

**Report to
Rapport au:**

**Community and Protective Services Committee
Comité des services communautaires et de protection
18 June 2015 / 18 juin 2015**

**and Council
et au Conseil
24 June 2015 / 24 juin 2015**

**Submitted on June 11, 2015
Soumis le 11 juin 2015**

**Submitted by
Soumis par:**

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intérim, City Operations/Opérations Municipales**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2015-COS-CSS-0012

SUBJECT: TEN YEAR HOUSING AND HOMELESSNESS PLAN – 2014 UPDATE

**OBJET: PLAN DÉCENNAL DE LOGEMENT ET DE LUTTE CONTRE
L'ITINÉRANCE – MISE À JOUR 2014**

REPORT RECOMMENDATIONS

That Community and Protective Services Committee recommend that Council receive this report as the City's submission to the Minister of the Ministry of Municipal Affairs and Housing, in accordance with Ontario Regulation 367/11 under the *Housing Services Act*, 2011.

RECOMMANDATIONS DU RAPPORT

Que le Comité des services communautaires et de protection recommande que le Conseil reçoive ce rapport à titre d'information et de soumettre ce rapport au ministère des Affaires municipales et du Logement, conformément au Règlement de l'Ontario 367/11 pris en application de la *Loi de 2011 sur les services de logement*.

EXECUTIVE SUMMARY

Assumptions and analysis

The new *Housing Services Act, 2011*, required Municipal Service Managers¹ (MSMs) to develop a system-based Ten Year Housing and Homelessness Plan. The provincial requirements identified a span of requirements such as, articulating a vision, engaging in broad consultation, developing concrete actions and goals for the full spectrum of services and linking to related local plans. The Act also required MSMs to implement their plan by January 1st, 2014 and to publicly report annually on the progress and outcomes of plans, commencing in 2015.

Developed in collaboration with key community partners and supported by extensive consultation with a wide range of stakeholders, our draft plan entitled, [*A Home For Everyone: Our Ten Year Plan 2014-2024*](#), was unanimously approved by Council on September 25th, 2013. Implementation subsequently began in January 2014, as per legislative requirements. Our Plan, which is founded on three priorities, represents a commitment to our community that we will work together as individuals, organizations and government bodies to ensure that everyone has a safe and affordable home and that residents have access to the supports they need to remain housed, as their life circumstances change.

While the first year of the Plan's implementation focused on work plan development and target-setting for 2015 and beyond based on new funding announcements and policy reformulation from the provincial and federal governments, notable deliverables were completed under each of the three priorities of the Plan as described below.

Priority #1: Everyone has a home

- ◆ 216 new affordable housing units were approved, under construction or completed;
- ◆ 145 seniors and people living with disabilities benefited from essential repairs and modifications to their homes to support independent living; and

¹ Municipal Service Managers (MSMs) are responsible for delivering and administering social and affordable housing and in many cases also deliver homelessness initiatives. MSMs are also responsible for administering social service programs (e.g. Ontario Works, Child Care).

- ◆ \$7.95 million in new investments were secured for repairs to the social housing stock.

Priority #2: People get the supports they need

- ◆ Initiated the re-design of Ottawa's homelessness system, including the implementation of the Housing First model (April 1, 2015), an evidence-based approach to eliminating chronic homelessness, as per federal funding requirements; and
- ◆ Invested in the expansion of shelter services for homeless families.

Priority #3: Working together

- ◆ Launched an Interdepartmental Committee to coordinate City plans;
- ◆ Created two working groups with our community partners to develop and implement communication, engagement and advocacy plans; and
- ◆ Developed outcome-based measures to assess the performance of the Plan's implementation.

Over this Term of Council, we will advance our objectives related to housing affordability and stability issues by creating 300 new affordable and/or supportive housing units, assist 460 seniors or persons with disabilities with essential repairs, increase the availability of housing subsidies and develop a plan for social housing repairs for Council's approval. Our concerted efforts to re-design the homelessness system and eliminate chronic homelessness by 2024 will result in the full implementation of the Housing First model and the transition of 250 long stay shelter clients to permanent housing with supports and by working with emergency shelter providers to reduce the average length of stay. We will also continue to work collaboratively with our colleagues and our community partners to implement work plans which will coordinate City plans, communicate and engage with our stakeholders to raise awareness about the Plan and advocate for adequate and sustained funding from all levels of government.

Financial implications

The City recognizes the significant funding commitments and policy changes recently made by the provincial and federal governments. However, some homelessness funding commitments are time-limited, have no cost of living adjustment provisions and come with administrative rigidity, while others have been consolidated, reduced and/or capped. As such, meeting the objectives of our Plan is contingent on adequate and sustained funding from all levels of government and our ability to decrease the costs of our emergency response to reinvestment in housing, support and prevention.

Public Consultation/Input

The development and implementation of our Plan was guided by our community partners through the Housing System Working Group, which is comprised of organizations that provide housing, housing supports, homelessness services with representation from both the non-profit and for profit sectors, including private landlords. A membership list is attached to this report as document 1. Over the past year, staff has also consulted with numerous community groups, associations, and networks to promote the Plan and obtain feedback on key deliverables.

BACKGROUND

On January 1st, 2012, the new *Housing Services Act, 2011* came into effect, replacing the *Social Housing Reform Act, 2000*. This new legislation required Municipal Service Managers (MSMs) to develop a system-based Ten Year Housing and Homelessness Plan (“The Plan”). The provincial requirements identified a span of activity from broad to specific including, but not limited to: articulating a vision, engaging in broad consultation, including the full spectrum of services, developing concrete actions and goals and linking to related local plans. The Act also requires MSMs to publicly report annually on the progress and outcomes plans, commencing in 2015.

Our Plan entitled: [A Home For Everyone: Our Ten Year Plan 2014-2024](#) was developed in consultation with a broad range of stakeholders, including people with lived experience, and guided by a working group representing the housing and homelessness sector, the not-for-profit and private sectors, the Local Health Integration Network (LHIN) and other key stakeholders. On September 10th and 19th, 2013, the draft Plan was presented to the Planning Committee and Community and Protective Services Committee respectively, before rising to Council on September 25th. Both Committees and Council unanimously approved the Plan. Staff subsequently submitted the approved Plan to the Province on December 23rd, 2013, and implementation commenced on January 1st, 2014.

DISCUSSION

Addressing and responding to the housing and support needs of residents is key to building a liveable city for generations to come. The City recognizes that the social and financial costs of not responding to housing needs are far greater than the costs of providing adequate, affordable and suitable housing with supports as required. Our Plan is the result of a system-wide collaborative effort to ensure that affordable and safe housing is available for our vulnerable residents and to eliminate chronic homelessness. It builds on our legacy of working together to create a housing system that is operationally efficient, financially sustainable and responsive to the needs of the people we serve by focusing on the following three priorities.

Each year the Housing Services Branch, in partnership with service providers, delivers a variety of housing and homelessness services to over 100,000 residents. These services include: street outreach, emergency shelters, homelessness prevention, social housing and housing subsidies and supports to housing.

Priority #1: Everyone has a home

- ◆ Providing a range of housing options that meets demand through construction, purchase, redevelopment and housing subsidies; and
- ◆ Existing affordable housing is in a good state of repair and is well-managed.

Priority #2: People get the support they need

- ◆ People receive the right types of services and supports to keep their homes and to prevent homelessness;
- ◆ People who become homeless are safe and receive adequate temporary shelter and supports to find housing; and
- ◆ There is no chronic homelessness.

Priority #3: We work together

- ◆ Our city has an integrated housing system, which is responsive to the housing and support needs of residents; and
- ◆ Improved policy, service planning and coordination, combined with sustained, adequate funding from all levels of government to meet people's housing and support needs.

Over the past decade, the City has demonstrated its exemplary commitment to improving housing conditions for our vulnerable residents with the implementation of successful plans, progressive policy changes and notable funding allocations. Last term, Council approved an unprecedented investment of \$14 million annually to address housing and homelessness issues. This concerted effort municipal investment resulted in reverse trends with notable decreases in the following areas:

- ◆ Over 80-90% decrease in the number of people unsheltered and living on the street, down to approximately 10-20 individuals;
- ◆ 3% decrease in the number of households on the centralized waiting list for subsidized housing;
- ◆ 30% decrease in the average number of families in motels;

- ◆ 16% decrease in the number of families requiring emergency shelter; and
- ◆ 7% decrease in the total number of single individuals staying in shelters.

Similarly, the provincial and federal governments have recently made some important funding commitments and progressive policy changes that are aligned with the goals and objectives of the Plan for this Term of Council and beyond, including:

- ◆ The provincial Community Homelessness Prevention Initiative (CHPI), the consolidation of funding as of January 1, 2013, provided greater municipal flexibility and autonomy, which supports the implementation of progressive approaches that are focused on prevention and based on local needs;
- ◆ The Investment in Affordable Housing (IAH) for Ontario Program (2014-2020) provides Ottawa with \$48.3M of federal and provincial funding for the creation of new affordable housing options; and
- ◆ The federal Homelessness Partnering Strategy (HPS) funding (2015-2019) was renewed with a requirement that a minimum of 65% of the funding be allocated toward the implementation of Housing First (HF). HF is an approach that is centered on rapidly housing homeless individuals and families who have the highest needs and ensuring that the necessary type, intensity and duration of supports are in place to ensure housing retention and overall improvement in people's quality of life.

Since January 1st, 2014, staff has been working on the implementation of the Plan with the Housing System Working Group (the "HSWG"), which consists of representatives from social, co-operative and supportive housing providers, support services, emergency shelters, health services, funders as well as private landlords. Six sub-groups were created and work plans have been developed and prioritized based on the actions and deliverables in the Plan while maximizing any opportunities to further achieve its objectives.

The following section describes at a high level, the completed initiatives for each of the three priorities, including the previous targets where applicable, their current status as well as the work in progress and targets for 2015 and beyond that were developed in consultation with the HSWG and other stakeholders.

Table 1 - Priority #1: Everyone has a home

Initiative	Target	Results	Status
Development of new affordable	Approve 130 new units 2013-2015 through	Since 2013, 216 new units have been approved, including 112 supportive housing units to move long stay	Exceeded

Initiative	Target	Results	Status
housing	the Investment in Affordable Housing (IAH) for Ontario Program	shelter clients to permanent housing and 104 units of mixed income households with a focus on families and people living with disabilities.	
Ontario Renovates Program	Repairs / modifications for 200 homes for low income residents by Q4 2014	Due to time required for staff to develop the program, 75% of the allotted funding (or \$1.8 million) was invested, which assisted 145 seniors and people with physical disabilities to support independent living. Typical repairs and renovations included modifying bathrooms for wheel chair accessibility, installation of ramps and lifts, and new roofs and windows as well as the replacement of furnaces. The remaining 25% of the funding was used for the development of affordable housing.	On track
Social Housing Repair Plan	Complete Building Condition Assessments (BCAs) on all social housing by Q1 2014 Q1 2014 Develop a plan for repairs by Q4, 2014	BCAs have been completed and the data verified. A comprehensive analysis is underway on the long term viability of the social housing stock. Once the analysis is completed, a report will be tabled at Council in Q4 2015, which will identify the capital repair needs for social housing and will provide options and strategies for Committee and Council's consideration on how the backlog of repairs may be addressed.	In develop- ment In develop- ment
New Investments of		Over the past year, several new investments were made to address	

Initiative	Target	Results	Status
\$7.95M		<p>the backlog of repairs to social housing, namely:</p> <ul style="list-style-type: none"> ◆ OCH exempted from property taxes resulting in \$3.1 million available annually for repairs ◆ One time grant of \$750K for energy efficiency measures ◆ OCH mortgage refinancing generating \$4.1M in capital for repairs 	Completed

Work in progress and targets for 2015 and beyond are as follows:

- ◆ Create 300 new affordable housing units from 2015 to 2020, using City and IAH capital funding;
- ◆ Assist 60 households in 2015 and 80 households each subsequent year over the next five years until March 31st 2021 through the Ontario Renovates Program to fund necessary home repairs and modifications for qualifying households;
- ◆ Increase the investment in housing subsidies by \$1M (e.g. 150 new rent supplements or 300 housing allowances, based on need and feasibility) from the IAH funding that will be made available to residents beginning in April 2016;
- ◆ Develop a plan to respond to the capital repair needs for social housing by Q4 2015 by developing options and strategies for Council's consideration and approval on how the backlog of repairs can be addressed; and
- ◆ Complete the review of local priorities for the centralized waiting list for subsidized housing, conduct community consultation sessions and submit a report to Council with recommendations for Council's consideration and approval by Q4 2015.

Table 2 - Priority #2: People get the support they need

Initiative	Target	Results	Status
Re-design of the homelessness	Targets are for 2015 and beyond	Over 40 agencies participated in an extensive community engagement process to re-design the homelessness system using a	On Track

Initiative	Target	Results	Status
system		Housing First model (new contracts effective April 1, 2015), which is an evidence-based approach to end chronic homelessness. Some of the key components included the redistribution of homelessness funding, the provision of training and information sessions, the implementation of a common assessment tool and centralized functions to ensure people are matched to housing and supports based on their needs. A map of the City's new homelessness service system is attached as document 2.	
Expansion of shelter services for homeless families		Negotiated a contract with the YMCA/YWCA and contributed \$400,000 toward the capital needed to retrofit two floors for 30 homeless families living in motels for a total expenditure of \$950,000.	In development

Work in progress and targets for 2015 and beyond are as follows:

- ◆ House 250 long stay shelter clients with the longest and episodic shelter stays to housing with supports as required by Q1 2017. Future transitions from shelters to permanent housing will occur as funding and additional resources become available;
- ◆ Complete the re-design of the homelessness service system by Q1 2016, which will include monitoring the impact of the Request for Offers and further coordinating services to meet clients' needs, making efficient use of resources and avoiding duplication e.g. fully implement centralized functions, such as diversion, common assessment tool as well as system-level matching and prioritization for housing and supports;
- ◆ Complete the transition of 30 families currently living in motels to the YMCA/YWCA, which will bring us close to reaching our goal of having no families in motels.

- ◆ Continue to work with emergency shelter providers to re-align the number of beds required and to re-design emergency shelter services with a focus on reducing the average length of stay from 77 days in 2014 to 30 days or less by 2024; and
- ◆ Reinvest funds from the reduction in expenditures for the emergency response into prevention, housing and supports as part of Council's approval of the Ten Year Plan with input from the sector through the Housing System Working Group.

Table 3 - Priority #3: We work together

Initiative	Target	Outcome	Status
Interdepartmental Committee	City Interdepartmental committee is operational by Q2 2014	The committee is operational and is in the process of identifying collaborative opportunities and develop work plans accordingly. A membership list is attached to this report as document 3.	Completed
Communication & Engagement	Communication Plan developed by Q2 2014	A sub-group of the HSWG has been created and a communication plan has been developed. The group is also working on the development of an Awareness & Engagement Strategy.	In development
Advocacy	Advocacy Plan is developed by Q3 2014.	A sub-group of the HSWG has been created and a work plan focusing on eight key issues has been developed and is being implemented.	In development
Develop outcome – based measures		Worked with the HSWG to develop a framework for the Results-based Accountability model to measure the performance of the Plan's implementation.	Completed

Work in progress and targets for 2015 and beyond are as follows:

- ◆ Identify opportunities for further collaboration and develop a work plan by Q1 2016 with the various City departments represented on the interdepartmental committee to advance the objectives of the Plan;
- ◆ Develop and implement a Communication and Engagement Strategy by Q1 2016 with the goal of garnering broad stakeholder support for the actions and objectives of the Plan, including an awareness campaign that encourages a call to action and stimulates further dialogue across all levels of government;
- ◆ Continue the implementation of the advocacy plan based on presenting opportunities; and
- ◆ Begin the implementation of the Results-based Accountability framework to measure the performance of the Plan by Q1 2016.

Conclusion

The first year of the Plan's implementation has been marked by:

- ◆ the creation of a solid foundation to implement deliverables over the next decade;
- ◆ the renewal of key provincial and federal funding commitments for the next 5 years with progressive policy changes; and
- ◆ the beginning stages of an evidence-based system transformation.

Although over 100, 000 residents benefit from a myriad of housing and supports services each year, more work remains to be done to meet the needs of our most vulnerable residents. While considerable progress has been made in the past year, there have been challenges, such as funding pressures. Despite these setbacks, there is a strong commitment in the community to work together toward creating our preferred future. As we forge ahead with complex system changes, results may not be immediate and as such, patience, perseverance and collaboration while staying the course, will be key to achieving the Plan's long-term objectives, which include:

- ◆ No one is unsheltered
- ◆ Chronic homelessness is eliminated (length of stay is less than 30 days)
- ◆ Emergency shelters are adequate
- ◆ The number of people waiting for housing is reduced
- ◆ The supply of housing options in mixed communities has been increased
- ◆ Supports meet the needs of residents

- ◆ Social housing stock is in a good state in repair
- ◆ Local housing sector is fully integrated
- ◆ Funding from all levels of government is adequate and sustained

RURAL IMPLICATIONS

The Plan includes funding for initiatives, such as the Ontario Renovates Program, that have a positive impact on the quality of life of residents in rural areas.

CONSULTATION

In early 2010, the (HSWG) was created to provide guidance and support to the City's Housing Services in the development and implementation of its plans. The HSWG membership includes representatives from a broad range of sectors including: social housing (non-profit and co-ops), shelters, housing and homelessness supports and prevention, supportive housing, the Champlain Local Health Integration Network, the Community Health and Resource Centres, the Royal Ottawa Health Care Group and the Eastern Ontario Landlord Organization. Committee members have been actively involved in the implementation of the Ten Year Plan since its inception, which commenced on January 1st, 2014. Since then, staff has also engaged with a wide range of stakeholders to promote the plan and collect feedback on its implementation by way of meetings and consultations with numerous community groups, associations, committees and governing bodies.

ADVISORY COMMITTEE(S) COMMENTS

No consultation was required for this report.

LEGAL IMPLICATIONS

There are no legal impediments to approving the recommendation in the report.

RISK MANAGEMENT IMPLICATIONS

Recent increases in operating costs for social housing programs stemming from legislated provincial indexes have caused significant financial pressure on the City. The reduction and/or capping of provincial and federal funding sources, compromise our ability to invest in housing and supports to advance the objectives of the Plan. In the absence of sustained and adequate funding for the ongoing operations, repairs and retrofits to social housing coupled with the planned reduction in federal funding over the next decade, all present significant risk to the Plan. Furthermore, these funding sources do not include Cost of Living Adjustments (COLA), which creates a financial pressure to

the City over time and/or threatens the viability of the much-needed programs and services.

A looming threat to Canada's affordable housing system is the End of Operating Agreements (EOA) for social housing programs. The EOA includes both the expiry of federally-signed operating agreements and associated mortgages, along with capital and operating financing obligations for existing social housing as well as a variety of rent supplement programs. These current investments of \$1.7 billion, will be reduced to \$1 billion by 2020 and completely eliminated by 2040. The current federal contribution of \$32M per annum for Ottawa's social housing will be reduced to a negligible annual amount by 2029, as operating agreements, mortgages and debentures expire. As the federal funding is eliminated over time, there will be a substantial cost to municipalities to maintain the provincially-prescribed number of rent-geared-to-income units.

Notwithstanding the above-mentioned, the City recognizes the important recent steps the federal government has taken to begin to address the concerns of the housing sector over the decline in federal funding, by extending the Homelessness Partnering Strategy until 2019 and the Investment in Affordable Housing until 2020. However, the funding is time-limited and some streams contain more rigidity, which compromises our ability to engage in contingency and long range planning, including target-setting.

The new homelessness funding known as the Community Homelessness Prevention Initiative, provided more flexibility to Municipal Service Managers to meet local needs, but also comes with associated challenges and risks. Compared to the previous shelter funding formula, which was based on the number of people staying in shelters nightly, the current funding is now capped. As such, the City's plan to eliminate chronic homelessness is dependent on shifting the current funds to support people to secure and retain housing.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications.

FINANCIAL IMPLICATIONS

There are no additional financial implications associated with the report recommendation.

ACCESSIBILITY IMPACTS

All affordable housing projects approved pursuant to the Investment in Affordable Housing for Ontario Program (IAH) will comply with the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). Specifically, a minimum of 10% of all units built will be designed for occupancy by people with disabilities. Since 2002, the percentage of

accessible units exceeded 12% of all units constructed. New construction, whenever possible, will include also Visitability Standards as recommended by the City's Accessibility Committee to create more accessible and welcoming homes for anyone living with a disability. These "Visitable" features are easy to construct on most terrain and are visually unnoticeable.

The Ontario Renovates Program helps people living with disabilities and seniors who cannot afford to modify their homes to ensure their safety and is a critical component of a responsive housing system. The Program was initially implemented in April 2013 as a key component of the IAH and was recently extended to 2021. It represents an annual investment of \$1.2 million to assist people with disabilities on low income, including seniors, with repairs or home modifications to support independent living.

ENVIRONMENTAL IMPLICATIONS

The Plan contains actions that specifically relate to the use of green sustainable building and repair solutions to improve energy efficiency, and in turn, reduce the overall negative impact on the environment.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

The actions and deliverables contained in this report are well-aligned with the Term of Council Strategic Priorities (2011-2014) and support the Strategic Priority of Healthy and Caring Communities, specifically the strategic objective: Improve social and affordable housing (HC3). In addition, the priorities and related actions contained in the Plan support a number of additional Strategic Priorities including:

- ◆ Environmental Stewardship
- ◆ Service Excellence
- ◆ Governance, Planning & Decision-Making
- ◆ Financial Responsibility

SUPPORTING DOCUMENTATION

Document 1 Membership list for the Housing System Working Group

Document 2 Ottawa's new homelessness service system

Document 3 Membership list for the Interdepartmental Committee

DISPOSITION

The City's Housing Services of the Community and Social Services Department is responsible for the implementation of the Plan and reporting on progress and outcomes.

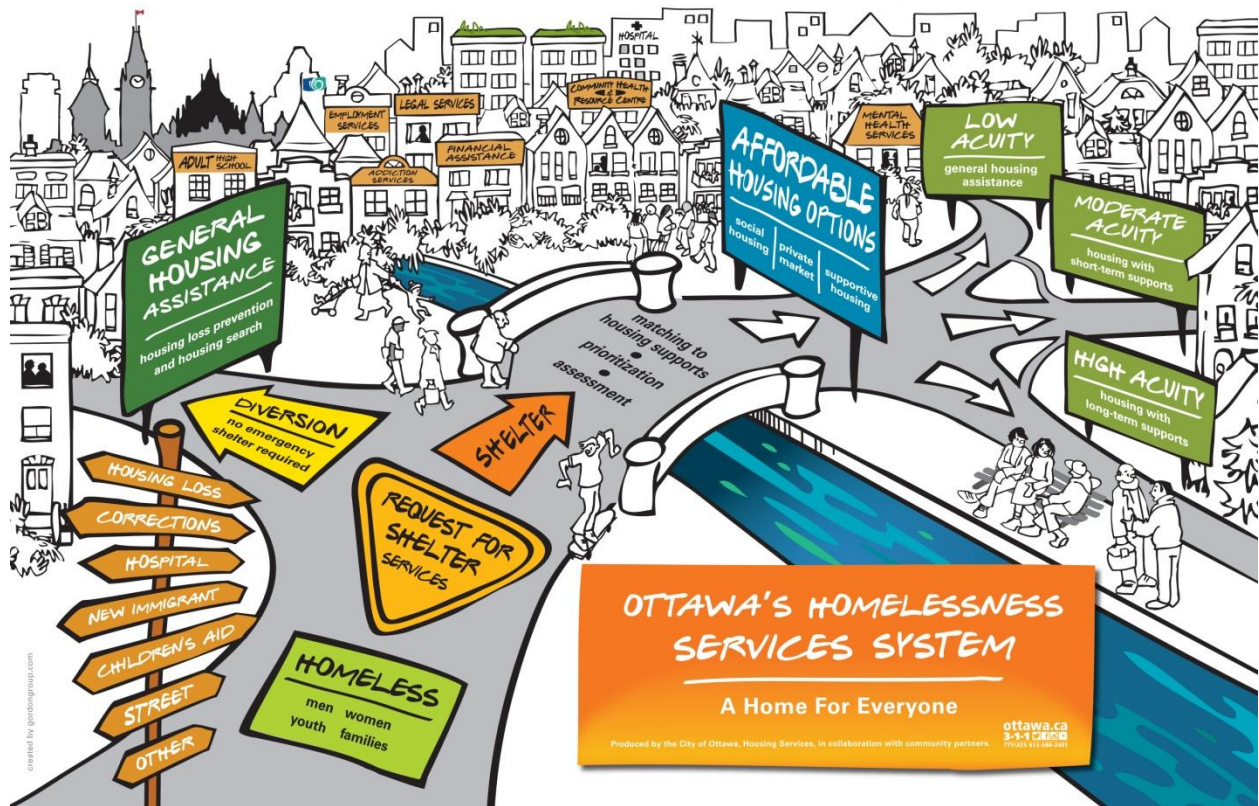
Upon Council approval of this report, Housing Services will submit it to the Ministry of Municipal Affairs and Housing for their information, as per legislative requirements.

DOCUMENT 1**Housing System Working Group****Membership List**

Name/Job title	Organization
Janice Burelle - Chair Administrator, Housing Services	City of Ottawa, Housing Services Branch
Stephen Arbuckle Manager, Housing Services	City of Ottawa, Housing Services Branch
Paul Lavigne Strategic Initiatives Project Officer	City of Ottawa, Housing Services Branch
Marg Hollett Program and Project Management Officer	City of Ottawa, Housing Services Branch
Kevin Barclay Senior Integration Specialist	Champlain Local Health Integration Network
Lorraine Bentley Executive Director	Options Bytown Non-Profit Housing Corporation
Céline Carrière Executive Director	Co-operative Housing Association of Eastern Ontario (CHASEO)
John Dickie Chair	Eastern Ontario Landlord Organization
Sue Garvey Director	Cornerstone Housing for Women
Val Hinsperger Executive Director	Nepean Housing Corporation
Wanda MacDonald Executive Director	Pinecrest-Queensway Community Health Centre
Guy Arseneau Executive Director	Ottawa Community Housing Corporation
Joanne Bezzubetz Vice-President, Patient Care Services	Royal Ottawa Health Care Group
Joanne Lowe Executive Director	Youth Services Bureau of Ottawa
Tim Simboli Executive Director	Canadian Mental Health Association Ottawa Branch
Ishbel Solvason Executive Director	Social Housing Registry of Ottawa
Raymond Sullivan Executive Director	Centretown Citizens Ottawa Corporation
Marc Provost Executive Director	Salvation Army Booth Centre

DOCUMENT 2

Figure 1 - Map of Ottawa's Homelessness Services System



DOCUMENT 3**Interdepartmental Committee****Membership List**

Name/Job title	Department
Janice Burelle - Chair Administrator, Housing Services	Community & Social Services
Saide Sayah Program Manager, Housing Services	Community & Social Services
Paul Lavigne Strategic Initiatives Project Officer, Housing Services	Community & Social Services
Marg Hollett Program and Project Management Officer, Housing Services	Community & Social Services
John Smit Manager, Policy Development & Urban Design	Planning & Growth Management
Robin Souchen Manager, Realty Services	Real Estate Partnership & Development
Alain Gonthier Manager, Asset Management, Business & Technical Services	Infrastructure Services
Sherry Beadle Program Manager, Economic Development	Economic Development & Innovation
Christopher Rheume Executive Officer to the Chief	Ottawa Police Service
Nathalie Rochefort Strategic Initiatives Project Officer	Emergency & Protective Services
Andrea Lanthier-Seymour Manager, Client Relations	Corporate Communications
Kristina Mahon Associate Legal Counsel	Legal Services
Jason Sabourin Manager	Finance Department
Kim Ennis Program Manager	Corporate Business Services
Andrew Hendriks Manager, Clinical Programs	Ottawa Public Health