progress reports](#) are an important tool to evaluate how effectively this plan is advancing its priorities and goals. The City has posted annual progress reports on the 10-Year Plan publicly as required by the **Housing Services Act, 2011** and will continue to do so as part of this plan’s implementation.



ACKNOWLEDGMENTS

We wish to sincerely thank everyone who contributed to this plan by submitting a survey, writing an email or joining us at our virtual session or open house events. We are especially grateful to every partner, frontline worker, advocate, knowledge keeper, community member and person with lived and living experience who took the time to ask questions and share their ideas and perspectives.

We thank City staff who took the time to share their thoughts and feedback on how their work aligns with this plan and how they can contribute to making our city more liveable for all. Your commitment and collaboration are essential to bringing this plan to life.

Thank you to everyone from the sector who took part in various engagement opportunities. Your thoughtful contributions and shared commitment have helped ensure this plan reflects a broad range of voices and priorities, and your dedication and partnership are vital to turning this plan into action.

To [Housing and Homelessness Leadership Table members](#), thank you for your collaboration, expertise, leadership and shared commitment in co-developing this plan. Your contributions were critical to ensuring the 10-Year Plan reflects the needs of the sector and the people you serve.

We would also like to thank the municipalities who generously shared their experience with us — City of Hamilton, York Region, City of Toronto and Peel Region.





Housing & Homelessness
Leadership Table

Table de direction sur le
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