



City of Ottawa:

10-Year Housing and Homelessness Plan 2020-2030



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City of Ottawa

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Executive Summary

The City of Ottawa's 10-Year Housing and Homelessness Plan

Ottawa is a City where many people enjoy a high standard of living. It has a unique cultural and bilingual mix, a strong economy and is home to a highly educated population, with a high median household income. However, there is a growing gap in our community, between those living on a high income and those living on low to moderate incomes. Nowhere is this more evident than the ability of people to access safe, adequate, affordable and suitable housing in communities where they wish to live.

A home is the central place from which we build our lives, nurture our children and engage with our communities. Our ability to reach our full potential through health and well-being, educational achievements, social connections, attachment to the labour market and community identity can all be impacted by the stability of our housing. As our city continues to grow and prosper, ensuring access to and the availability of a range of housing options which supports the current and future needs of our residents, is critical to creating economically vibrant communities. We can achieve these objectives by working together in cooperative partnerships with all levels of government, between government departments, the local community, including residents and the private sector.

The 10-Year Plan is a roadmap. It provides the foundational actions the City, in collaboration and partnership with the community, will undertake to improve the system of housing and support services for people in need in our community.

Why a 10-Year Plan?

The Province of Ontario required municipalities such as Ottawa, to develop and implement a 10-Year Housing and Homelessness Plan by January 1, 2014. The plan identified current and future housing needs/priorities, potential solutions, set targets and objectives, and included a description of performance measures. The City's Plan, *A Home for Everyone: Our Ten-Year Plan 2014-2024* was developed in collaboration with community partners and supported by extensive consultation with a wide range of stakeholders. The Plan was approved at City Council on September 25, 2013.

The 10-Year Plan Mid-Point Review

The City of Ottawa must review our 10-Year Plan and amend as necessary once every five years. The five-year review is an opportunity to ensure that the Plan continues to reflect the local context regarding housing and homelessness, and has the right objectives, strategies and targets to achieve better outcomes for residents.

Key Elements of the Plan

The update to the 10-Year Plan was informed by an assessment of the needs and demands across the housing and homelessness service system, while considering the current local service capacity. Much in our housing system has changed since the first iteration of the Plan and there are challenges across all components of the housing continuum. New strategies and clear outcomes have been identified to address these challenges.

Rising rents, and an increasingly competitive rental market with low vacancy rates has made it difficult for people living on low and moderate incomes to find affordable housing that meets their needs, in neighborhoods where they wish to live. There is very little turnover in the community housing stock, with people preferring to stay and pay market rent. This means people are staying for longer periods of time in the emergency shelter system and there is little movement on the Centralized Wait List for social housing. Ottawa is also a growing city, and immigration and migration places further pressures on the housing system.

Urgent investment from all three levels of government is needed to increase the affordable housing supply and create new housing subsidies to help people maintain their housing. Although the City has invested in capital and operating funding for new supportive housing, the supportive housing waitlist remains over 1200 people. New investments are urgently needed to help chronically homeless people in the emergency shelters and others on the waitlist who may be living with a physical disability, developmental disability, mental illnesses and acquired brain injury to transition to housing that meets their needs.

The complexity of need in people experiencing homelessness and living in precarious housing situations has also increased. Investments in programming and supports for people at risk of, and experiencing homelessness, must be increased and complemented by new investments in mental health and addiction services. This investment will help ensure people can access the wrap around supports they need to secure housing and be able to keep it over the long-term.

The Plan proposes a set of strategies and tactics to respond to the needs in our community in addition to short, medium and long-term actions for implementation. The updated Plan leverages the current federal, provincial and municipal commitment and investments in housing and homelessness, recognizing that significant new and sustained investments are required to make a difference in the lives of people in our community.

The Plan acknowledges the diversity of experience of people who enter into homelessness, or are in insecure housing, and recognizes that tailored solutions are required so that the system is responsive and equitable for all. A Gender, Equity and Diversity lens was used in drafting the Plan, recognizing that more needs to be done to better understand the unique realities of various groups, and to ensure their strengths, perspectives and experiences are considered in the development and design of new services and programs.

The Plan addresses issues identified through consultation such as the need to increase the supply of affordable and supportive housing, housing subsidies and the requirement for support services in the City. Meeting these needs is dependent on leveraging the resources, and expertise of all partners and levels of government and includes:

- Identifying funding and creating incentives, including regulatory mechanisms such as Inclusionary Zoning, for both the non – profit and private sector to increase the supply of affordable housing in the City.
- Ensuring that public land, including surplus City/Provincial and Federal land, is leveraged with other funding and incentives to create new affordable housing; maximizing land opportunities along public transit.
- Exploring opportunities to pilot innovative building technologies and housing models (modular housing, micro-suites), while also considering opportunities to co-locate housing with other City facilities and services.
- Leveraging existing and future housing benefits programs (housing subsidies) to create affordability in new housing projects and assist people on the Centralized Wait List to pay their rental costs, working to reduce the overall wait list.
- Ensuring that there is no net loss of community housing and that it is maintained in a good state of repair through ongoing investment in critical repairs, green energy solutions and energy efficiency upgrades.
- Creating a more resilient and sustainable community housing system through partnerships, shared services and identifying efficiencies, while supporting the sector to maximize their assets through re-generation and re-development.
- Implementing recommendations from an operational review of the Housing First program to improve housing outcomes and expanding coordinated access to have multiple access points for service across the City.
- Improving the emergency shelter system, increasing capacity for families and women, while ensuring shelters are resourced to support a housing focused approach.
- Improving outcomes for families and children experiencing homelessness, reducing shelter stays, and supporting quicker access to housing.
- Working with the community to map system assets, identifying duplication, gaps and opportunities while ensuring investments are having maximum impacts towards identified goals.
- Creating a robust data strategy so that accurate and quality data is available for system planning, program development and funding decisions.

Consultation & Engagement

The mid-point review of the Plan was convened in partnership with the Housing Systems Working Group and the housing and homelessness sector. A robust project governance structure was created bringing together over 60 local organizations/associations. The working groups met from January to November 2019 to

develop the Plan's recommendations and actions. The City secured the services of SHS Consulting Inc. to facilitate workshops to vet the proposed recommendations, actions and targets, review the City's needs assessment, and to draft the refreshed plan.

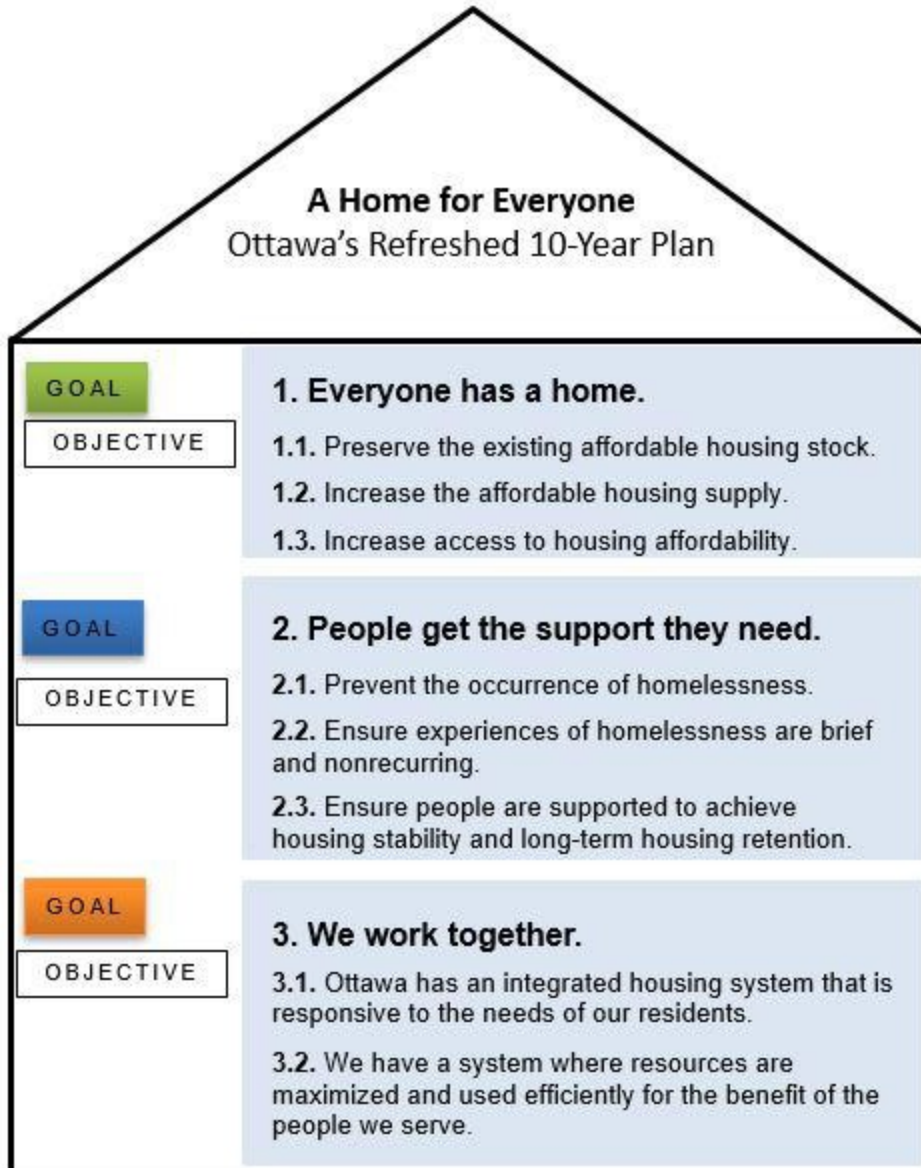
Consultation included in-person focus groups with a broad cross section of partners, stakeholders, academics, advocates, the public and people with lived experience of poverty, housing insecurity and homelessness. In addition, the corporate platform Engage Ottawa was used to solicit public feedback on the Plan update and augment the in-person consultations.

Six Years in Review (Highlights)

- Created 1,793 new affordable/supportive housing options including new builds and housing subsidies.
- Invested \$66 million in social housing repairs to keep over 17,000 units in a good state of repair, reducing energy costs to tenants, and improving health and safety.
- Assisted 351 households with needed repairs to keep their homes safe and accessible through the Ontario Renovates Program.
- Redesigned the homelessness service system to implement a Housing First approach and assisted 1167 single households to exit homelessness to permanent housing with the supports they need to stay housed.
- Created a coordinated access system, in partnership with the housing sector, to match people to Housing First services, that uses standardized assessment tools.
- Assisted 12,000 households with practical financial supports to find and keep housing.
- Conducted the City's first Point in Time Count in collaboration with over 200 community partners.
- Collaborated and consulted ongoing with sector partners to discuss issues, challenges, identify solutions, innovative ideas and advice on funding investments.

The Plan

The following three goals and eight objectives form the structure and overall direction for the refreshed 10-Year Housing and Homelessness Plan. The goals and objectives were initially developed through the planning process in 2014 and revisited and refined by City of Ottawa staff, the Housing System Working Group, and the other working groups convened to support the Plan.



The objectives of the Plan are supported by updated strategies and tactics, in addition to an implementation plan with initial first steps for action. A new performance measurement plan is included to track progress in achieving the Plan's outcomes over time.

Outcomes

The following outcomes have been established for the Plan **over the next 10 years**. The outcomes are ambitious and will not be realized without new investment from all levels of government. The Plan's outcomes will be monitored annually, adjusted and refined on an ongoing basis and will be reviewed fully in five-years.

Everyone has a home

- Create between 5,700-8,500 affordable housing options (new units and housing subsidies) targeted to both low to moderate income households
 - New supportive housing – 10% of all new units created
 - New accessible housing – 10% of all new units created
- Preserve the existing affordable housing supply – no net loss of community housing.

People get the support they need

- Unsheltered homelessness is eliminated
- Chronic homelessness (incl Indigenous) and Veteran's homelessness is reduced by 100%
- Overall homelessness is reduced by 25%
- Indigenous homelessness is reduced by 25%
- New people entering homelessness (inflows) is reduced by 25%
- People returning to homelessness is reduced by 25%

We work together

- Client experience across the housing system is improved (client experience surveys).
- The system works more efficiently for clients, front line staff and administrators. (examining the per capita cost of serving people at various levels of need).

Funding the Plan

The refreshed plan is aspirational in nature and requires the commitment of significant new funding from all levels of government in order to be realized. Without an injection of increased, sustained and long-term funding the Plan will not achieve its ambitious outcomes.

While committing the City to examine and implement certain actions, the Plan clearly identifies specific asks for funding, policy and regulatory changes required by the federal and provincial governments.

As the largest funder of housing and homelessness services (\$109 million in 2020), the costs of implementing the plan cannot be absorbed by the municipal property tax base alone. Adequate and sustained funding that is aligned and responsive to the needs in our community is urgently needed from the federal and provincial governments.

The City continues to demonstrate its commitment to addressing the needs in our community through the record investment of \$30 million in capital for new affordable housing development in Budget 2019 and 2020, and ongoing funding of \$31 million to maintain investments in housing and homelessness services and supports.

The City has initiated a Long-Range Financial Plan (LRFP) for Housing Services that will be the vehicle to identify potential sources of funding to realize the Plan's 10-year outcomes and quantify the level of funding that will be required from other levels of government. The Long-Range Financial Plan will examine not only the funding needed to maintain our current service levels, in the context of increased demand across the service system and emerging pressures, but will also identify financial solutions to increase the supply of affordable housing, increase housing affordability and identify solutions to help people at risk of or experiencing homelessness across the city.

No one individual, organization or level of government can address the local housing and homelessness crisis alone. We need to work together to ensure our housing and homelessness system is responsive, flexible, tailored to the unique needs of priority groups and offers a range of housing options and support services that help people realize an improved quality of life. Our commitment to the community is to work towards a future where access to safe, affordable housing is increased, housing affordability is increased, homelessness is reduced and investments in support services help people to remain housed, as their life circumstances change over time.

Introduction

The City of Ottawa recognizes that having access to adequate, affordable and suitable housing is key to building vibrant and inclusive communities and creating a liveable city for all residents. Having a home is the foundation for the economic, social and physical well-being of Ottawa residents. A home is the central place from which we build our lives, raise our children and engage in our communities.

Although many residents enjoy a good standard of living, many of our neighbours, family, and friends struggle to afford the necessities and lack access to affordable accommodation, experience food insecurity, and do not have the financial ability to participate in the rich cultural, recreational, and social life of the city.

The City also recognizes that the social and financial costs of not responding to local housing needs are far greater than the costs of providing adequate, affordable housing with supports as needed. Adequate investments in housing and supports have ripple effects through many other systems, decreasing the costs of health care, emergency services, social services, the justice system, and beyond.

Through implementing the 10-Year Housing and Homelessness Plan's priorities, in consultation and collaboration with community partners, we envision a city where:

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- No one is unsheltered.
 - Emergency shelters provide temporary, adequate shelter.
 - Chronic homelessness is eliminated.
 - The number of people waiting for affordable housing is reduced.
 - The supply of housing options in mixed income communities is increased.
 - Supports meet the needs of residents.
 - The social housing stock is in a good state in repair.
 - The local housing sector is fully integrated.
 - Funding from all levels of government is adequate and sustained.
-

Over the past decade, the City has demonstrated its commitment to improving the housing conditions for residents through the implementation of successful plans, new initiatives, evidence-informed approaches, and key funding commitments such as the \$14 million Housing and Homelessness Investment Plan, a 2011 initiative of the Mayor and Council, which increased by \$2 million in 2015.

Prior to implementation of this 10-Year Housing and Homelessness Plan, Ottawa's work in addressing the housing needs of residents was guided by several housing and homelessness plans such as Action Ottawa (2003), the City Housing Strategy (2007-2012), and the Community Action Plan to End Homelessness (2009-2014). However,

despite the efforts of the City and community partners in implementing these plans access to affordable housing was not improving, people were struggling to pay their rent, homelessness was increasing, and people did not have the supports needed to maintain their housing over the long term.

Persistent Housing Needs in Ottawa

From 2007 to 2010, the City witnessed steady increases in demand throughout the housing system. The Centralized Wait List (CWL) for community housing was at an all-time high and the number of people requiring emergency shelter and their lengths of stay was increasing year-over-year. The number of affordable housing units being built was not keeping pace with the demand, nor was it meeting the specific needs of residents most in need, such as large families, people experiencing long term homelessness and people living with a disability.

In response to the gap in services, in 2009 City Council strategically invested \$1 million in services for 100 people who were homeless or at imminent risk of homelessness through the Supports in Social Housing program, a partnership between two social housing providers and six support services agencies.

In May 2011, Council further demonstrated its commitment to addressing the housing needs of residents by investing \$14 million annually in a variety of housing and homelessness initiatives under the Housing and Homelessness Investment Plan. These investments reflected local priority needs as identified by staff and community partners and included:

- Financial supports to assist with accessing or maintaining housing including rent supplements and housing allowances, and financial assistance with utilities, or rental arrears
- Employment programs for youth from low-income families
- Supports for people to obtain housing and/or stabilize in their current living arrangements
- Social housing repairs
- Capital for new affordable or supportive housing with some accessible units

In September 2013, the City's first 10-Year Housing and Homelessness Plan (the "Plan") was approved and implemented in January 2014. Much has been accomplished under the first six years of the plan, with funding from all levels of government, and numerous people in our community have benefited from the creation of new affordable and supportive housing, increased affordability through housing subsidies, improved conditions in social housing communities through investment in repairs, and more coordinated access to services to help people get the supports they need to find and retain housing and stabilize their lives.

In 2015, an additional \$2 million was added to the Housing and Homelessness Investment Plan, providing much needed funding for four new supportive housing developments.

This refreshed Plan builds on the foundation of the consultation, targeted initiatives, and results achieved in our community since 2014. However, there remain challenges to overcome. These include funding pressures to maintain the services we have, emerging and increasing demand for services, complexity of need in the people utilizing services, and the lack of a sustained or adequate funding commitment from other levels of government.

There is, however, continued strong commitment in our community to work together to create a city where everyone has a place to call home and where people can access the supports, they need to realize a good quality of life.

Why a 10-Year Plan?

The *Housing Services Act 2011*, which replaced the *Social Housing Reform Act 2000*, required Municipal Service Managers, such as Ottawa, to develop and implement 10-Year Housing and Homelessness Plans by January 1, 2014. The plans needed to identify current and future housing needs and priorities, identify solutions, set targets and objectives to meet those needs, propose measures to achieve the targets and objectives, and include a description on how progress would be measured.

The City's Plan, *A Home for Everyone: Our 10-Year Plan (2014-2024)* was developed in collaboration with community partners and supported by extensive consultation with a wide range of stakeholders. The Plan was submitted to the Province in June 2013, unanimously approved at City Council on September 25, 2013 and implemented in January 2014. The Plan was founded on the following three priorities:

- Priority #1: **Everyone has a home**
- Priority #2: **People get the support they need**
- Priority #3: **We work together**

The Five-Year Review

Under the *Housing Services Act, 2011*, Service Managers are required to review their 10-Year Plans and amend as necessary once every five years. The five-year review is an opportunity for the City of Ottawa to ensure that the 10-Year Plan continues to reflect our local context regarding housing and homelessness, and has the right objectives, strategies, and targets to lead to better outcomes for people in the community.

In 2016, the Ministry of Housing released the Policy Statement: *Service Manager Housing and Homelessness Plans*¹. The City must ensure that our updated Plan is consistent with this policy statement.

The year 2019 represents five years since the Plan was launched, and therefore the mandated mid-point review. The Province of Ontario had earlier directed that all reviews must be completed and submitted to the Province by June 30, 2019. Earlier this year the Association of Municipalities of Ontario requested an extension to that June 30, 2019 timeline on behalf of the 47 Service Managers across the province. In April 2019, the Province formally extended the deadline to submit refreshed Plans to December 31, 2019.

¹ The Policy Statement from the Province of Ontario can be accessed here: <http://www.mah.gov.on.ca/AssetFactory.aspx?did=15090>
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Developing the Plan

The refreshed Ottawa 10-Year Housing and Homelessness Plan (“the Plan”) was developed through a collaborative process, bringing in the expertise and experiences of community leaders representing diverse needs and interests across the housing sector, residents of the City of Ottawa, and City staff from multiple departments.

Key components of the Plan’s development process included the creation of the **housing needs assessment**, the **community engagement** events, and the creation of **working groups** identified through a new governance structure for the Plan refresh. These activities are described in more detail in this section.

Housing Needs Assessment

In 2019, a housing needs assessment for the City of Ottawa was undertaken to illustrate the housing demand, supply, and current system gaps in Ottawa across the continuum of housing options and supports. The document draws on several data sources to determine and describe these housing needs. Data sources include:

- Statistics Canada Census profiles
- Environics Analytics’ DemoStats database, aggregating Environics Analytics, Statistics Canada, Oxford Economic, Canada Mortgage and Housing Corporation (CMHC), Equifax, and Canada Post data
- Data from the City of Ottawa, including the Rental Market Analysis and housing projections

Community Engagement

The Housing Needs Assessment process, leading up to the development of this Plan, included engagement activities with the Ottawa community. The three major stakeholder groups identified for consultation were people with lived experience, community stakeholders, and the general public. The City adopted a set of engagement principles that guided the process. These principles were:

- Provide opportunities for a broad spectrum of participants, including those with lived experience of homelessness and housing insecurity to participate.
- Inform and educate stakeholders and increase the public’s understanding of the 10-Year Housing and Homelessness Plan mid-point review.
- Consult with stakeholders to determine desired outcomes, identify barriers to success, and establish innovative ways to achieve those outcomes.
- Ensure the consultation process strengthened relationships with and among stakeholders.

Approximately 1,200 individuals were consulted during the engagement process, including 300 individuals with lived experience of homelessness or housing need. Participants were engaged through various methods including:

- Focus groups
- “Community Conversations”
- Facilitated discussions through existing forums
- Online surveys
- Receipt of written submissions from interested participants
- Social media polls

A more detailed overview of the engagement methodology can be found in Appendix C (Community Engagement) of this document.

Working Groups

The Plan was developed in conjunction with seven working groups comprised of subject matter experts from across the housing and homelessness sector, and other stakeholders within the City of Ottawa and the community. This governance structure was designed to enable a community-led approach to the Plan refresh process. The working groups presented to the larger steering committees for feedback, which included the Housing System Working Group and the Homelessness Community Advisory Board.

The working groups included:

- Housing System Working Group
- Homelessness Community Advisory Board
- Affordable Housing Working Group
- Community Housing Modernization Working Group
- Aboriginal Community Advisory Board
- A Way Home Ottawa
- Homelessness Prevention Working Group

Descriptions of the specific roles of these groups can be found in Appendix B (Working Groups and Planning Tables) of this document.

Part 1: Where we are now...

This section describes the current housing system and context in Ottawa. It includes an overview of the components and stakeholders that make up the system, accomplishments to date over the first six years of the Plan, and a snapshot of current housing needs that persist across the continuum of housing options.

Ottawa's Housing System

Ottawa's housing system provides a range of options from emergency shelters, supportive and transitional housing², affordable housing, to market housing and home ownership. The system is made up of a range of bricks and mortar and human assets, services, and programs, delivered in collaboration with community partners. This section provides an overview of the key components of the housing system as it exists today.

Housing Continuum

Ottawa's housing system is a framework; a system of assets, services and programs delivered in collaboration with community partners and adapted to each individual households needs and circumstances.

There needs to be a range of different types of housing within the community to meet the needs of residents. Individuals do not move through the housing system in a linear fashion, as people's needs for support and housing affordability change over time.

The housing system needs to be flexible and responsive to provide the right housing options and supports at the right time.

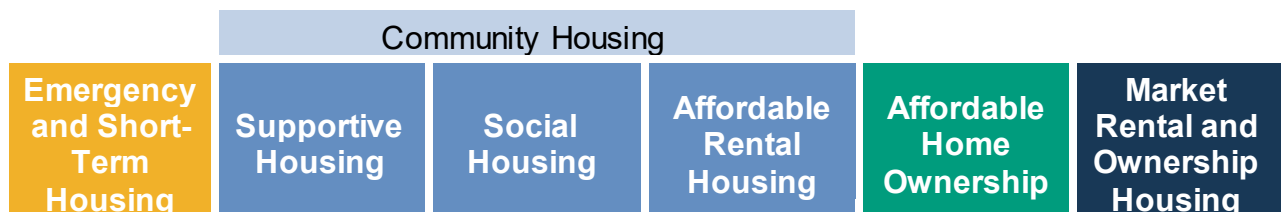


Figure 1: Ottawa's Housing Continuum

² Transitional housing is housing that is intended to offer a supportive living environment for residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and permanent housing and has limits on how long an individual or family can stay. Stays are typically between three months and three years. Detailed definitions for transitional shelter and emergency shelter can be found in the Glossary in the Appendix of this Plan.

Emergency and Short-Term Housing

Emergency housing includes emergency shelters and transitional housing². The objective of emergency housing is to provide safe, short-term, accommodation with varying levels of support.

The City of Ottawa provides individuals, couples, and families experiencing homelessness with temporary, safe, and secure emergency shelter services (e.g. beds, meals, personal supports) with the goal of helping them stabilize and find suitable, affordable housing. The Community and Family Shelter branch partners with 10 community shelters/transitional housing programs and operates one City-owned Family Shelter. These 10 community shelters/transitional housing programs are run by eight agencies (three for families, two for single adult men; one for single women, one for both single men/women, and three youth shelters). In addition, agreements with hotels and motels provide temporary emergency lodging when the family shelter system is at capacity.

Community Housing

For many residents of Ottawa, average home prices and average market rents are not attainable, given their current incomes or financial positions. In these circumstances, many households seek support from the City of Ottawa or a local non-profit organization for an affordable place to live. Community housing provides affordable, secure housing options to residents in need. Community housing in Ottawa (formerly known as social housing and affordable housing) includes social housing, supportive housing, affordable housing, and rent supplements and housing allowance subsidies.

The City's community housing portfolio is comprised of 52 housing providers, including not-for-profit housing corporations, cooperatives, and rent supplement landlords that provide affordable rental units to more than 19,500 low-income households. The rent-gear-to-income and rent supplement units account for most of the community housing portfolio, providing eligible residents with deeply subsidized rental units.

The Social Housing Branch at the City oversees the ongoing administration of the community housing portfolio, and new affordable housing once it has been developed, to ensure housing remains viable in the long term, that subsidy payments are provided, and that housing provider operations and legislative responsibilities are maintained. Supportive housing is overseen by the Homelessness Programs and Residential Services Branch.

The following table provides an overview of the range of housing and support options provided as part of the City's community housing stock.

Table 1: An Overview of Community Housing in the City of Ottawa

Supportive Housing	Supportive housing is a community-based, person-centred model of providing affordable, permanent accommodation that provides a range of services and supports based on an individual's needs. Support service providers assist tenants in attaining their optimum quality of life by providing services such as referrals, assistance with life skills, assistance in maintaining housing, and opportunities for peer support and community involvement.
Social Housing	Social housing is highly subsidized (rent geared-to-income assistance) rental housing that was constructed under federal and provincial building programs over the last six decades. The ongoing responsibility for social housing administration and funding was transferred from the Province of Ontario to the City of Ottawa (and other municipalities) via the <i>Social Housing Reform Act</i> in 2001. This legislation was replaced by the <i>Housing Services Act (HSA)</i> in 2011. Social Housing ensures that adequate, affordable housing is provided to low-income Ottawa residents. The operating subsidy paid to housing providers by the City of Ottawa reduces the cost of housing so that households pay 30 percent of their gross monthly income for rent.
Affordable Housing	New Affordable housing refers to housing built since 2001 and administered by the City, but not governed under the <i>Housing Services Act, 2011</i> . New affordable housing developments provide mixed income communities with a range of building types, tenant profiles and levels of support. Rents are not geared to income, rather they are typically set at 80% of the average market rents.
Rent Supplement	The Rent Supplement program provides rent-geared-to-income assistance to qualifying households. The City contracts with private and not-for-profit landlords who are willing to participate in the program. The household pays approximately 30% of their gross monthly income as rent to the landlord and the remaining portion of the monthly rent is paid directly to the landlord by the City's Rent Supplement Program.
Housing Allowances	Housing Allowances provide low-income households with financial support to help lower their rental costs. This benefit is paid to an eligible household or may be paid directly to a landlord. The benefit is portable within the City of Ottawa. For families, this benefit is \$250 for a single person and \$50 for each additional family member monthly. Under the City's Housing First program this benefit can be up to \$600 a month.

Affordable Home Ownership

The affordable home ownership category is inclusive of ownership housing options that are not part of the traditional market, and thus can be made more attainable to households who cannot afford to purchase a home in the market. This could include non-profit housing models such as Habitat for Humanity or other shared equity models.

Market Rental and Ownership Housing

Market rental and ownership housing are housing options that are available in the traditional housing market in Ottawa. There are no rental or down-payment subsidies attached to these units.

Indigenous-Specific Housing

Indigenous-specific housing in Ottawa is extremely limited. There are two Indigenous housing organizations in Ottawa: Gignul Non-Profit Housing Corporation and the Inuit Non-Profit Housing Corporation.

Gignul Non-Profit Housing Corporation has 201 units, 162 units being rent-geared-to-income, 11 units for seniors, and 28 units of affordable housing. On average, Gignul receives approximately 155 applications per year. Wait lists fluctuate based on the number of applications received annually, the size of the unit required, and the availability of units based on turnover.

The Inuit Non-Profit Housing Corporation serves the Inuk population of the Ottawa region and surrounding area, which is made up of approximately 7,000 people (excluding the Gatineau region). The Inuit Non-Profit Housing Corporation has 63 units all of which are rent geared-to-income. They house mostly families and currently have 10 units that are occupied by seniors. On average, they receive approximately 90 applications per year.

Accessing Community Housing in Ottawa

The City of Ottawa's Community Housing programs are accessed through the Centralized Waiting List (CWL), which is managed by The Social Housing Registry of Ottawa on behalf of the City. The Registry manages applications for social housing (rent-geared-to-income), some supportive housing, and rental affordability programs (rent supplements). The Social Housing Registry also maintains a wait list for below-market-rent housing.

Priority Populations

Individuals on the Centralized Waiting List are prioritized for housing according to provincial and local priorities. Those without a priority are served chronologically.

The Provincial priorities are broken into:

- **Special Provincial Priority (SPP):** a member of the household is a victim of violence, experiencing or has recently experienced abuse by a person with whom they live or have lived with.

- **Over-housed households:** a household that is currently residing in a rent-geared-to-income housing unit that has more bedrooms than allowed for their family size.

There are six local priorities that have been established by the City as follows:

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- **Urgent safety:** Households where a member does not qualify for a Special Provincial Priority but is subject to current abuse from a family member or former partner or where a member of the household is subject to an extraordinary threat to personal safety by a non-family member and a change in housing will result in a significant increase to personal safety.
 - **Life threatening medical:** A member of the household has a terminal illness or life-threatening medical condition made worse by the current housing situation and a move will remove the life-threatening aspect of the condition.
 - **Homeless:** Households who are confirmed as experiencing homelessness and are staying in a City of Ottawa shelter or are living unsheltered.
 - **In-situ:** Households who currently reside with a community housing provider in an appropriately sized unit, and who have experienced significant loss in income while paying market rent and wish to apply for a subsidy and remain in their current unit.
 - **Displaced rent-geared-to-income households:** Households who are receiving a rent-geared-to-income subsidy and are displaced from their unit through no fault of their own (natural disaster, fire).
 - **Graduates of supportive housing:** Households who, as a tenant of a supportive housing agency with onsite support, have demonstrated that they are now capable of independent living with or without support.
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Services and Supports for People at Risk of or Experiencing Homelessness

In addition to physical assets, there are many support service agencies in Ottawa working to ensure people have the supports they need to remain housed or to find adequate, affordable, and suitable housing.

The City has extensive investments (\$29 million) in a range of support services ranging from street outreach, Housing First programs, supportive/transitional housing programs, financial trusteeship services, housing search and housing loss prevention services. These 64 contracts with 26 agencies ensure a comprehensive, coordinated and responsive systems approach to addressing the needs of Ottawa residents who are at risk of or experiencing homelessness. These services are complemented by \$8 million

in practical financial assistance provided annually to help people secure and retain housing (rent/utility arrears, last month's rent, essential furniture, moving expenses etc.)

These investments are complemented by another \$24 million invested in community services and programming through the City's Community Funding Unit. The Community Funding program invests in viable non-profit community-based organizations to sustain a strong social infrastructure of community services that supports equal access to the basics in the areas of health, recreation and social services.

Roles of Housing Partners

Implementing this updated Housing and Homelessness Plan and successfully addressing the housing needs of residents by increasing housing options, affordability and support services in the City is a shared responsibility and depends on a collaborative relationship among all housing partners.

Key to achieving the Plan's goals and maintaining its momentum are new investments from all levels of government for capital development, social housing repairs and homelessness services and supports. As such, required contributions from other levels of government are indicated in the Implementation section in Appendix A (Implementation Plan) of this document.

Federal Government

The federal government, through Canada Mortgage and Housing Corporation (CMHC), provides mortgage insurance to homeowners, as well as funding, and implements various funding programs, such as the National Housing Strategy Co-Investment Fund and the Rental Construction Financing Initiative, for the construction of affordable rental housing.

The federal government released the first National Housing Strategy in 2017. This Strategy offers direction on Canada's approach to ensuring all citizens have the housing they need. The Strategy is also tied to funding for specific programs, including a portable housing benefit, repairs and retrofits to social housing units, funding for supportive housing, and supports to make homeownership more affordable.

National Housing Strategy

To date there have been several investments announced under the 10-Year, \$40-billion National Housing Strategy. These include:

- \$15.9 billion for a new federally managed National Housing Co-Investment Fund (open to municipalities).
- \$200 million in surplus federal lands for affordable housing development (open to municipalities).
- \$8.6 billion for a Canada Community Housing Initiative to protect and sustain the community-based housing sector (see the Canada-Ontario Community Housing Initiative) under Provincial Government).
- \$500 million for a Federal Community Housing Initiative to protect tenants living in federally administered community housing as operating agreements expire (for federally administered non-profits).
- \$2.2 billion to reduce homelessness through a renewal of the current Homelessness Partnering Strategy.

- \$4 billion for a Canada Housing Benefit (2020) to support 300,000 households over time.

Programs and Funding Sources

The Federal Reaching Home Strategy, under the National Housing Strategy, replaced the former Homelessness Partnering Strategy. The City received \$7 million under the Homelessness Partnering Strategy which ended March 31, 2019. Under Reaching Home, the City has been allocated an additional \$5.6 million over the next five years on top of the \$7 million base as follows: \$608,000 per year from 2019 to 2021 and \$1.5 million each year for the remaining three years, 2021 to 2024. The City has worked with the Homelessness Community Advisory Board to determine how this funding will be allocated across the homelessness supports sector for maximum impact.

The City has been successful in securing property valued at \$6.7 million under the new **Federal Lands Initiative**, in partnership with Ottawa Community Housing Corporation at 715 Mikinak Rd in Wateridge Village for \$301.035. The property will eventually be home to up to 271 units and will involve other partners in the not-for-profit sector in the site's development.

Provincial Government

The Ontario government has a broad role in housing through legislation, regulation and funding programs. The provincial government helps set the housing agenda for the province and assists communities in meeting housing needs through providing transfer payments to municipalities and funding for housing and homelessness programs. In addition, the Province provides municipalities with legislative tools to meet housing need in communities. The Province recently released its [More Homes More Choice Housing Supply Action Plan](#) as well as the Community Housing Renewal Strategy with the goal of increasing the housing supply, including community housing.

Programs and Funding Sources

Ontario's Community Housing Renewal Strategy (New)

The City received notification of funding allocations under the Province's new Community Housing Renewal Strategy in April 2019. Community Housing is the new provincial term representing social housing, affordable housing, and housing benefits such as rent supplements or housing allowances.

Key components of the new strategy are:

- Ensuring that community housing assets are preserved through investments in repair, renewal and regeneration.
- Ensuring housing providers remain sustainable and viable over the long term.
- Creating incentives that encourage community housing providers to remain in the housing sector.

- Simplifying rent calculations for rent-geared-to-income assistance using Income Tax Returns.
- Creating efficiencies in the wait list system for rent-geared-to income housing assistance.
- Allowing flexibility at the local level to design programs to meet community needs.

Ontario Priorities Housing Initiative (OPHI) (New)

The Ontario Priorities Housing Initiative replaces the current provincial Investing in Affordable Housing (IAH) Extension Program (2014 to 2020) and the Social Infrastructure Funding (2016 to 2019). The objective of this program is to support the development of new affordable rental housing options (including rent supplements and housing allowances), preserve and regenerate existing social housing, increase affordable home ownership and support residents to foster self-reliance and social inclusion.

The current three-year funding plan includes \$7,609,600 for 2019 to 2020, \$3,942,300 for 2020 to 2021, and \$6,137,400 for 2021 to 2022 (total \$17.6 million) with a review at the end of the third year.

2019 to 2020	2020 to 2021	2021 to 2022	Total
\$7,609,600	\$3,942,300	\$6,137,400	

This funding, over the next three years, will be invested in capital for new affordable housing development, in addition to extending the Ontario Renovates program. There may be a need in Year 3 of the Ontario Priorities Housing Initiative to move funding from capital to operating funding to maintain rent supplements and housing allowances for households currently in receipt of these benefits.

The Ontario Priorities Housing Initiative is a reduction in the funding that the City had anticipated under this program. Previously, the City had \$86.6 million over six years (2014 to 2020) through a combination of three capital programs.

Canada Ontario Community Housing Initiative (COCHI) (New)

The Canada-Ontario Community Housing Initiative is a multi-year plan to stabilize and grow the community housing sector that targets community housing owned and operated by co-ops, non-profits and municipal non-profits that provide rent-geared to income housing and low-end-of-market housing. The Canada-Ontario Community Housing Initiative will protect affordability for households in social housing, support the repair and renewal of existing social housing, and expand the supply of community housing over time.

This funding is meant to increase over time and is an equivalent amount to year-over-year federal funding that was decreasing as social housing projects, previously transferred to the City under federal agreements, reached the end of their operating

agreements/mortgages. This new funding does not replace the federal funding as it comes with very prescriptive funding priorities and requirements.

The City of Ottawa has received a three-year allocation as follows: \$4,817,028 for 2019 to 2020, \$7,386,686 for 2020 to 2021, and \$10,229,713 for 2021 to 2022 (\$22.4 million) with a review at the end of the third year.

2019 to 2020	2020 to 2021	2021 to 2022	Total
		\$10,229,713	\$22.4 million

This funding will be invested in capital repairs and retrofits, rent supplements, and transitional operating funding activities.

Canada Ontario Housing Benefit (2020/21) (New)

The Canada-Ontario Housing Benefit will support households living on low incomes, who reside in all forms of rental housing, and need help with housing affordability by providing portable housing subsidies to households in the greatest need.

The City of Ottawa has received an initial two-year allocation as follows: \$1,899,999 for 2020 to 2021, \$2,489,562 for 2021 to 2022, for a total of \$4,389,561.

2020 to 2021	2021 to 2022	Total
\$1,899,999	\$2,489,562	\$4,389,561

The new funding will use the Province’s Portable Housing Benefit framework and be delivered provincially, with the Ministry of Housing determining eligibility, calculating the benefit, providing payments directly to households, and managing the annual renewal process. The City will identify and select households to apply to the program and assist households with the application process.

Assistance under the program will be prioritized to the following households: survivors of domestic violence and human trafficking, persons at risk of or experiencing homelessness, Indigenous people, seniors, and people with disabilities.

Home for Good Housing Program (HFG)

This Provincial program to prevent and address homelessness started in 2016 and is ongoing. The program provides funding for supportive housing, case management, peer workers, and housing subsidies. Funding is allocated to provincial priority groups, including the chronically homeless, Indigenous, youth, and people exiting provincial institutions.

Operating funding for this program remains constant at \$4,731,980 per year for the next three years. Note that the 2017 to 2018 and 2018 to 2019 allocations included both operating and capital funding. Capital Funding (\$19.2 million) was used to support the construction of new supportive housing. There is no capital contribution under Home For Good for 2020 or ongoing.

Community Homelessness Prevention Initiative (CHPI)

This Provincial program is designed to prevent and address homelessness and is ongoing. In Ottawa, the Community Homelessness Prevention Initiative funding is allocated for emergency shelter solutions, Residential Services Homes (supportive housing), homelessness prevention supports and other services that help people find and keep housing.

This funding, a consolidation of five previous separate funding streams was cut and capped when transferred to the City in 2013. Although there have been increases in the funding since the original 2013 allocation, the funding is not responsive to the emerging demand for emergency shelter and support services in Ottawa. Previously this funding, as it pertained to emergency shelter costs was an 80/20 cost share with the province. Although the Province has provided the City with a great deal of local flexibility in how to invest these funds, the City must top-up these funds annually (a projected top-up of \$13.9 million in 2020) in addition to absorbing a growing deficit in shelter spending.

The funding is maintained in 2019, with a previously announced increase of \$1 million anticipated April 2019 delayed until April 2020 to 2021. The current three-year plan is as follows: \$37,621,286 for 2019 to 2020, \$38,626,981 for 2020 to 2021, and \$38,626,981 for 2021 to 2022 with a review at the end of the third year.

Former Programs

The Development Charges Rebate Program was cancelled in 2018 with the change in provincial government. Ottawa was to receive \$18.3 million over 2018 to 2023 to assist with the cost of development charges for builders in the private rental market, in exchange for various levels of affordability in new projects.

The GreenOn program, which offered rebates for energy efficiency upgrades for social housing providers was also cancelled in 2018; Ottawa was to receive \$1.8 million over 2018 to 2021.

In September 2017, the Province announced that the City of Ottawa would receive a five-year investment of up to \$59,375,483 for repairs and retrofits to social housing apartment buildings as part of the Social Housing Apartment Improvement Program (SHAIP).

This funding was to support upgrades such as new energy efficient heating, improved insulation and window replacements. In Year 1 (2018 to 2019), the City received \$21,464,435 in funding under this program. The program was terminated in July 2018 with the cancellation of Ontario's cap-and-trade program.

Municipal Government

Under the *Housing Services Act, 2011*, the City as Service Manager is responsible for the administration of housing programs related to social housing, affordable housing, supportive housing and for the provision of supports for residents of the city that are at risk of or are experiencing homelessness or housing insecurity. In return for

administering these programs, the City receives and administers federal and provincial funding to offset some of these housing and homelessness program costs.

The City is the largest contributor to housing and homelessness programs and services in Ottawa. This is largely the result of the cost of rent-geared-to-income housing (social housing) being downloaded to municipalities in 2001. Ontario is the only province where the cost of these housing programs is on the municipal property tax base. For 2020, the City will invest **\$109.2 million**, the province \$42.9 million, and the federal government at \$26.7million in housing and homelessness programs and services.

Programs and Funding Sources

Municipal Investments in Housing and Homelessness

For 2020, the City will maintain municipal investments of \$109.2 million in:

- Operating and repair funding for social housing
- Rent supplements and housing allowances
- Homelessness programs and services
- Cost of living increase for 100% City funded programs
- Top-up of \$13.9 million to the provincial Community Homelessness Prevention Initiative

Capital Investment for New Affordable Housing

City Council approved a \$15 million capital investment for new affordable housing, the largest in the City's history in the 2019 budget; this investment was repeated in Budget 2020 for a total of \$30 million to support the development of new affordable housing. This investment will also be used by the City and not-for-profit housing partners to bring new housing projects to a point where they are ready for construction.

Additional Municipal Investments

In addition, the City supports housing and homelessness initiatives through the following:

- The *Development Charge-Bylaw* which provides funding for affordable housing development
- The *Municipal Capital Facilities By-law* which excludes Ottawa Community Housing from paying

(approximately \$500,000 annually).

- The Affordable Housing Land and Funding Policy, which provides revenue from the sale of residential and institutional lands deemed surplus to City needs for new affordable housing development and the ability to hold surplus City lands for development (estimated at \$1M annually).
- property taxes, freeing up revenue for repair.
- Ongoing annual Cost of Living Adjustments for 100 per cent City-funded programs and services.
- Ongoing annual contributions to the provincial Community Homelessness Prevention Initiative supporting investments in housing and homelessness programs.
- The commitment from Council to re-invest savings realized from the implementation of the Plan into housing and homelessness services.

Non-Profit Sector

The local housing corporation and not-for-profit sector play a major role in the provision of rent-geared-to-income housing assistance, affordable housing and support services to residents. This sector also raises awareness of housing need and advocates for housing and homelessness programs.

Private Sector

Private sector developers, builders, and building owners have a key role to play in generating new housing supply in Ottawa. These players feed the ongoing demand for market-rate housing options in the city and can also partner or collaborate with not-for-profit and municipal groups to realize new housing models.

City of Ottawa Residents

The primary role of City of Ottawa residents is as advocates for safe, appropriate, affordable and attainable housing in their communities, which can include participating in community engagement events and conversations. In addition, some residents can choose to create rental units within their dwellings or provide land or buildings for the purpose of affordable housing.

Accomplishments from 2014 to 2019

This section provides a summary of the City of Ottawa and its community partners' accomplishments to date, since the first Housing and Homelessness Plan in 2014 to today's refreshed Plan.

Goal 1 | Everyone has a home.

The following accomplishments were achieved under the goal of “Everyone has a home”.

- Created 720 affordable/supportive housing units in 16 projects.
- Approved 163 units currently in construction, of which 88 are supportive housing units.
- Approved 266 new units of affordable housing in 2019.
- Created 1073 new housing subsidies (rent supplements and housing allowances).
- Issued a Request for Expression of Interest for pre-development funding to support close to 400 new affordable housing units to get construction ready.
- Approved 351 grants from the Ontario Renovates program, assisting seniors, people with disabilities, and rooming house landlords with minor home repairs and accessibility related modifications.
- Implemented the Survivors of Domestic Violence Portable Housing Benefit program (2016-2018), assisting 48 households.
- Invested \$66 million to repair/retrofit over 17,000 social housing units through four capital repair programs.
- Exempted Ottawa Community Housing from property taxes, freeing up \$3.1 million annually for repairs.
- Supported Ottawa Community Housing mortgage re-financing freeing up \$148.2 million for capital repairs.
- Secured two parcels of property, for a nominal fee, under federal government programs for affordable housing development (up to 311 units).
- Declared five properties surplus to City needs to develop for affordable housing.
- Participated on the City Interdepartmental Working group for Transit Oriented Development to identify 20 parcels of land for future affordable housing development.
- Provided funding for affordable home ownership (16 units) with Habitat for Humanity.

Goal 2**People get the support they need.**

The following accomplishments were achieved under the goal of “People get the support they need”.

- Redesigned the Homelessness Service System in 2015 to implement the evidence informed, best practice Housing First approach.
- Introduced standardized diversion protocols, and common assessment tools in the homelessness service system.
- Established a system of coordinated access to Housing First programs for both adults and youth.
- Established a quality By-Name list of people experiencing homelessness in the City.
- Housed 1167 single people (adults and youth) experiencing chronic and episodic homelessness through the Housing First program, providing 509 housing allowances since 2015.
- Supported 3305 family households (10,182 people) through the Family Shelter system to move to permanent housing.
- Completed the City’s first ever Point in Time (PiT) count, an enumeration of people experiencing homelessness.
- Expanded Housing First case management capacity from four organizations and 26 case managers in 2014 to 10 organizations with 73 case managers in 2019.
- Implemented \$1.4 million in new funding for homelessness services through the federal Homelessness Partnering Strategy.
- Added \$25 million in funding, \$4.7 million ongoing, through the Home for Good program to expand Housing First programming.
- Opened a new 20 room transitional housing facility for newcomer families with wrap-around supports.
- Added 30 rooms of new family transitional housing capacity at the National Capital Region YM/YWCA to respond to increased demand.
- Administered \$2 million in new funding under the municipal Housing and Homelessness Investment plan to provide operating funding for four new supportive housing builds.
- Supported upwards of 12,000 households with practical financial assistance to secure and retain their housing, a \$51.2 million investment.
- Provided \$21 million in general housing assistance supports to assist 34,228 people with housing search and housing loss prevention services, including referral for financial benefits, financial trusteeship services, education on landlord /tenant rights and responsibilities, landlord mediation, representation at the Landlord Tenant Board (LTB).

- Drafted new Emergency Shelter Standards for consultation with the community.
- Issued a Request for Offer process for overflow options for households experiencing homelessness to increase capacity and ensure best value for money.
- Provided supported living services to approximately 1000 residents annually through the Residential Services Homes program.
- Provided wrap around supports to 1650 family households exiting homelessness through the Families First program to integrate into their new neighborhoods.
- Diverted 2117 people (including families and singles) from emergency shelter to other natural supports (friends/family), including repatriation where appropriate.
- resource centres in social housing communities etc.
- Launched Version #4 of the Homelessness Individuals and Family Information System to support coordinated access initiatives.
- Worked collaboratively with the Indigenous community to adjust and streamline processes under the Housing First Program.
- Completed a Fidelity Assessment of the Housing First Program with the Canadian Alliance to End Homelessness.

Goal 3

We work together.

The following accomplishments were achieved under the goal of “We work together”.

- Collaborated ongoing with the housing and homelessness sector, the Housing System Working Group and other stakeholders to discuss emerging issues, consult on program delivery options and new funding allocations.
- Consulted broadly on the re-design of the Homelessness Services System in 2014-2015.
- Worked collaboratively with shelter partners on a line of inquiry and
- Supported the work of the local Alliance to End Homelessness by sitting as an ex-officio member and meeting regularly.
- Coordinated a Seniors Affordable Housing Forum with the Council on Aging in fall of 2018.
- Participated on the City Interdepartmental Taskforce on Affordable Housing near Transit Stations to identify city, federal, provincial, and partner lands to be

standardized approach to diversion in the homelessness sector.

- Created a youth coordinated access group to prioritize and match youth to services.
- Collaborated and consulted ongoing with community housing providers through teleconferences, e-bulletins, Service Manager Directives and in-person meetings to stay abreast of changes in the delivery of programs, processes and capital repair opportunities.
- Developed and launched an annual Ten-Year Plan Progress report to keep the public informed on the Plan's progress.
- Liaised ongoing with the Violence Against Women's sector to identify challenges in system functioning and identify improvements.
- Convened community partners to update the Residential Services Homes Standards as required by the province.
- Convened community partners in the update to the Emergency Shelter Standards (2020).

held for affordable housing development.

- Established a new multi-disciplinary team to address problematic addresses in Ward 12 as a pilot.
- Coordinated the work of the Rooming House Response team.
- Participated on numerous provincial working groups to provide feedback and expertise on various program and policy changes.
- Advocated for and requested increased funding for programs and services from the federal and provincial governments.
- Secured federal reimbursement of \$17.1 million for costs related to temporary shelter and lodging for refugee claimants from the United States.
- Established seven planning tables with over 60 members representing the housing and homelessness sector to guide the mid-point review of the 10-Year Plan.
- Consulted broadly with community partners, stakeholders, people with lived experience, and other City departments.

Community Consultation Findings

Through the range of community consultation events and engagement methods held over the course of 2019, the City of Ottawa sought input from the general public, individuals with lived experience of homelessness or housing need, and other stakeholder groups from across the system. Engagement events were held online and in-person in the community, at emergency shelters, in community housing buildings, rooming houses, and supportive housing buildings.

The following key themes and recommendations emerged from the consultations, as summarized and synthesized by City of Ottawa staff:

- Need to create intentional partnerships in the sector and community to improve system coordination and effectiveness.
- Need to protect and preserve the community housing stock in the City.
- Need to increase emergency shelter capacity across all client groups in the system.
- Need supports for tenants in all forms of community housing to ensure long term housing retention and safer and healthier communities.
- Need to ensure that equity groups receive targeted supports.
- Need increased investments in housing loss prevention.
- Need to ensure access to housing options, services and supports across the system is better coordinated.
- Need to expand and improve Housing First programs.
- Need real time data to be readily available to support community planning and improve program delivery.
- Need to educate the public about issues of housing and homelessness and how they can support the city's efforts
- Need to improve and monitor rental housing conditions (state of repair).
- Need to reduce the waitlist for community housing (rent-geared-to-income housing and supportive housing).
- Need to create new programs in the community that leverage volunteer participation.
- Need to ensure landlords are supported with funding for necessary repairs when participating in housing programs.
- Need supports and resources for front line staff in the system who are fatigued.
- Need for ongoing and targeted advocacy with all levels of government for additional resources in the sector.

A more detailed summary of the thoughts and opinions under each of these themes can be found in Appendix C (Community Engagement) of this document.

Population Groups of Interest

Based on the work in preparing this Plan, the working groups identified several population groups of interest, for whom a specific lens of lived experience must be integrated. For instance, the need for an Indigenous housing strategy and consideration of the unique needs of youth are summarized below.

Gender, Equity, and Inclusion

In the Fall of 2017, as part of the National Housing Strategy, the Federal government commissioned a study by housing researchers and professionals to explore how a gender-based approach might be applied to the planning, design, development, construction, and assessment of affordable housing.

Key findings of the survey were as follows (as reported by CMHC):

- Canada's housing system addresses most of the housing needs of women and the 2SLGBTQ+ community, as people are generally served equitably.
- Broad features of housing programs, such as planning and consultation in design, required attention.
- Access to housing, physical safety and housing discrimination are areas that should be better addressed by thoroughly applying a gender-based approach.
- Some respondents suggested that projects intentionally based on gender are more effective in meeting the needs of women or the 2SLGBTQ+ community, while others urged caution in claims for "unique" status for women and the 2SLGBTQ+ community. They argued, instead, for inclusive communities for all low-income or vulnerable people.

The City of Ottawa believes in a city for everyone – not because it is required through federal, provincial and municipal legislation and policies – but because we all benefit when people are included. "Our community is becoming more and more diverse and so are the needs and aspirations of its residents". (Steve Kanellakos, City Manager, Equity and Inclusion Lens Handbook, 2018).

Responding to the housing needs of diverse equity groups is an important component of this re-refresh of the City's 10-Year Housing and Homelessness Plan. Every individual or household's pathway into homelessness or experience of homelessness and housing insecurity is unique. However, many equity groups face significant challenges in navigating and accessing housing that is suitable for their needs and experience discrimination and stigma in the housing market. Women may require gender specific, shelter, transitional and supportive housing, while women fleeing domestic violence

have acute needs around safety. People living with a physical disability require housing that meets their mobility needs, while people living with a developmental disability, or those living with an acquired brain injury may require specialized environments that are personalized to their specific needs and abilities.

The same is often true for other priority populations such as the 2SLGBTQ+ community, youth, people new to our community from other countries and Indigenous Peoples.

The Plan acknowledges this diversity of experience of people who enter into homelessness, or are in insecure housing, and recognizes that tailored solutions are required so that the system is responsive and equitable for all. A Gender, Equity and Diversity lens was used in drafting the Plan, recognizing that more needs to be done to better understand the unique realities of various groups, and to ensure their strengths, perspectives and experiences are considered in the development and design of new services and programs.

For more information visit [Equity and Inclusion](#) in the City of Ottawa.

Indigenous Housing Strategy, 2020–2030

The Need for an Indigenous Housing Strategy (prepared by the Aboriginal Community Advisory Board)

In many large urban communities, Indigenous people are overrepresented in the homelessness sector, and the City of Ottawa is no exception. In 2018 the City of Ottawa conducted a point-in-time count, with 316 individuals (24%) experiencing homelessness self-identifying as First Nation, Inuit, or Métis. Of that number, 13 were identified as Indigenous youth who had exited the child welfare system and were using shelter services.

There are three important underlying considerations to be aware of when addressing the Indigenous homeless population:

1. Indigenous peoples are undercounted as they often do not access services due to their mistrust of mainstream institutions/agencies; attributable to the ongoing legacy of colonial practices that did more harm than good to Indigenous people.
2. Mainstream organizations, particularly shelters, do not regularly or routinely seek the identity of the clients they serve. Therefore, Indigenous peoples seeking services are uncounated, underserved or inadequately served.
3. Factual information is not collected or reported. Information that would provide understanding as to the reasons why Indigenous people are homeless, the supports needed, and the ongoing impact of housing/homelessness policies that often perpetuate their disadvantage.

The homeless Indigenous population are unique in that their experience is influenced by the interconnectivity of colonization, residential school abuse, the intergenerational trauma of residential schools, the Sixties scoop, and structural policy and practices.

While the Housing First model has been implemented with much success in some cities through the incorporation of culture for the Indigenous population it serves, in Ottawa there have been both strengths and challenges. Strengths include culturally informed service delivery, client-centered approaches, and respect for client choice in housing and services. Challenges include systemic and engrained racism and discrimination; lack of affordable, culturally relevant housing options; program eligibility requirements which neglect cultural practices of Indigenous people; and the use of the SPDAT³ and its lack of cultural sensitivity.

With the population continually growing, the demand on all programs continues to grow as well. It is anticipated that there will be a larger influx from the North due to existing well-established transportation linkages as well as availability of supports for the Inuit Community.

³ The **Service Prioritization Decision Assistance Tool** is used to assess a family or individual's acuity and is used to help providers prioritize and triage service delivery in the homelessness sector, while identifying the areas where support is most likely necessary to avoid housing instability.

There are current population trends being acknowledged that will require associated supports. These are highlighted below.

Trends	Required Supports
<ul style="list-style-type: none"> • Restricted access to the rental market • Low income, unemployment, under employment • Competitive rental market with no supply affecting access • Complex health/mental health needs that mainstream systems have difficulty addressing • Language barriers • Lack of experience or knowledge with a competitive rental market • Unfamiliarity with leasing obligations and responsibilities • Misinformation regarding availability of affordable housing in the South 	<ul style="list-style-type: none"> • Managed Alcohol Programs • Trauma/Colonization Recovery support • Acquired Brain Injury Support • Physical Health supports • Medication Management support • Cultural support, including availability of country/traditional foods • Developmental Disabilities support • Personal Care supports • Budget Management support • Language support • Meaningful Activities of Daily Living support

Given the unique and culturally relevant requirements in addressing and supporting the Indigenous homeless population in Ottawa, an Indigenous-specific housing strategy will be created with the Aboriginal Community Advisory Board to supplement the efforts of this Housing and Homelessness Plan.




Tactics







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|--|---|
| <ol style="list-style-type: none"> 1. Support the Indigenous Community to develop and implement an Indigenous specific 10-Year Housing and Homelessness Plan. 2. Undertake a separate Indigenous and Inuit affordable housing needs assessment to determine required housing options that can be integrated into new and existing communities. 3. Improve Emergency Shelter and support service processes to be more culturally safe for Indigenous people. | <ol style="list-style-type: none"> 6. Support the Indigenous community in the creation and development of an Indigenous homelessness assessment tool. 7. Improve the accuracy of the Indigenous homelessness count to support data needs for strategic planning. 8. Increase knowledge exchange and training opportunities on the needs of Indigenous peoples. |
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| <p>4. Increase the stock of Indigenous supportive housing.</p> <p>5. Enhance current program eligibility requirements to be more culturally inclusive.</p> | <p>9. Ensure targeted investments to protect and sustain the current stock of Indigenous housing and protect affordability for tenants.</p> |
|--|---|






Actions

The following table outlines the tactics and related actions that are required within the Indigenous Housing Strategy.

		
Requires new financial resources to study, review and/or implement	Requires partnership and the collective resources and commitment of others	Requires a change in legislation, regulation, and/or policy

Tactics	Actions	<i>Implementation</i>	<i>Resources</i>
Goal 1: Support to the Indigenous Community			
1. Support the Indigenous Community to develop and implement an Indigenous specific 10-Year Housing and Homelessness.	<ul style="list-style-type: none"> Assist the Indigenous community to develop a 10- Year Housing and Homelessness plan by providing supports, as requested. Assist with the collection of data on Indigenous housing and support needs. Assist with resources (human and financial) to support the creation and implementation of the Indigenous 10-Year Plan. 	Medium term	  
2. Undertake separate Indigenous and Inuit affordable housing needs assessment to determine housing options that can be integrated into new and	<ul style="list-style-type: none"> Work with the Aboriginal Community Advisory Board to conduct a needs assessment and system analysis of Indigenous housing options and supports for men and women (chronically homeless Indigenous men/women). Conduct a needs assessment of housing demand, affordability and options for Indigenous individuals and households residing in the City (general housing needs). 	Short term	  

Tactics	Actions	Implementation	Resources
existing communities.	<ul style="list-style-type: none"> Work with the Indigenous community to establish specific targets and affordability needs to be incorporated into the Affordable Housing Capital Plan. 		
3. Improve Emergency Shelter and support service processes to be more culturally safe for Indigenous people.	<ul style="list-style-type: none"> In collaboration with Indigenous partners, align engagement and formal intake processes with culturally safe practices. Ensure appropriate and timely referrals are made to Indigenous service providers. Explore mentoring, job-shadowing and secondment opportunities between non-Indigenous and Indigenous service providers. Explore the opportunity to hold traditional healing and wellness services at shelters and supportive housing programs. 	Short term	 
4. Increase the stock of Indigenous Supportive Housing.	<ul style="list-style-type: none"> Design and develop a supportive housing program to meet the unique needs of the Inuit community and another program for the broader Indigenous community. Designate a minimum of 30% of units for all new supportive housing programs as well as current programs through attrition to the Indigenous community. 	Medium term	 
5. Enhance current program eligibility requirements to be more culturally inclusive.	<ul style="list-style-type: none"> In collaboration with Indigenous partners, review current eligibility requirements for access to housing programs, including housing supports and update as necessary. 	Short term	
6. Support the Indigenous community in the creation and development of an Indigenous homelessness assessment tool.	<ul style="list-style-type: none"> Develop an Indigenous homelessness assessment tool to determine acuity of need and appropriate services. Support the implementation of the tool through training and awareness across the homelessness services sector. 	Short term	 

Tactics	Actions	Implementation	Resources
7. Improve the accuracy of the Indigenous homelessness count to support data needs for strategic planning	<ul style="list-style-type: none"> • Support the planning and implementation of the bi-annual Point in Time Count. • Provide a “culturally safe” intake process that will encourage Indigenous people to self-identify to improve data and annual reporting of findings. • Incorporate Indigenous data driven projects/initiatives as identified by the Indigenous community, into all housing and homelessness sector planning activities. 	Short term	 
8. Increase knowledge exchange and training opportunities on the needs of Indigenous peoples.	<ul style="list-style-type: none"> • Incorporate formal and informal knowledge sharing opportunities through the City’s Community Capacity Building training program and other networking opportunities. • Develop and implement an Indigenous awareness training course for the homelessness sector. 	Ongoing	 
9. Ensure targeted investments to protect and sustain the current stock of Indigenous housing and affordability for tenants.	<ul style="list-style-type: none"> • Ensure funding under the Canada-Ontario Community Housing Initiative supports Indigenous housing providers at the end of operating agreements and protects affordability for tenants. 	Ongoing	

Considering the Unique Needs of Youth

Youth experiencing homelessness in Ottawa are unaccompanied by a guardian, and may be living on the streets, couch surfing, trading sex and/or drugs for short-term shelter or using emergency shelters including those intended for adults. They typically have a history of family conflict including abuse, parental neglect, exposure to domestic violence, trauma, and extreme poverty resulting in involvement with, or being in care of, the Children’s Aid Society. They may also have a mental illness coupled with active addictions. Often youth experiencing homelessness are victims of abuse, exploitation, and trauma and may identify with a gender or sexual minority.

Convened by the Alliance to End Homelessness, A Way Home Ottawa is a youth-driven coalition working to prevent and end youth homelessness in Ottawa through strategic

community planning. In 2016 they released initial findings and recommendations for ending youth homelessness in Ottawa.

Youth Homelessness Data

Based on research by A Way Home Ottawa, the following key needs are apparent among youth in Ottawa:

- 903 youth (aged 16 to 25) used an emergency shelter in 2015, down 2.3% from 2014 (924 youth); this number does not include youth 17 and under staying in family shelters
- Youth (aged 16 to 25) account for 13% of the total number of people who used an emergency shelter in 2015 (6825)
- 387/903 youth above stayed in a youth shelter in 2015, an increase of 2.1% over 2014
- The average length of stay for single youth who stayed in any emergency shelter increased from 37 days in 2014 to 41 days for males but decreased for females, from 43 days to 37 days.

In recognition of the unique needs of youth at risk of or experiencing homelessness in the community the City, as part of the 10-Year Plan refresh, requested that A Way Home Ottawa contribute youth specific strategies that would advance the City's and youth serving agencies goal to prevent, reduce and eliminate youth homelessness in Ottawa. See Appendix E (Youth Housing Strategy) to this Plan for the Youth System plan.

Housing Needs in Ottawa

As described in the previous section, there are several notable accomplishments to date that are the product of efforts to implement the 10-Year Plan brought forth in 2014. However, the housing needs assessment and the consultations with people with lived experience and key housing stakeholders identified several housing gaps in Ottawa.

Key Findings

Access to Market Housing

- Over 55,000 households in Ottawa live on low income (13% of Ottawa's population).
- Of the 403,689 households in Ottawa, 132,887 are renter households and the others are owner households (pg. 14 of the Prism Ottawa Rental Market Report).
- Of renter households, 40% are living in housing that is not affordable to them (paying over 30% of their income on rent). This number is expected to rise over the long-term.
- Ottawa is experiencing a decreasing vacancy rate, from 3 per cent in 2016 to 1.6 per cent in 2018.
- Only 10 per cent of new housing starts have been rental housing in the last seven years, in a city where 34.6 per cent of households are renter households.
- Ottawa's average market rent in 2018 was \$1,174, an increase of 5.6 per cent since 2017, and a 15 per cent increase since 2014 (\$1021).
- Rental starts have increased slightly in recent years but not enough to compensate for years of low construction.
- Ottawa continues to see ongoing erosion of affordable rental stock in the city through large scale re-development, where people are displaced and are unable to afford the new rents in re-developed communities, or where rental housing is turned into ownership options.
- Funding for new affordable and supportive housing has not been able to keep up with the increased demand of a City with a growing population.
- For households living on very low incomes, Ontario Works or the Ontario Disability Support Program (ODSP), the rates have remained very low, with Ontario Works increasing by 11.7 per cent for a single person (from \$656/month to \$733/month) and ODSP for a single person increasing only 6.5 per cent (from \$1,098/month to \$1,169/month) since 2014. With the average market rent for a bachelor or one-bedroom unit in Ottawa at \$1,036 per month, people are not able to find affordable housing and/or maintain their tenancy.

Community Housing

- The City's current community housing portfolio provides affordable rental units to more than 23,825 low-income households through a combination of rent-geared-to-income units, rent supplements, portable housing allowances, and below-average-market-rent units.
- Over the last five years, the average number of households on the Centralized Wait List for community housing was 10,627. Although the Centralized Wait List has remained relatively static over the previous 5 years (2013 to 2017), there was a 14.8 per cent increase in the wait list in 2018 which is anticipated to increase further by the end of 2019.
- Annually, three times as many people apply for rent-geared-to-income housing as there are housing offers made. In 2018, 1,519 households received an offer of rent-geared-to-income housing while 4,835 households applied.
- The number of placements from the Centralized Wait List into rent-geared-to-income housing has fluctuated from year to year since 2014 (1,599), 2015 (1,859), 2016 (1,786), 2017 (1,554) and 2018 (1,519). The decreases in 2017 and 2018 can be attributed to the changing rental market, with a declining vacancy rate and higher rents, which has resulted in people remaining in their rent-geared-to-income units versus seeking private market accommodation.
- The lack of turnover in the community housing portfolio, has increased the wait times for households experiencing homelessness, who are spending longer periods of time in the emergency shelter system and/or overflow options such as hotels and motels.
- The need to address provincial priorities on the Centralized Wait List (households feeling domestic violence and over-housed households), in addition to the City's six Local Priorities means that people on the chronological wait list will have increasingly longer wait times to access deeply subsidized housing.
- Increasingly, landlords who were once participating in the city's Rent Supplement Program are not opting into the program or are not renewing their agreements when a vacancy occurs. In periods of lower vacancy there is a reluctance of the private market to participate in the program, as they can charge higher rents and exercise more selectivity around their preferred tenants.
- The community housing stock is aging and needs significant capital repair. Annually between \$30 million to \$60 million is required for ongoing maintenance and repairs and this does not account for the estimated backlog of repairs that were created due to years of inadequate funding. There is an urgent need for ongoing investment to maintain safe, healthy communities.

- The community housing stock also has a limited number of units for larger families, only 25 per cent of the stock is three, four and five-bedroom units; this further reduces to 5 per cent when only four and five-bedroom units are considered.
- The City's ability to maintain provincially required Service Level Standards as per the current provincial definition is becoming increasingly more challenging due to a lack of uptake in the Rent Supplement Program and the loss of community housing units (in the short term) for re-generation.
- The total number of people on the Centralized Wait List for subsidized supportive housing units was 1,233 at the end of 2018, a decrease of 23 per cent since 2014 (1599). Over the first 5 years of the Plan, 287 new supportive housing units were completed, with another 87 in development. The need to increase supportive housing for people with various needs remains a key initiative of the updated 10-Year Plan.

Homelessness and Emergency Shelter Use

- Despite having a comparatively high median income compared to the rest of Canada, many Ottawa residents struggle to find and/or maintain housing that is affordable.
- There are long wait lists to access rent-geared-to-income housing and supportive housing in our community forcing residents to access emergency shelter services until a community housing unit or subsidy becomes available.
- This lack of available, affordable housing in the city is causing a backlog in the shelter system as there is little movement from shelters into housing.
- Since the start of the 10-Year Plan in 2014, there has been a 23 per cent increase in the number of unique people requesting emergency shelter placement, from 6438 people in 2014 to 7937 people in 2018. This represents 4987 households requesting emergency shelter placement in 2014 versus 5462 households in 2018.
- Homelessness among single people has decreased by 0.5 percent from 2014 to 2018 (4416 individuals to 4392 individuals).
- More people across the City of Ottawa are experiencing homelessness. In 2018 the average nightly occupancy in the emergency shelter system was 108% higher than the permanent bed capacity. The emergency shelter system is becoming increasingly reliant on the utilization of overflow beds to meet growing demand.
- The number of single people experiencing chronic homelessness continues to fluctuate even with the success of the City's Housing First program which has housed 1167 individuals since April 2015 (single men, women and youth). From 2014 to 2018 chronic homelessness among single men decreased by 2.5 per cent (from 358 men to 349 men), while chronic homelessness among women increased by 15 per cent (from 82 women to 94 women), and chronic homelessness among youth increased by 60 per cent (from 5 youth to 8 youth).

- Family homelessness is the primary driver of the increased demand Ottawa is experiencing for emergency shelter space. Between 2014 to 2018 family shelters saw a 55 per cent increase in the number of family units requesting emergency shelter and an increase of 16 per cent in the average length of stay (from 106 days to 123 days).
- The City's use of overflow options such as hotels and motels, when the family shelter system is at capacity, has increased by 126 per cent since 2014 to 2018 (from 97 families to 219 families).
- Much of the new demand for family shelter placement can be attributed to irregular border crossers (refugee claimants arriving via the United States) and migration to Ottawa from other parts of Canada and Ontario.
- The emergency shelter system is facing challenges dealing with clients with increasing needs due to mental health and addictions issues, exacerbated by the City's opioid crisis. Additionally, clients are presenting with more complex needs such as concurrent disorders, acquired brain injuries, developmental disabilities, and dual diagnoses.
- Emergency shelter operators are indicating that the cost of providing these essential services to people experiencing homelessness are increasing, and they require adequate and increased resources to meet the demands.
- The provincially funded Violence Against Women (VAW) sector is also operating at capacity and are not able to respond to the demands for safe shelter for women leaving abusive situations. The City continues to provide overflow capacity for the VAW sector, supporting 134 family households in 2019 without receiving provincial funding for this expense, estimated at \$1 million annually.
- Housing First programs that provide housing and support services to chronically homeless individuals are also operating at capacity. Currently there are 1,368 individuals (singles and family households) on the City's Coordinated Access list waiting to be matched to a Housing First program.

Estimating the Affordable Housing Gap in Ottawa

The current gap for housing which is affordable to households with low and moderate incomes in Ottawa was estimated as part of the refreshed 10-Year Housing and Homelessness Plan. To establish the current gap, the proportion of households in core housing need⁴ (12.7%) as reported in the 2016 Statistics Canada Census was used. The estimated number of households in Ottawa in 2019 is 414,182 households. Therefore, if the proportion of households in core housing need is maintained at 12.4% into 2019, it is estimated that approximately 52,601 households are currently in core housing need. The proportion of households spending 30% or more on housing costs was also taken into consideration to estimate the number of units needed. In 2016, 23.8% of households in Ottawa were spending 30% or more on housing costs. This proportion was applied to the number of households in 2019 in order to estimate that the number of households spending 30% or more of their income on housing would then be 98,575 households.

⁴ According to CMHC, a household is in core housing need if its housing falls below one of the adequacy, suitability, or affordability standards and if it would have to spend more than 30% of its before-tax income to pay the median rent for alternative housing in the area which meets the three standard.

Analyzing Affordability Thresholds

The following two tables summarize the affordability thresholds for households with low, moderate, and high incomes in Ottawa. The tables take the maximum affordable house prices and rents and map these figures against average value of dwellings and average rents across dwelling types. The “Yes” and “No” cells indicate whether this housing option would be affordable to a household falling into the associated income range and decile.

Ownership Affordability by Income Deciles: Ottawa; 2019

All Households Income Deciles	Maximum affordable house price	Average Value of Dwellings									
		Total - Structural type of dwelling	Single-detached house	Apartment in a building that has five or more storeys	Semi-detached house	Row house	Apartment or flat in a duplex	Apartment in a building that has fewer than five storeys	Other single-attached house	Movable dwelling	
		\$444,589	\$511,743	\$332,836	\$399,762	\$315,961	\$496,999	\$359,192	\$409,487	\$112,860	
Low Income	\$92,089	No	No	No	No	No	No	No	No	No	
Deciles 1-3 (\$59,136 and less)	\$160,431	No	No	No	No	No	No	No	No	Yes	
	\$222,016	No	No	No	No	No	No	No	No	Yes	
Moderate Income	\$283,383	No	No	No	No	No	No	No	No	Yes	
	Deciles 4-6 (from \$59,137 to \$111,844)	\$348,456	No	No	Yes	No	Yes	No	No	No	Yes
		\$419,898	No	No	Yes	Yes	Yes	No	Yes	Yes	Yes
High Income	\$508,445	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Deciles 7-10 (\$111,845 and above)	\$634,187	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
		\$830,341	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Source: Statistics Canada, Community Profiles; 2016. Statistics Canada, Custom Tabulations; 2016.

SHS calculations based on spending 30% of gross household income on housing costs, estimated household incomes for 2019, a 5.0% down-payment on a 25-year amortization period, CMHC mortgage standard insurance premium of 4.0%, the Bank of Canada's 5-year conventional mortgage rate, and property tax rates for single detached residences.

Renter Affordability by Income Deciles: Ottawa; 2019

Renter Income Deciles	Maximum Affordable Rent	Primary Rental Market				
		Bachelor	1 Bedroom	2 Bedroom	3 Bedroom +	Average
		\$881	\$1,088	\$1,297	\$1,468	\$1,195
Low Income Deciles 1-3 (\$31,148 and less)	\$359	No	No	No	No	No
	\$543	No	No	No	No	No
	\$779	No	No	No	No	No
Moderate Income Deciles 4-6 (from \$31,148 to \$61,500)	\$1,015	Yes	No	No	No	No
	\$1,260	Yes	Yes	No	No	Yes
	\$1,538	Yes	Yes	Yes	Yes	Yes
High Income Deciles 7-10 (\$61,501 and above)	\$1,858	Yes	Yes	Yes	Yes	Yes
	\$2,284	Yes	Yes	Yes	Yes	Yes
	\$2,972	Yes	Yes	Yes	Yes	Yes

Source: CMHC Information Portal; 2018. Statistics Canada, Custom Tabulations; 2016. SHS Calculations based on spending 30% of gross household income on housing costs. Renter Households Incomes estimated for 2019.

A Need for Units for Households with Low Incomes (i.e. earning \$59,136 or less)

Almost all households in core need in Ottawa have low incomes in the bottom three income deciles (an estimated 46,875 households in 2019). These households are predominantly in need of rental housing with rents of no more than \$1,478 per month⁵. Furthermore, in 2019 most households with low incomes were renters (66.4%). Renter incomes in Ottawa are predominantly lower than those of the greater population. As such, a large portion of the need for rental housing is for units with rents of no more than \$779 per month⁶ if income deciles for households with low incomes that are identified as renter households are used to estimate the affordable rent price as opposed to the incomes of all households.

This gap was further broken down based on the household sizes of households with low incomes as reported in the 2016 Statistics Canada Census. Based on this data, it is estimated that, of the units needed for households with low incomes, approximately 81.1% should be dedicated to smaller households (i.e. one- and two-person households) and 18.9% for households with three or more persons.

⁵ This maximum rent is estimated based on the estimated household incomes for all households in the 1st to 3rd household income deciles for 2018 and where households spend no more than 30% of their income on rent.
⁶ This maximum rent is estimated based on estimated household incomes for renter households in the 1st to 3rd renter household income deciles for 2018 and where households spend no more than 30% of their income on rent.

A Need for Units for Households with Moderate Incomes (i.e. earning \$59,137 - \$111,844)

Additional units are also required for households with moderate incomes in the fourth to sixth income decile who are in core housing need. Of households with moderate incomes, 21.3% are in core housing need. In order to fill the housing gap for these households, ownership housing would be required with prices below \$419,898 and rental housing units with rents that are no greater than \$1,538⁷.

Similarly, estimates have been developed to identify the size of units required based on the household sizes of all households with moderate incomes in the 2016 Statistics Canada Census. This shows that an estimated 69.2% of units created in this affordability range should be for smaller households (i.e. one- and two-person households) and 30% for households with three or more persons.

A Need for Supportive Housing Units

Permanent supportive housing can include housing that is barrier-free and housing with supports to help individuals with disabilities or who require additional supports to live as independently as possible in the community. The Canadian Survey on Disability⁸ by Statistics Canada shows there is a significant need for permanent supportive housing in Ottawa, as 24.1% of persons aged 15 years and over in Ottawa-Gatineau had a disability in 2017.

It is estimated that at least 10% of the new affordable housing units for households with low incomes should be supportive housing units (i.e. 50 units /year). While not everyone who has a disability also faces housing affordability issues, this estimate is also supported by the results of Ottawa's 2018 Point-in-Time Count⁹. During the Point-in-Time Count, 50% of survey respondents identified that they had addiction issues and 44% of respondents had mental health issues. Of the survey respondents, 15% were living with tri-morbidity¹⁰. This indicates that supportive housing should target people experiencing homelessness with mental health or addiction issues. Many of these households may require supportive housing which is also affordable to households with low incomes.

⁷ This maximum rent is estimated based on estimated household incomes for renter households in the 4th to 6th renter household income deciles for 2018 and where households spend no more than 30% of their income on rent.

⁸ [Table 13-10-0750-01 Persons with and without disabilities aged 15 years and over, census metropolitan areas](#)

⁹ https://documents.ottawa.ca/sites/documents/files/Point%20in%20Time%20Report%20EN_0.pdf

¹⁰ Tri-morbidity can be caused by a physical disability or chronic/acute medical condition, an addiction, and a mental health issue.

Summary of Housing Needs Along the Continuum

The following graphic provides a summary of housing supply, demand and needs across the housing continuum in Ottawa. This information was used to inform the affordable housing targets for the Plan.

		Community Housing					
		Emergency and Short-Term Housing	Supportive Housing	Social Housing	Affordable Rental Housing	Affordable Home Ownership	Market Rental and Ownership Housing
		Households with Low Incomes (\$59,136 or less)			Households with Moderate Incomes (\$59,137 to \$111,844)		Households with High Incomes (\$111,845 or more)
Housing Supply	SYSTEM CAPACITY*	<ul style="list-style-type: none"> street outreach 16 hours/7 days per week 967 permanent shelter beds 431 overflow shelter beds 100 permanent transitional housing beds 15 day programs/drop ins 	<ul style="list-style-type: none"> 17,122 community housing portfolio 14,151 rent-geared-to-income units 3,123 rent supplement units 807 housing allowances 	<ul style="list-style-type: none"> 1,989 affordable housing units created since 2003 213 home ownership grants issued since 2007 288 home renovation grants issued since 2014 775 secondary suites and coach houses created since 2014 	<ul style="list-style-type: none"> 373,755 households in 2016 245,470 owned households (66%) 128,285 rented households (34%) 		
	* as of December 2019.						
Housing Demand	HOUSEHOLDS	124,255 households			124,255 households		165,673 households
	THE NEED						
	Spending 30%+ on housing	79,274 households (63.8%)			17,023 households (13.7%)		2,319 households (1.4%)
	Spending 50%+ on housing	40,258 households (32.4%)			1,243 households (1.0%)		not a significant number
	In core housing need	46,875 households (40.1%)			2,454 households (2.1%)		not a significant number
	Small households (1-2 persons)	100,770 households (81.1%)			85,984 households (69.2%)		
Large households (3+ persons)	23,484 households (18.9%)			38,270 households (30.8%)			
The Gap	WHAT HOUSING IS REQUIRED?	affordable rental, smaller units, units with accessibility features, and housing with supports			purpose-built rental, affordable ownership, smaller units, accessible units		family-sized units, housing with supports
	WHAT IS AFFORDABLE?	rent of up to \$779 ; and house price of up to \$222,016 .			rent of up to \$1,538 ; and house price of up to \$419,898 .		rent at \$2,972+ ; and price at \$830,341+ .

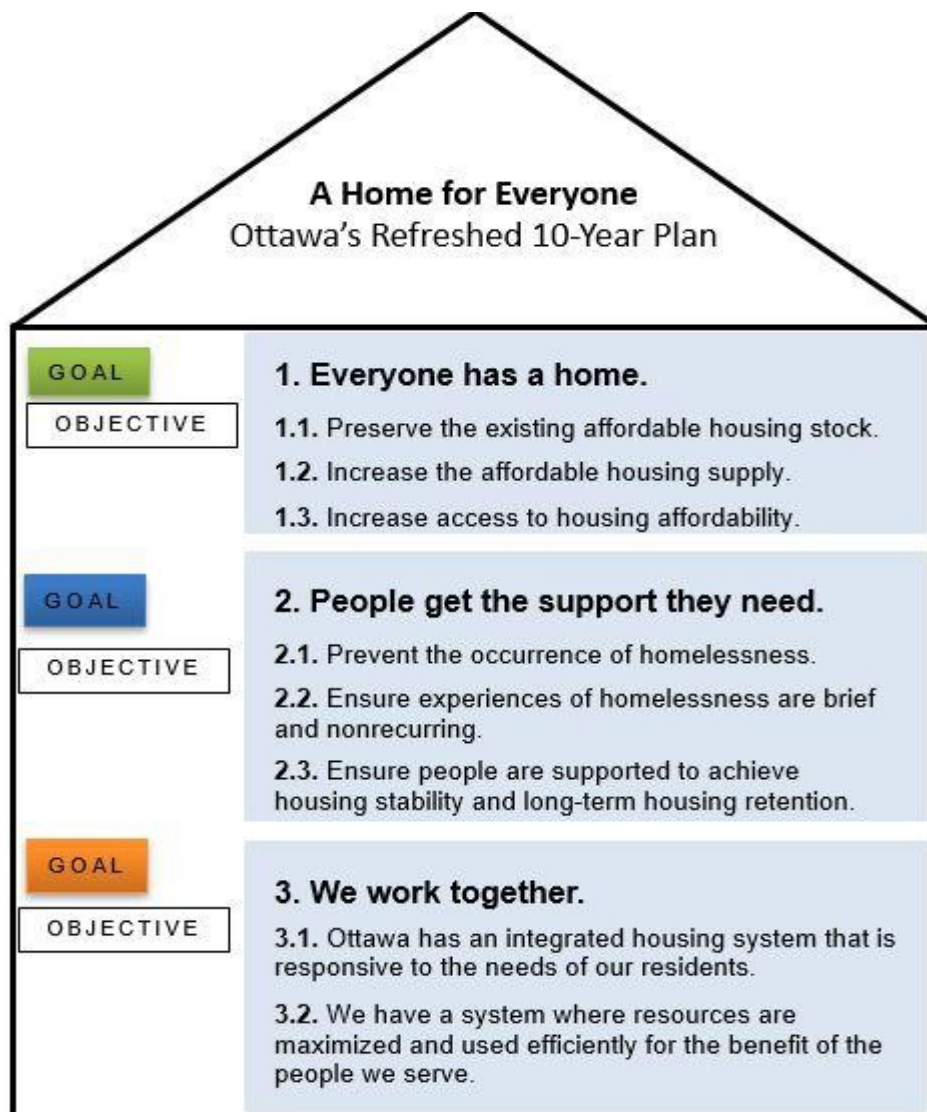
Part 2: Where we want to be

This section provides a description of what the City of Ottawa and its community want to achieve. The “Where we want to be” section illustrates the vision for the future in terms of goals and objectives, along with intended outcomes.

The strategies highlighted in this Plan are the result of findings from the needs assessment and engagement activities and were developed by the working groups representing various components of the housing and homelessness system in Ottawa. Recommended tactics are also found under each Strategy. An implementation plan, which identifies recommended timelines and additional first steps to action, can be found in the Appendix.

Goals and Objectives

The following three goals and eight objectives form the structure and overall direction for this refreshed 10-Year Housing and Homelessness Plan. The goals and objectives were initially developed through the planning process in 2014 and revisited and refined by City of Ottawa staff, the Housing System Working Group, and the other working



Outcomes

As part of the 10-Year Housing and Homelessness Plan development process, the project team at the City of Ottawa and the participants in the Working Groups developed and/or confirmed the following outcomes for each of the Plan's goals.

Goal 1	Everyone has a home.
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This first goal of Ottawa's 10-Year Housing and Homelessness Plan is foundational and reflects Ottawa's understanding that housing is a key social determinant of health. This goal includes strategies to ensure Ottawa residents have access to housing options that meet their needs over the stages of their life, that the supply of affordable housing increases over time, that housing affordability is increased, that the existing affordable housing stock is preserved and maintained in a good state of repair and that there is access to various forms of housing subsidies when community housing or other non-market housing units are not available.

Annual Housing Targets

Annual affordable housing targets¹¹ were developed as part of the refreshed Ottawa 10-Year Housing and Homelessness Plan and are meant to address the emerging housing need in Ottawa. These units may be provided through new residential developments, as rent supplements or housing allowances, or as secondary suites. As shown below, the targets are broken down by household income and tenure and include targets for supportive and accessible housing units.

The targets are only achievable if all housing partners work together, including funding and policy support from all levels of government as well as participation of private and non-profit housing developers, community residents and all Ottawa residents.

Methodology

These annual housing targets were established using the estimated annual increase in the number of households in Ottawa based on the 2019 household counts in the City of Ottawa's Rental Market Analysis report (2019), which equates to 5,675 households per year. By 2029, 56,750 new units will be created, and it is recommended that between 10% and 15% of these units be new affordable units (approximately between 5,750 and 8,500 new affordable housing units by 2029).

¹¹ Please note figures have been rounded

Using Household Income Deciles

Household income deciles divide the total universe of households into ten equal portions of income groups. This means that there is a tenth (or 10%) of all households in each income decile. These income deciles are used to establish annual housing targets as they provide a more detailed understanding of the diverse needs and economic profile of Ottawa's households. Household incomes for 2019 were estimated based on the growth rate of Ontario's Consumer Price Index¹² (CPI) from 2015 to 2019.

For the purposes of this Plan, **households with low incomes** refers to households with incomes in the **first to the third income deciles** (\$59,136 and less); **households with moderate incomes** refers to households with incomes in the **fourth to sixth income deciles** (from \$59,137 to \$111,844); and **households with high incomes** refers to households with incomes in the **seventh to tenth income deciles** (\$111,845 and above).

The target number of units for households with low incomes and those for households with moderate incomes were developed as follows:

Units for Households with Low Incomes

The greatest need in Ottawa is for housing units which are affordable to households with low incomes. As such, it is recommended that between 7% and 10% of all new units built be affordable to households with low incomes (65% of all new affordable units), which equates to approximately 375-550 units built each year. This target was established based on the 11% of low-income households who are in core need in Ottawa in 2019.

In addition, based on the information gathered regarding the need for permanent supportive housing in Ottawa, 50 supportive housing units will be built each year with the understanding that most of these units are for high acuity individuals who are experiencing homelessness. Additionally, 10% of the units affordable to low income households should be accessible housing.

Units for Households with Moderate Incomes

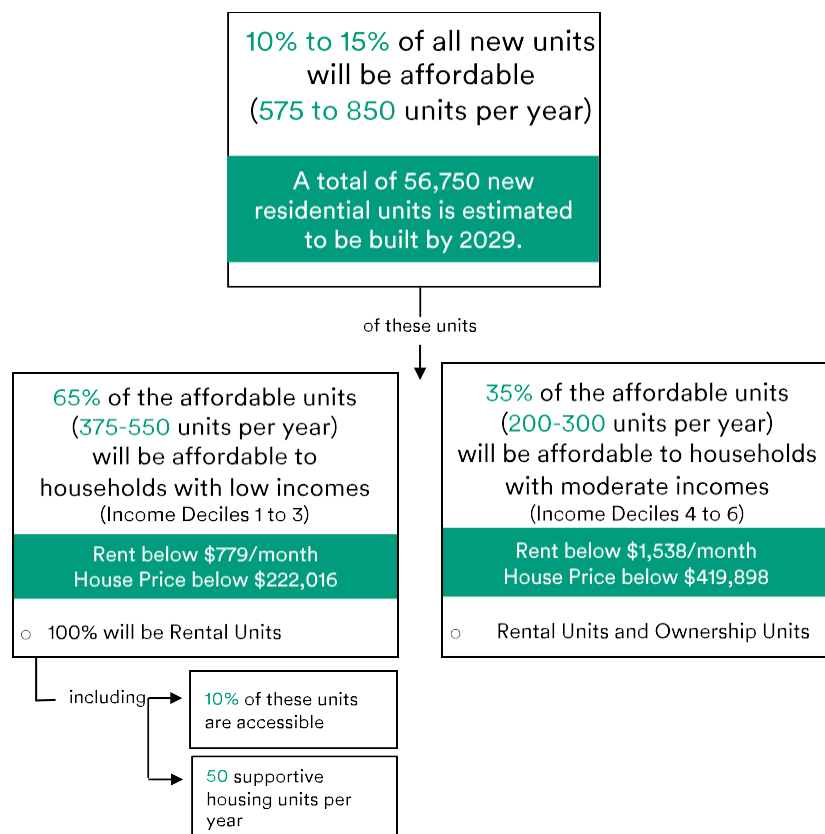
It is recommended that between 3% and 5% of all new housing units built in Ottawa be affordable to households with moderate incomes (35% of all new affordable housing units). This is approximately 200-300 units per year. This number was determined by the proportion of households with moderate incomes who are spending 30% or more of their household income on housing costs (4%) and the proportion who are in core need (0.6%), which equates to about 5% of all households.

¹² The Consumer Price Index (CPI) is an indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers. Since the basket contains goods and services of unchanging or equivalent quantity and quality, the index reflects only pure price change.

In addition, these units would be both rental and home ownership units. As such, ensuring a wide range of housing choices to meet the diverse needs of these households.

Outcome: Increase the supply of affordable housing

These units may be provided through new residential developments, as rent supplements or housing allowances, or as secondary suites. The figure below outlines the affordable housing targets for the upcoming 10-year lifespan of the Plan.



Outcome: Preserve the existing affordable housing supply

Preserving the affordable housing supply involves ensuring existing dwellings are well-maintained and in good condition. Since 2006, the proportion of dwellings in Ottawa requiring major repairs by tenure has decreased. The proportion of owned households requiring major repairs decreased by 10.8% from 2006 to 2016 (from 4.3% to 3.8%). Rented households saw an even greater decrease to the proportion of households needing major repairs down from 10.0% to 8.2% (an 18.0% decrease from 2006 to 2016).

By 2029, the existing affordable housing supply should continue to be repaired and well maintained to meet the current and emerging housing needs in Ottawa.

Proportion of Households Needing Major Repairs in Ottawa; 2006-2016

	2006			2016			Change 2006- 2016
	Households	Households Needing Major Repairs	Proportion of Households Needing Major Repairs	Households	Households Needing Major Repairs	Proportion of Households Needing Major Repairs	
	#	#	%	#	#	%	
Total	321,100	20,070	6.3%	373,755	19,980	5.3%	-14.5%
Owned	211,850	9,120	4.3%	245,470	9,430	3.8%	-10.8%
Rented	109,250	10,950	10.0%	128,285	10,545	8.2%	-18.0%

Source: Statistics Canada Topical Tabulations, 2006 – 2016

Goal 2 People get the support they need.

Ensuring that people have access to the right type of housing suitable to their needs at various stages in their life is a key commitment of our Plan. Any housing system must ensure that adequate supports are available for residents in need, including women and children fleeing abuse, Indigenous people, youth, seniors, newcomers, as well as people leaving health and correctional institutions with no permanent housing. Accessible complementary supports must also be readily available for people living with addictions and mental illnesses as well as physical and developmental disabilities to achieve housing stability and long-term housing retention.

Any housing system must include a variety of housing types (both temporary and permanent), ranging from emergency shelters, to transitional and supportive housing, to the private rental market and homeownership. Ensuring that people have access to safe shelter and the supports they need in times of crisis to exit homelessness is an integral component of the Plan.

The City continues to maintain and expand investments in the Housing First model of service (currently \$6.7 million annually). Housing First ensures that as people transition from emergency shelter into permanent housing, they receive the necessary supports to achieve housing stability, long-term housing retention and improve their quality of life. The re-design of Ottawa's homelessness services system over 2014 to 2015 ensured that the City has evidence-informed and best practice approaches to working with people in our community who are experiencing chronic and episodic homelessness, and

that the system of services and supports is coordinated and responsive, reducing gaps and duplication.

Funding for Housing First Services is complemented by \$22.3 million in other investments in services and supports such as outreach, shelter diversion/assessment, operating investments in transitional/supportive housing and homelessness prevention services. These investments ensure that people can access the right types of supports at the right time to meet their needs and that supports are flexible and change as people's life circumstances change.

Outcomes

As part of the 10-Year Housing and Homelessness Plan development process, the project team at the City of Ottawa and the participants in the Working Groups confirmed that the outcomes developed for Federal government funding will be adopted for this refreshed Housing and Homelessness Plan, in addition to one addressing unsheltered homelessness. These outcomes are meant to be achieved over the course of ten years. These outcomes are summarized in this section.

Outcome: Unsheltered homelessness is eliminated.

The number of people who are homeless and living unsheltered (not accessing shelter services) varies by year and by season. As of the end of 2019, approximately 90 individuals were receiving case management supports from street outreach services.

Outcome: Chronic homelessness is reduced by 100%.

Since 2014, the rate of chronic homelessness has been steadily increasing and by 2018 there were 1,452 individuals (singles and family households) who were chronically homeless in the City of Ottawa. Over the next ten years, a 100% reduction in chronic homelessness, through the provision of affordable/supportive housing and supports will occur through key actions under Goal 2 of the Housing and Homelessness Plan.

Outcome: Overall homelessness is reduced by 25%.

In 2018, 7,937 individuals were reported as experiencing homelessness in the City of Ottawa - a 23.3% increase from 2014. This outcome is targeted at reducing the overall homeless population by 25% by 2029, by assisting individuals to access safe, appropriate, affordable housing and by providing the necessary support services to prevent homelessness over the next 10 years.

Outcome: Indigenous homelessness is reduced by 25%.

In 2018, 641 individuals who accessed an emergency shelter or lived on the street identified as Indigenous. This figure represents approximately 8.1% of the homeless shelter population in Ottawa. However, based on the expertise of the Indigenous community, the current number of Indigenous individuals experiencing homelessness is significantly underestimated because many people don't self-identify for fear of

discrimination, including denial of services. Similarly, the 2018 Point in Time (PiT) count, which included people in shelters, on the street or in temporary accommodations, revealed that 24% of survey respondents identified as Indigenous. The implementation of the housing and homelessness plan will reduce the number of Indigenous individuals experiencing homelessness by 25% by 2029. The City is committed to supporting the Indigenous community by co-developing Indigenous-led solutions to meet their unique cultural needs.

Outcome: New people entering homeless (inflows) are reduced by 25%.

There were 3,984 individuals who accessed a shelter for the first time during 2018, an increase of 42.0% from 2014. Strategies which focus on prevention measures and diversion from homelessness will make significant progress in reducing the number of new inflows to the shelter system in Ottawa.

Outcome: Returns to homelessness are reduced by 25%.

In 2018, 2,472 individuals returned to homelessness after a period of being away from the shelter system. These are individuals that were absent from the shelter system and have a gap of 90 days in between shelter stays, within a year. They may have been housed, living on the streets, couch surfing, not resident in the municipality, etc. Throughout the next 10 years of this Plan, the housing and homelessness system will respond to the needs of individuals requiring supports to maintain their homes and improve housing stability, to prevent returns to homelessness.

Goal 3

We work together.

As communities across Canada set ambitious targets to prevent and end homelessness, it is essential that the City adopt a systems approach to planning and implementing an integrated, refreshed Plan. System planning engages sectors beyond those typically associated with homelessness such as the mental health and addiction sector, child welfare, health, justice, education and Indigenous relations. These sectors may not have a formal mandate to address homelessness, but they have interest in and impact on the outcomes for individuals at risk of or experiencing homelessness.

System planning requires identifying the basic components of a system, understanding how they relate to one another, and identifying key intervention points or levers for maximum impact. The City currently works collaboratively with the housing and homelessness sector and other stakeholders to discuss emerging issues, consult on program delivery options, new funding allocations, inform program design, and strategize around solutions for improving the housing system.

It is important moving forward that all parts of the housing and homelessness sector continue to work collaboratively and that broader conversations occur with other systems to ensure that services and programs are responsive, effective and there is a holistic approach to address people's needs. Key deliverables need to involve

system mapping, understanding any duplication or overlap, coordinating processes and intake for services and programs, and ensuring investments are strategically aligned for the greatest impact.

The success of the Plan is also dependent on having quality and timely data to ensure that both the City and service providers have the right information to make decisions around investments, programming, and resourcing.

Outcomes

Based on work with the Ottawa community (through the working groups), the following outcomes were developed for the goal of working together:

Outcome: Client experience across the housing system is improved.

Improved client experience can be measured through the development and distribution of a client experience survey, collecting qualitative and quantitative data about current experiences and satisfaction level. It is recommended that Ottawa service providers collaborate to ensure satisfaction surveys have some consistency, so they can be compared across agencies and client journeys. For instance, surveys can measure satisfaction level (using a Likert-type scale and a long-form response), including questions around:

- The extent to which the client feels they were treated with respect and non-judgement.
- The extent to which they were satisfied with the service provided (in terms of quality, outcomes, treatment by staff, cultural relevance, etc.).
- The extent to which they are confident that they will not return to homelessness.
- The extent to which the intake process gave the client a clear idea of what to expect.

Outcome: The system works more efficiently for clients, frontline staff, and administrators.

The efficiency of the system is commonly measured by examining the per capita cost of serving people at various levels of need. This would require monitoring and reporting on this data in Ottawa, across service providers.

Working Towards Ottawa's Goals, Objectives, and Outcomes

As outlined in this Plan, there is an evident need for more housing and support options to ensure all current and future Ottawa residents have an affordable, suitable, and adequate place to live. To accomplish this, the City is committed to working differently, as described in Goal 3. The next section of this Plan describes the tactics and strategies the City will employ to reach these goals, objectives, and outcomes.

Part 3: How we will achieve our goals

Strategies and Tactics

The strategies highlighted in this Plan are the result of findings from the needs assessment and engagement activities and were developed by the working groups representing various components of the housing and homelessness system in Ottawa. Recommended tactics are also found under each Strategy. An implementation plan, which identifies recommended timelines and additional first steps to action, can be found in Appendix A (Implementation Plan) of this document.

There are eight strategies under the three objectives in Goal 1. The following table provides an overview of the objectives and strategies under this goal.

Goal 1: Everyone has a home.	
Objective	1.1. Preserve the existing affordable housing stock
Strategies	A. Understand the current state of market, not for profit, and community housing supply.
	B. Prioritize affordable housing asset preservation.
	C. Support strong partnerships with sustainable housing providers.
Objective	1.2. Increase the affordable housing supply.
Strategies	A. Create new affordable housing definitions and an incentive framework.
	B. Leverage existing community housing properties to expand housing options.
	C. Create a land strategy for affordable housing.
Objective	1.3. Increase access to housing affordability.
Strategies	A. Sustain and increase the mix of housing subsidies to increase affordability and meet evolving household needs over time.
	B. Leverage existing and future housing benefits to complement affordable housing incentives to increase housing affordability.

Objective**1.1. Preserve the existing affordable housing stock.****1.1. A. Understand the current state of market, not for profit, and community housing supply.**

A combination of complex internal and external factors affects the local housing market in Ottawa. Now that the city's population exceeds one million people, combined with strong employment and relative affordability compared to Montreal and Toronto, Ottawa is an increasingly popular destination for new residents. This growth has led to increased demand for housing throughout the City, as well as increasing rents and low vacancy rates as the creation of housing supply tries to keep up with demand.

This strategy will provide foundational information and data on the current state of the affordable housing supply in Ottawa to better inform the strategies, policies and programs that preserve existing strategic affordable housing supply and advances the development of new affordable housing options. A better understanding of the housing market is critical to understand the housing needs and desired housing locations for various households both inside and outside the greenbelt, with a focus on the lands around the light rail train (LRT) and bus rapid transit (BRT) stations.

Tactics

1. Undertake a market analysis of the rental housing stock in the City of Ottawa especially as it pertains to the development of City lands along the LRT corridor to determine housing options that meet the housing needs of low to moderate income residents.
2. Identify opportunities to increase the number of affordable housing units where appropriate, through intensification and redevelopment.
3. Complete a short and long-term capital needs assessment of all City-funded community housing providers to identify the current and projected state of the community housing portfolio, along with strategies to address capital need over time.

1.1. B. Prioritize affordable housing asset preservation.

As the City responds to growth pressures and new housing is added to the supply, many existing communities where residents with low to moderate incomes live may be subject to changing market conditions that are likely to result in their redevelopment and/or neglect of the assets over time.

While it is important to add to the existing supply of affordable housing, the preservation of existing affordable rental housing (including community housing) must be a vital part of maintaining affordability for both current and future residents of the City. In addition, the most cost efficient and timely way to provide affordable housing is to maintain the affordable housing stock that already exists within the housing system. This includes community housing, other not-for-profit housing and affordable market rental housing.

This strategy will build on the results of the current state review by identifying additional policies and programs required to preserve the strategic affordable housing supply in the City.

Tactics

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| <ol style="list-style-type: none"> 1. Establish a fund to assist the not-for-profit sector in the acquisition of strategic affordable housing assets. 2. Explore and consider programs that preserve and enhance existing affordable rental housing in the private market. 3. Provide information about the use of renovations and retrofits to existing community housing providers to address energy efficiency, water and energy conservation, to ensure long-term sustainability and climate change resiliency. | <ol style="list-style-type: none"> 4. Create incentives to support the long-term financial viability of community housing projects. 5. Complete an inventory of capital repair funding opportunities for the community housing sector and support providers to access funds where appropriate. 6. Create initiatives that support community housing regeneration, efficiency and long-term viability. |
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1.1. C. Support strong partnerships with sustainable housing providers.

Financially sustainable housing providers, connected to health and social supports, are a vital part of healthy communities that can respond to the residential growth pressures that the City is facing. Working with housing providers to transform the community housing sector to build greater resilience and capacity in the not-for-profit housing and

private sectors can help maintain affordability and improve supports to residents and communities.

Tactics

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| <p>1. Build strong community housing partnerships to leverage economies of scale, achieve efficiencies, and ensure long-term viability and sustainability.</p> | <p>2. Facilitate partnerships that match health and social supports with the community and private housing sectors.</p> |
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Objective	1.2. Increase the affordable housing supply.
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1.2. A. Create new affordable housing definitions and incentive framework.

The term “affordable housing” has many different meanings to people, organizations and governments. Households who require affordable housing have a range of incomes, family sizes, as well as a variety of other housing requirements. Housing programs are typically based on a percentage of the average market rent (AMR) for similar unit types and/or a percentage of a household’s income. Although many programs from the federal and provincial governments will rely on these definitions, there is a need to move from a single definition of affordability to ranges of affordability tied to specific household sizes and incomes that are based on Ottawa specific data that reflects residents’ needs.

Any incentives for affordable housing development considered by Ottawa should be tied to a clear framework of affordability definitions, and thus clearly link specific benefits to specific dwelling types and levels of affordability.

In this instance, a project with deeper depths of affordability would be eligible for greater incentives. A project targeting higher income percentiles would receive fewer and/or more shallow incentives. Such a framework must be clearly communicated and understood by the public and housing developers and reflected in the City’s Official Plan and affordable housing programs approved each term of Council. This would ensure that all stakeholders in the housing system have a similar understanding of the terms and that expectations are understood by everyone.

Tactics

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| <p>1. In consultation with the private and community housing sector develop affordable housing definitions for low and moderate-income</p> | <p>2. Create affordability thresholds and incentives that are financially viable for both the private and not for profit sectors.</p> |
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households for both rental and ownership housing.

1.2. B. Leverage existing community housing properties to expand housing options.

This strategy is to create an ongoing inventory of new affordable housing supply, as well as identify potential efficiencies in the sector that enable a portfolio management approach, whereby the housing provider examines their risks, opportunities, and assets as one portfolio instead of individual buildings.

Tactics

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| <p>1. Develop a redevelopment and intensification strategy for community housing to harness potential equity to build new housing.</p> | <p>2. Support community housing providers in the transformation of governance structures and ownership models to support redevelopment and intensification.</p> |
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1.2. C. Create a land strategy for affordable housing.

The City has identified lands for affordable housing through the Interdepartmental Taskforce on Affordable Housing near transit stations and the Building Better Revitalized Neighbourhoods Initiative. These City lands, in combination with lands held by other levels of government, Ottawa Community Housing Corporation (OCHC), and the broader housing sector, provide ample opportunity to develop innovative community plans that can leverage various sources of funding and financing to build affordable housing.

For this strategy to be successful the City must ensure that land continues to be proactively identified for affordable housing and that the City and its partners develop viable plans that include affordable housing as a main component in these new communities. In the development of these plans, the City must also recognize the unique and important role of Ottawa Community Housing Corporation (OCHC) and work closely with OCHC to establish a shared vision and guiding principles in the development and redevelopment of OCHC lands.

Tactics

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| <p>1. Create an Affordable Housing Capital Funding Plan that includes City, federal, provincial, and community housing lands available for affordable housing each term of Council.</p> | <p>5. Explore the use of community benefits agreements to provide affordable housing when existing communities are adversely affected by redevelopment and gentrification.</p> |
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| <ol style="list-style-type: none"> 2. Explore the creation of a land bank or community land trust for affordable housing. 3. Create a strategic plan that ensures land near to major transit areas incorporates affordable housing. 4. Investigate opportunities to co-locate affordable housing with new City facilities. | <ol style="list-style-type: none"> 6. Recognize the important and unique role of Ottawa Community Housing Corporation (OCHC) to ensure that OCHC's development potential for new affordable housing is a shared vision with the City and is adequately supported by Council. |
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Objective

1.3. Increase access to housing affordability.

1.3. A. Sustain and increase the mix of housing subsidies to increase affordability and meet evolving household needs over time.

As the population in Ottawa continues to grow, demand for affordable housing options will also increase, and those applying to the Centralized Wait List for rent-geared-to-income housing assistance will increase. A deliberate focus is required to identify and acknowledge all mechanisms to support housing stability and affordability.

Tactics

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| <ol style="list-style-type: none"> 1. Develop and sustain initiatives that reduce the number of households who are waiting for and in need of financial assistance for housing rental costs. | <ol style="list-style-type: none"> 2. Develop a resident-based access system that efficiently provides one-stop intake for all social benefit and housing programs. |
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1.3. B. Leverage existing and future housing benefits (housing subsidies) to compliment affordable housing incentives to increase housing affordability.

This is an important operating incentive for housing providers to ensure that new affordable housing developed is affordable to a broader range of household incomes. Under current federal/provincial affordable housing programs, new housing is built at 80% of average market rent (AMR). This results in rents that are not affordable to households living on very low incomes, unless a housing subsidy is provided.

Tactics

1. Leverage and increase the mix of affordable housing options to include new housing subsidies to ensure housing is affordable to Ottawa's households (at 30% of gross household income) over time.

Goal 2 | People get the support they need.

There are five strategies under the three objectives in Goal 2. The following table provides an overview of the objectives and strategies under this goal.

Goal 2: People get the support they need.	
Objective	2.1. Prevent the occurrence of homelessness.
Strategies	A. Expand and enhance prevention measures to help people keep their housing.
Objective	2.2. Ensure experiences of homelessness are brief and nonrecurring.
Strategies	A. Meet the needs of priority groups through a person-centered approach in the delivery of services (Indigenous, youth, women, people exiting provincial institutions, veterans).
	B. Enhance and align the emergency shelter system to respond to current and emerging local needs.
Objective	2.3. Ensure people are supported to achieve housing stability and long-term housing retention.
Strategies	A. Increase the availability of and access to support services.
	B. Expand and evolve Housing First services in alignment with best and emerging practices.

2.1. A. Expand and enhance prevention measures to help people keep their housing.

This strategy includes efforts to introduce prevention approaches that “are meant to eliminate or minimize the harm of being at risk of or experiencing homelessness” (Gaetz & Dej, 2017). There is a need across Canada to shift from investing in reactive, crisis response systems, to proactive prevention and supports for exiting homelessness.

The prevention measures adopted by the City of Ottawa aim to tackle the structural factors, systems failures, and individual and relational factors that impact the risk of homelessness as outlined in the table below.

Structural factors	Poverty; discrimination; lack of affordable housing; and impact of colonialism on Indigenous peoples
Systems failures	Barriers to accessing public systems; failed transitions from publicly funded institutions and systems; and silos and gaps both within and between government-funded departments and systems, and within non-profit sectors.
Individual and relational factors	Crises; housing insecurity; interpersonal and relational problems; persistent and disabling conditions; interpersonal violence; trauma

Source: Gaetz & Dej. 2017. A New Direction: A Framework for Homelessness Prevention. Homeless Hub.

Tactics

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| <p>1. Develop a comprehensive homelessness prevention and diversion strategy, with a focus on housing loss prevention, that builds on the collaborative work of non-profit and cooperative providers, private sector landlords, community partners, and other City services that serve households in need.</p> | <p>2. Develop and implement a municipal bed bug strategy in collaboration with relevant City departments, non-profit and cooperative housing providers, private sector landlords, and community partners.</p> |
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The strategies and tactics identified under this objective may not be enough to address the needs of specific population groups with unique needs. Agencies involved in supporting youth have developed youth specific approaches to preventing the occurrence of homelessness (see Appendix E – Youth Housing Strategy)

Objective**2.2. Ensure experiences of homelessness are brief and nonrecurring.**

2.2. A. Meet the needs of priority groups through a person-centered approach in the delivery of services (Indigenous, youth, women, people exiting provincial institutions, veterans).

This strategy includes tactics to bring the voices of individuals' lived experience to the forefront of the service delivery process. A person-centered approach requires examining how programs and services are experienced and perceived by clients, and then using those insights to improve delivery.

Tactics

1. Apply a gender based and equity lens to discussions and solutions to homelessness, referring to the work of the City of Ottawa's Women's and Gender Equity Strategy and the City for All Women Initiative.
2. Work with national and provincial groups to prevent and end veteran's homelessness in Ottawa.
3. Work with relevant stakeholders to ensure effective discharge planning prevents people from exiting correctional institutions, hospitals, and the child welfare system and entering homelessness.
4. Incorporate youth-focused recommendations arising from the youth section of this Housing and Homelessness Plan.
5. Incorporate the Indigenous community's recommendations as appropriate and agreed upon by the Indigenous community.
6. Work with the Developmental Services sector to understand and respond to the housing needs of people living with an intellectual or developmental disability.

2.2. B. Enhance and align the emergency shelter system to respond to current and emerging local needs.

Adequate temporary housing (emergency shelters) are a vital component of the housing continuum, particularly within the current housing landscape where a lack of affordable housing, rising market rents and increasing demand have resulted in a very competitive market for renters. The emergency shelter system needs to be nimble, flexible and prepared to adjust and respond to changes in local needs, whether they be from changes in demographics, client needs, crises, migration, immigration, or economics. Families, single men, women, and youth new to the community or in a housing crisis will continue to turn to the shelter system for temporary lodging and supports while they apply and wait for rent-gear-to-income housing assistance or while they search for alternate affordable, adequate, and suitable housing.

Tactics

- 1. Ensure the emergency shelter system is responsive to local needs and demands.
 - 2. Review the needs of families experiencing homelessness and develop strategies that reduce emergency shelter use and support quicker access to permanent housing.
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2.3. A. Increase the availability of and access to support services.

The City recognizes the importance of providing a variety of supportive housing options to ensure that residents most in need receive the help they need to remain housed, as their life circumstances change over time. While we have made great strides over the last five years to increase the availability of supportive housing, additional resources are needed to meet the increasing demands and complexity linked primarily to addictions and mental health issues, acquired brain injuries as well as physical and developmental disabilities.

This strategy will ensure individuals requiring supports to secure and maintain permanent housing have access to those services, to help prevent returns to homelessness.

Tactics

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| <p>1. Increase the availability of and access to support services, especially within community housing buildings and rooming houses where many individuals requiring supports are residing.</p> | <p>2. Increase the supply of supportive housing for people who experience chronic homelessness and are living with developmental disabilities, acquired brain injuries, serious physical health issues, mental illness and/or addictions.</p> |
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2.3. B. Continue to expand and evolve Housing First services in alignment with best and emerging practices.

In April 2015, the City formally launched its Housing First initiative in collaboration with 11 community partners. The aim of the program is to house long-stay shelter users with the appropriate supports to ensure housing stability and retention. By the end of 2019, 1,167 single individuals had been housed and 80% were still housed after one year.

In 2019, the City retained the services of the Canadian Alliance to End Homelessness (CAEH) to conduct a “fidelity assessment” of its Housing First initiative. This type of assessment measures how closely each agency providing Housing First services adheres to each aspect of the founding Pathways to Housing model. The aspects assessed in each program included the client-centric nature of their service philosophy, the degree of choice that clients have in housing and services, whether client interactions focus on advancing the client’s case management plan, record keeping, and whether the program has a weekly staff meeting to review each client’s progress.

This strategy will build on the successes of the Housing First program to enhance the program's outcomes and increase its capacity to serve more individuals.

Tactics

1. Implement the recommendations from the Fidelity Assessment of the City's Housing First Program.
 2. Review the eligibility criteria for participation in the Housing First program.
 3. Expand access to homelessness programs to create no-wrong-door entry into the service system, and for enhanced data collection and sharing.
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Goal 3	We work together.
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There are five strategies under the two objectives in Goal 3. The following table provides an overview of the objectives and strategies under this goal.

Goal 3: We work together.	
Objective	3.1. Ottawa has an integrated housing system that is responsive to the needs of our residents.
Strategies	A. Foster innovation and growth using data and research analysis.
	B. Increase coordination to ensure the system is seamless and responsive to residents' needs.
Objective	3.2. We have a system where resources are maximized and used efficiently for the benefit of the people we serve.
Strategies	A. Create a community-wide strategy to engage all levels of government for funding to increase housing options and support services.
	B. Maximize resources across the housing sector and beyond to achieve the Plan's objectives.
	C. Align the 10-Year Housing and Homelessness Plan with other City strategies and plans.

Objective	3.1. Ottawa has an integrated housing system that is responsive to the needs of our residents.
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3.1. A. Foster innovation and growth using data and research analysis.

This strategy will ensure data and research are being used effectively to create linkages across the system, to work together differently, and to understand the broader picture of housing and homelessness issues in Ottawa. Innovation includes supporting innovation in the housing sector through promoting building systems and standards such as Leadership for Energy and Environmental Design (LEED), visible, accessible and universal design standards, Passive House Certification and modular housing technologies and methods.

Tactics

1. Improve data collection measures and sharing to:
 - a. Support system planning and delivery
 - b. Increase awareness and understanding of housing and homelessness needs for sector groups (youth, seniors, Indigenous, hidden homeless, and individuals living in institutions such as hospitals or correctional services)
 2. Conduct the Point-in-Time (PiT) Count in 2020 and in subsequent years.
 3. Continue to report publicly on the Plan's implementation and progress.
 4. Support new construction methods that advance the housing sectors ability to design and build affordable housing.
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3.1. B. Increase coordination to ensure the system is seamless and responsive to residents' needs.

In coordination with strategy 3.1. A., this strategy ensures the housing and homelessness programs and services in place are reflective of the most complete understanding of residents' needs possible.

Tactics

1. Conduct a system planning analysis to ensure the housing and homelessness service system is aligned and working effectively to respond to residents' needs.
 2. Create a plan to maximize resources and increase coordination within the housing and support service sectors to improve access to services for residents.
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Objective

3.2. We have a system where resources are maximized and used efficiently for the benefit of the people we serve.

3.2. A. Create a community-wide strategy to engage all levels of government for funding to increase housing options and support services.

Given the magnitude of the scope of need within the housing system, a partnership with all levels of government is required in order to make a real change at the local level. While this Plan includes some initial work to identify required resources from other levels of government, additional work is required to create a movement around the objectives of this plan and communicate the shared “Ottawa narrative” to funders.

Tactics

1. Leverage City resources and partnerships within the sector to influence specific regulatory change and funding increases.
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3.2. B. Maximize resources across the housing sector and beyond to achieve the Plan’s objectives.

To work together, this strategy encourages stakeholders in Ottawa’s housing system to identify the existing resources, capabilities, and gaps within the system, and to seek out what is required to implement this ambitious Plan.

Tactics

1. Identify community assets in the housing and homelessness sector including human resources and ‘bricks and mortar’.
 2. Leverage broader funding sources outside the housing and homelessness sector to increase revenue sources.
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3.2. C. Align the 10-Year Housing and Homelessness Plan with other City strategies and plans

As stated in the introduction to this goal, a systems approach requires communicating with and identifying opportunities to share information and strategic priorities with other City sectors working toward health, wellbeing, prosperity, and resilience of the Ottawa population. City policies related to poverty reduction, job creation, economic development, and environmental protection can be leveraged to increase access to housing affordability.

Tactics

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| <p>1. Align the 10-Year Housing and Homelessness Plan with other City strategies, policies and programs.</p> | <p>2. Complete a Long-Range Financial Plan to identify capital requirements for affordable housing development, increased housing affordability and homelessness solutions.</p> |
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Reporting on Progress

Measuring and reporting on the progress towards achieving the identified outcomes is vital to ensure the Plan remains relevant and efforts are focused on addressing those residents most in need in the City of Ottawa. The following recommended reporting template to measure progress on the Housing and Homelessness Plan includes targets for each of the outcomes, indicators to measure progress on the targets and outcomes, as well as the corresponding actions in this Plan.

Outcomes	Targets	Measures	Strategies
Goal 1: Everyone has a home.			
1. A portion of all new units created each year will be affordable.	Each year, 15% (or 850 units of the approximate 5,675 units) will be affordable. By 2029, 8,500 new affordable units will be created.	<ul style="list-style-type: none"> Number of affordable housing units built based on planning and funding applications This target will be measured through Outcomes 2 and 3 below. 	The strategies under objective 1.2. support this outcome.
2. Create new rental housing units affordable to households with low incomes (income deciles 1 to 3).	Each year, 10% (or 570 units) of the affordable units created will be affordable to households with low incomes.	<ul style="list-style-type: none"> Number of units created with rents below \$779 per month Number of rent supplement units created 	The strategies under objectives 1.2. and 1.3. support this outcome.
3. Create new rental housing units affordable to households with moderate incomes (income deciles 4 to 6).	Each year, 5% (or 280 units) of the affordable units created will be affordable to households with moderate incomes. Of these units, 50% will be rental and 50% will be ownership.	<ul style="list-style-type: none"> Number of units created with rents below \$1,538 per month Number of ownership homes absorbed at prices below \$419,898 	The strategies under objective 1.2. support this outcome.
4. Create units that are accessible or include support services.	Of the new rental housing units affordable to households with low incomes, 25% (or 140 units) will be	<ul style="list-style-type: none"> Residential building permits and funding applications showing supportive housing units built 	The strategies under objective 1.2. support this outcome.

Outcomes	Targets	Measures	Strategies
	accessible or include support services.	<ul style="list-style-type: none"> Residential building permits and funding applications showing accessible units built 	
5. Ensure there is no net loss of community housing units.	The community housing portfolio in Ottawa will remain at least 17,122 units.	<ul style="list-style-type: none"> Count of community housing units within the portfolio in Ottawa 	The strategies under objectives 1.1. and 1.3. support this outcome.
6. Ensure private rental units are preserved.	The proportion of rental units in need of major repairs continues to decrease through 2029 from 8.2% in 2016.	<ul style="list-style-type: none"> Proportion of dwellings requiring major repairs 	The strategies under objective 1.1. support this outcome.
Goal 2: People get the support they need.			
1. Unsheltered homelessness is eliminated.	There is a reduction in unsheltered homelessness by 100%.	The number of individuals experiencing unsheltered homelessness at a point in time (measured by the Point-in-Time count)	The strategies under objectives 2.2. and 2.3. support this outcome.
2. Chronic homelessness is reduced.	There is a reduction in chronic homelessness by 100%, from 1,452 individuals in 2018.	<ul style="list-style-type: none"> The number of individuals who experienced chronic homelessness (spent a cumulative 6 months or more in shelter in a year) 	The strategies under objectives 2.2. and 2.3. support this outcome.
3. Overall homelessness is reduced.	There is a reduction in the overall number of people who experience homelessness and access shelters by 25% from 7,937 in 2018.	<ul style="list-style-type: none"> The number of individuals experiencing homelessness within a year (measured by the Homeless Individuals and Families Information System (HIFIS). 	The strategies under objectives 2.1., 2.2., and 2.3. support this outcome.
4. Indigenous homelessness is reduced.	There is a 25% reduction (from 641 (likely an underestimated figure) in 2018 in the number of Indigenous people	<ul style="list-style-type: none"> The number of Indigenous individuals experiencing homelessness in shelters within a year as measured by the 	The strategies under objectives 2.1., 2.2., and 2.3.

Outcomes	Targets	Measures	Strategies
	who experience homelessness and access shelters	Homeless Individuals and Families Information System (HIFIS).	support this outcome.
5. New inflows into homelessness are reduced.	There is a reduction of new inflows into homelessness of 25% from 3,984 in 2018.	<ul style="list-style-type: none"> The number of first-time shelter visits, as reported in Ottawa shelters by HIFIS. Efforts to help people identify immediate alternative housing arrangements Connections to services and financial assistance to maintain housing 	The strategies under objective 2.1. support this outcome.
6. Returns to homelessness are reduced.	There is a reduction of the incidence of returns to homelessness of 25% from 2,472 in 2018.	<ul style="list-style-type: none"> The number of return visits to shelters after a 90-day gap. Efforts to help people identify immediate alternative housing arrangements Connections to services and financial assistance to return to permanent housing 	The strategies under objectives 2.2. and 2.3. support this outcome.
Goal 3: We work together.			
1. Client experience and accountability are improved.	Client experience is measured over time through surveys, across service providers, and satisfaction ratings increase over time through 2029.	<ul style="list-style-type: none"> Clients feel they are treated with respect and non-judgement Clients are satisfied with the service provided Clients are confident they will not return to homelessness The intake process provided clarity and vision for the future 	The strategies under objective 3.1. support this outcome.
2. The system works more efficiently for clients, frontline staff, and administrators.	The per capita cost of serving people at various levels of need decreases over time, in conjunction with the progress made to outcome	<ul style="list-style-type: none"> The per capita cost of serving people at various levels of need is measured and tracked over time 	The strategies under objective 3.2. support this outcome.

Conclusions

This updated 10-Year Housing and Homelessness Plan for Ottawa reflects the expertise of a broad range of stakeholders and is backed by the unwavering commitment from the City and the sector to create a better housing system for Ottawa.

The Plan is intended to be a living document that will evolve over time and be shaped by emerging trends, research, feedback and tracking of outcomes. Therefore, conducting needs assessments, monitoring our progress, taking corrective action, and reporting on outcomes are integral aspects of Ottawa's Plan.

A Need for System Collaboration

We recognize that no one level of government or organization alone can ensure adequate housing and supports for residents. In an environment of competing demands and shrinking resources, engaging in long-term system planning that identifies shared goals and actions which, in turn, promotes greater integration at all levels of government will serve us well in our efforts to create a better, more effective housing and support system in our province and across Canada.

Achieving the desired transformation in our delivery of integrated housing and homelessness services requires not only adequate and sustained funding from all orders of government but the collaboration, commitment and investment of local partners in both the delivery of frontline services and strategic system planning. Ottawa has a coordinated system of services and supports within the housing and homelessness sector that leverages experienced leadership, agency capacity, funding, established partnerships, local agencies driving innovation, and a willingness to collaborate for maximum impact and results.

These strong partnerships allow the City to respond to the needs of priority populations such as youth, 2SLGBTQ+, Indigenous people, women and newcomers. Directly involving agencies with specific expertise and people representative of these communities to inform program design and development, will ensure that services are effective, relevant and continue to evolve.

The Housing Services branch continues to work proactively with different components of the sector through strategic planning sessions and various working groups and networks to share emerging information, consult on program delivery options and new

funding allocations, and to address and strategize around solutions on sector-specific issues.

The City has made real strides towards the creation of a housing system that is better integrated, coordinated and responsive to people's changing needs. However, the need and demand for safe, adequate housing and support services remains high across our community and disproportionately affects many equity groups, who are further disadvantaged and marginalized trying to access the housing and services they need.

Although there has been progress over the first six years of the Plan much more remains to be done to improve the living conditions of all residents, including those living in poverty, and at risk of or experiencing homelessness. System change is not an overnight process; it is building on incremental successes, being open to innovation, measuring and evaluating performance/progress and continuing to adapt and change. As we enter into year seven of the Plan, we must be driven by the knowledge that time is of the essence and that people depend on us as a city and a community to be unwavering in our efforts to improve Ottawa's system of housing and homelessness services and supports.




Appendix A: Implementation Plan

Overview

The following identifies the timelines and lead agency for the implementation of each of the recommended actions. The timelines for implementation are described as follows:

- **Short Term** suggests between 1-2 years for implementation
- **Medium Term** suggests between 3-5 years for implementation
- **Long Term** suggests between 5-10 years for implementation
- **Ongoing** suggests implementation that will take place over the 10-year horizon





Legend









		
Requires new financial resources to study, review and/or implement	Requires partnership and the collective resources and commitment of others	Requires a change in legislation, regulation, and/or policy






Goal 1




Everyone has a home.



Overview of Implementation Plan for Goal 1






Tactics	Key Steps for Action	Implementation	Resources
Goal 1: Everyone has a home.			
1.1. A. Understand the current state of market, not for profit, and community housing supply.			
<p>1. Undertake a market analysis of the rental housing stock in the City of Ottawa especially as it pertains to the development of City lands along the LRT corridor to determine housing options that meet the housing needs of low to moderate income residents.</p>	<ul style="list-style-type: none"> • Complete a market analysis of affordable rental housing each term of Council that focuses on: <ul style="list-style-type: none"> ○ Supply and demand of rental housing options in the urban area and villages as defined in the Official Plan. ○ Market housing demand near/around LRT and BRT stations in major residential growth areas to determine an appropriate mix of housing by type of dwelling and affordability. 	<p>Short Term</p>	 
<p>2. Identify opportunities to increase the number of affordable housing units where appropriate through intensification and redevelopment.</p>	<ul style="list-style-type: none"> • Complete an inventory of housing and housing support services delivered within the greater Ottawa area by community partners, and by provincial and federal government ministries/agencies by Q4 2021. • Engage key housing stakeholders to complete an inventory and gap analysis of community housing stock by Q4 2021. 	<p>Short Term</p>	 











Tactics	Key Steps for Action	Implementation	Resources
<p>3. Complete a short and long- term capital needs assessment of all City-funded community housing providers to identify the current and projected state of the community housing portfolio, along with strategies to address capital need over time.</p>	<ul style="list-style-type: none"> • Provide annual funding to support City-funded community housing providers use of the Asset Planner capital planning tool for consistent, capital need forecasting. • Develop and fund an updated Building Condition Assessment program for City-funded community housing providers in 2020. • Report back to Council outlining the current and future City-funded community housing asset state, short- and long-term capital repair requirements, and available funding options and strategies to address capital needs over time by Q2 2021. • Investigate additional funding opportunities to expand the use of asset planner to non-City-funded housing providers. 	<p>Medium Term</p>	  
<p>1.1. B. Prioritize affordable housing asset preservation.</p>			
<p>1. Establish a fund to assist the not-for-profit sector in the acquisition of strategic affordable housing assets.</p>	<ul style="list-style-type: none"> • Explore the creation of a grant and/or loan program with the community housing and private sector to create or preserve affordability in the existing housing stock, allowing offers to purchase to be made quickly when existing housing becomes available. 	<p>Medium Term</p>	 
<p>2. Explore and consider programs that preserve and enhance existing affordable rental housing in the private market.</p>	<ul style="list-style-type: none"> • Select a geographic area or ward(s), under Ontario Renovates, to create a pilot to incentivize small private landlords to renovate existing rental housing while preserving affordability. • Explore expanding the Ontario Renovates program in 2020 to City-funded community housing providers to address the accessibility needs of residents. • Provide Ontario Priorities Housing Initiative (OPHI) funding to City-funded community housing providers to address the accessibility needs of residents. 	<p>Short Term</p>	  










Tactics	Key Steps for Action	Implementation	Resources
	<ul style="list-style-type: none"> Support the design and development of a rental replacement by-law for consideration by Council by 2022. 		
<p>3. Provide information about the use of renovations and retrofits in the existing community housing providers to address energy efficiency, water and energy conservation to ensure long-term sustainability and climate change resiliency.</p>	<ul style="list-style-type: none"> Fund energy audits for City-funded community housing providers, in 2020, as part of Building Condition Assessments to identify previously completed energy efficiency retrofits and required future repairs and retrofits that support measurable energy efficiency savings and climate resiliency. 	<p>Short Term</p>	
<p>4. Create incentives to support the long-term financial viability of community housing projects.</p>	<ul style="list-style-type: none"> Complete, over 2020-2024, a review of municipal property tax assessments (MPAC) for community housing providers. Support MPAC appeals where assessments are based on a higher private market rent structure instead of a lower non-profit affordable rent structure. Evaluate and make recommendations, by 2023, regarding parity between residential and multi residential tax rates for community housing projects, to lower annual property tax costs, and associated annual operating costs. Support community housing providers to complete the application process to obtain status for property tax exemptions. Evaluate and make recommendations, by Q3 2021 regarding the costs and benefits of providing full or partial property tax exemptions to all community housing providers. 	<p>Medium Term</p>	  
<p>5. Complete an annual inventory of capital repair funding opportunities for the community housing sector and support providers to access funds where appropriate.</p>	<ul style="list-style-type: none"> Monitor and assess capital repair funding programs offered by federal, provincial and municipal governments as they become available. 	<p>Ongoing</p>	






Tactics	Key Steps for Action	Implementation	Resources
	<ul style="list-style-type: none"> • Monitor and assess capital repair funding opportunities, offered by private lenders and eligible grants from the not-for-profit sector. • Provide regular and timely updates of relevant funding opportunities to the community housing sector. • Support community housing providers to complete funding applications where needed on an ongoing basis. 		
<p>6. Create initiatives that support community housing regeneration, efficiency and long-term viability.</p>	<p>At the end of operating agreements and mortgages for City-funded community housing providers:</p> <ul style="list-style-type: none"> • Develop and administer new housing programs utilizing a comprehensive community housing portfolio approach. • Encourage the blending of social and affordable housing portfolios to maximize incentives, efficiencies and size. • Develop a rent-geared-to-income subsidy relocation strategy to support a community housing portfolio approach. • Support the use of equity within existing community housing assets to fund the regeneration of the asset. • Approve the sale of City-funded community housing assets, when the asset is at the end of its useful life, and when the revenue from the asset will support the development of new affordable community housing. • Explore opportunities for additional financial support from the federal and provincial governments. 	<p>Medium Term</p>	  
<p>1.1. C. Support strong partnerships with sustainable housing providers.</p>			


Tactics	Key Steps for Action	<i>Implementation</i>	<i>Resources</i>
<p>1. Build strong community housing partnerships to leverage economies of scale to achieve efficiencies and ensure long-term viability and sustainability.</p>	<ul style="list-style-type: none"> • Develop and implement, during 2020, a comprehensive review for community housing providers to identify strengths/weaknesses and look at opportunities and challenges within the sector. <ul style="list-style-type: none"> ○ Support the community housing sector to review their current state and identify actions to increase effectiveness, resilience and long-term viability. ○ Communicate the results of the evaluation on an aggregate basis to all providers, providing detailed individual results to each participating provider clearly identifying where their organization is on the aggregate housing results continuum. ○ Provide a variety of assessment tools for housing providers to identify strengths, weaknesses and to develop appropriate solutions. • Showcase and communicate best practices for portfolio management. • Create key indicators and measures to define a sustainable and viable provider, then communicate to individual housing providers their assessment outcome. • Complete a visioning exercise for economies of scale. • Identify and provide incentives to support housing providers to create economies of scale. • Incentivize shared services and mergers where appropriate to support sustainability of housing. 	<p>Short Term</p>	
<p>2. Facilitate partnerships that match health and social supports with the community and private housing sectors.</p>	<ul style="list-style-type: none"> • Complete an environmental scan within community housing to identify health and support service gaps, and further streamline and maximize current resources to support residents within these communities. 	<p>Medium Term</p>	

Tactics	Key Steps for Action	Implementation	Resources
	<ul style="list-style-type: none"> Explore integration of a continuum of health and social services in new community housing communities (e.g. childcare facilities, supportive housing, supports for seniors). 		
1.2. A. Create new affordable housing definitions and incentive framework.			
<p>1. In consultation with the private and not for profit sectors develop affordable housing definitions for low and moderate-income households for both rental and ownership housing.</p>	<ul style="list-style-type: none"> Work with residents, the housing sector and other stakeholders, to develop new affordability definitions based on statistical analysis of household income and affordable rental deciles by household and dwelling size and housing market analysis identified in section 1.1 	Short Term	 
<p>2. Create affordability thresholds and incentives that are financially viable for both the private and not for profit sectors.</p>	<ul style="list-style-type: none"> Complete an analysis of available municipal housing incentives that includes: <ul style="list-style-type: none"> Value to the city Applicability to market and non-profit affordable housing providers Identify and consider an affordable housing regulatory and incentive framework for new affordable housing for the private market, (e.g. property tax reduction, capital grants, reduction in fees and development charges, surplus City Land, low interest loans), including the use Community Improvement Plans and Inclusionary Zoning as defined in the Planning Act. Incorporate incentive model/thresholds into the Long-Range Financial Plan for Housing, anticipated completion Q3 2020. 	Short Term	  
1.2. B. Leverage existing community housing properties to expand housing options.			

Tactics	Key Steps for Action	Implementation	Resources
1. Develop a redevelopment and intensification strategy for community housing to harness potential equity to build new housing.	<ul style="list-style-type: none"> • Develop a tool to assess community housing redevelopment and intensification with clear, transparent and measurable indicators in 2021-2022. • Support the redevelopment of community housing when the asset reaches the end of its useful life, in order to provide more affordable units and/or better meet the housing needs of the community. • Implement a short-term strategy while community housing units are offline due to redevelopment or substantive rehabilitation to maintain affordability for affected households. 	Medium Term	  
2. Support community housing providers in the transformation of governance, structures and ownership models to support redevelopment and intensification.	(See actions noted in 1.1.)	Ongoing	
1.2. C. Create a land strategy for affordable housing.			
1. Create an Affordable Housing Capital Funding Plan that includes city, federal, provincial and community housing land available for affordable housing each term of Council.	<ul style="list-style-type: none"> • Each term of Council, identify and prioritize government and community lands available for affordable housing. • Develop a capital funding plan or framework to advance the development of sites for affordable housing. 	Ongoing	  
2. Explore the creation of a land bank or community land trust for affordable housing.	<ul style="list-style-type: none"> • Create a committee/working group to explore the creation of a community land trust for affordable housing. • Work with the faith community to identify surplus land for new affordable housing opportunities. 	Short Term	  

Tactics	Key Steps for Action	Implementation	Resources
3. Create a strategic plan that ensures land near to major transit areas incorporates affordable housing.	<ul style="list-style-type: none"> Build on the Interdepartmental Task Force Report that identified affordable housing sites along the Light Rail Train and Bus Rapid Transit. Explore tools such as Inclusionary Zoning and Community Improvement Plans to encourage or require affordable housing around major transit areas. 	Medium Term	  
4. Investigate opportunities to co-locate affordable housing with new City facilities.	<ul style="list-style-type: none"> Consider the inclusion of affordable housing when City facilities are planned for redevelopment or when new City facilities are proposed. 	Ongoing	
5. Explore the use of community benefits agreements to provide affordable housing when existing communities are adversely affected by redevelopment and gentrification.	<ul style="list-style-type: none"> Complete an environmental scan of other jurisdictions with successful examples of Community Benefits Agreements. Develop and deliver a workshop on Community Benefits Agreements in 2020. 	Short Term	 
6. Recognize the important and unique role of Ottawa Community Housing Corporation (OCHC) to ensure that OCHC's development potential for new affordable housing is a shared vision with the City and is adequately supported by Council	<ul style="list-style-type: none"> Establish a shared vision and strategic plan in partnership with OCHC for Council consideration in 2020. Develop a shared development, affordability and funding model for Council consideration in 2020. Execute a partnership agreement in 2020. 	Short Term	  
1.3. A. Sustain and increase the mix of housing subsidies to increase affordability and meet evolving household needs over time.			

Tactics	Key Steps for Action	Implementation	Resources
<p>1. Develop and sustain initiatives that reduce the number of households who are waiting for and in need of financial assistance for housing rental costs.</p>	<ul style="list-style-type: none"> Review and analyze current households on the Centralized Waitlist (CWL) to determine if households are currently in receipt of financial assistance to support rental affordability and housing stability while on the waitlist. Consult with local housing providers and housing stakeholders, in 2020-2021 to identify and develop coordinated strategies to increase rental affordability, financial support and reduce the number of households on the waitlist. Prepare a cost analysis for each proposed strategy. Report the proposed strategies and associated costs to Council for consideration in Q4 2020. Implement any Council approved directions resulting from the report by Q1 2021. 	<p>Short Term</p>	 
<p>2. Develop a resident-based access system that efficiently provides one-stop intake for all social benefit and housing programs.</p>	<ul style="list-style-type: none"> Review service integration models currently in place and/or planned with other Service Managers in Ontario, and with other government bodies within Canada and internationally, for inspiration. Develop a proposed 'one-door' resident-based intake system to provide efficient access to services and reduce duplication of processes for residents. Report to Council, in Q3 2021 the findings of the review, with recommendations for a more efficient resident-based access system. Implement Council approved directions resulting from the report in Q2 – Q4 2022. 	<p>Medium Term</p>	  
<p>1.3. B. Leverage existing and future housing benefits (housing subsidies) to compliment affordable housing incentives to increase housing affordability.</p>			

Tactics	Key Steps for Action	Implementation	Resources
<p>1. Leverage and increase the mix of affordable housing options to include new housing subsidies to ensure housing is affordable to Ottawa’s households (at 30% of gross household income) over time.</p>	<ul style="list-style-type: none"> • Identify the need for housing benefits based on current and future trends in 2020-2021. • Explore additional funding sources to expand the type and availability of housing affordability subsidies, including the Canada-Ontario Housing Benefit. • Work with the province to update legislation to allow household rent-gear- to-income subsidy portability and to redefine the types of housing benefits that qualify towards Ottawa’s Service Level Standard. • Review and update the rent structure within new affordable housing developments to better support the affordability needs of households. 	<p>Short Term</p>	

Request for Support from Other Levels of Government

This section provides an overview of what is required from other levels of government (Provincial and Federal) to successfully implement the tactics in Goal 1 of this 10-Year Plan.

Federal Government

These tactics require the following from the Federal government:

- Request that programs under the National Housing Strategy work directly and more collaboratively with major Canadian cities.
- Request that federal departments in the National Capital Region provide surplus federal lands for affordable housing prior to the lands being transferred to the Canada Land Corporation.
- Request that the National Capital Commission provide land at a nominal cost in LeBreton Flats to the City or to local not-for-profit community housing providers for the development of mixed income affordable housing communities.
- Request that the Canada Mortgage and Housing Corporation broaden the Rental Construction Financing Initiative to include financing tools through mainstream financial institutions to promote the development of affordable rental housing in the private market.
- Request that adequate, dedicated and long-term sustained funding for capital repair, renovations and energy efficiency upgrades for community housing, not-for-profit and co-ops, is provided.
- Request that the Canada Mortgage and Housing Corporation work in partnership with municipal Service Managers to jointly develop and implement consistent, predictable and measurable guidelines to ensure community housing providers demonstrate long term sustainability and viability when accessing public funds.
- Request that the Canada Mortgage and Housing Corporation work in partnership with municipal Service Managers to jointly develop tools, methodologies and approaches to support community housing providers to create sustainability and viability in the short and long term.
- Request that the Canada Mortgage and Housing Corporation simplify the application process to the National Housing Strategy Co-Investment Fund to better reflect the needs and capacity of small community housing providers.

Provincial Government

These tactics requires the following from the Provincial government:

- Request that the Provincial government eliminate the land transfer tax for not-for-profits and municipalities purchasing land for affordable housing development.
- Request that the Provincial government provide municipalities with broader power under the Planning Act to implement Inclusionary Zoning, removing the requirement for the Development Permit System and the Major Transit Station areas recently introduced in Bill 108.
- Request that the Provincial government provide long term, sustained and predictable funding for the development of new affordable and supportive housing and investment in housing subsidies.
- Request that the Provincial government provide alternative assessment criteria to the Municipal Property Assessment Corporation (MPAC) to reduce the property tax burden on community housing providers.
- Request that the Provincial government update the Service Level Standard definition to reflect the many types of financial support provided by Service Managers in their efforts to provide rental affordability for households.
- Request that the Provincial government eliminate prescribed Service Level Standards post end of mortgage/operating agreement for all prescribed social housing providers and allow the Service Manager to determine the best and most effective
- Request that the Housing Services Act be updated to allow Service Managers, as the primary funder, to create and define the centralized intake and wait list service delivery mechanism for housing, support services and social benefits to meet the needs of the local community.
- Request that the Provincial government fund dedicated support services for those housed within community housing under the provincial SPP priority (people fleeing domestic violence).
- Request that the Provincial government allow rent geared to income housing subsidies to be portable across the province for recipient households.
- Request that the Provincial government identify surplus provincial lands that may be available for affordable housing development and that they be made available for a nominal fee.
- Request that the Provincial government continue on-going permanent funding for the Strong Communities Rent Supplement Program, which is currently set to terminate in March 2023.
- Request that the Provincial government implement the new Canada-Ontario Housing Benefit and allow flexibility at the local level to determine the level of funding households will receive and allow this benefit to replace other housing subsidy programs that are ending.







approaches to support rental affordability within their community.







- Request that the Provincial government provide adequate, dedicated and long-term sustained operating and capital funding for City-funded Urban Native housing providers at the end of their operating agreements.


- Request that the Provincial government eliminate the rent geared to income rent scales within the Housing Services Act and create a consistent income tax-based rent calculation for all households in receipt of rent geared to income assistance.
- Request that the Provincial government update the utility scales for rent geared to income housing within the Housing Services Act to be more reflective of current local utility costs.
- Request that the Provincial government establish preferential property tax incentives for community housing providers to support ongoing operational viability.


Goal 2 | **People get the support they need.**






Overview of Implementation Plan for Goal 2






Tactics	Key Steps for Action	Implementation	Resources
Goal 2: People get the support they need.			
2.1. A. Expand and enhance prevention measures to help people keep their housing.			
<p>1. Develop a comprehensive homelessness prevention and diversion strategy, with a focus on housing loss prevention that builds on the collaborative work of non-profit and cooperative providers, private sector landlords, community partners, and other City services that serve households in need.</p>	<ul style="list-style-type: none"> • Conduct a review of best and promising practices related to housing loss prevention programs and services. • Consult with sector partners on innovative eviction strategies to pilot locally. • Review funding model for potential new investments in front line services to support people at risk of housing loss. • Review and update diversion protocols in consultation with the community. • Work with our provincial and national partners on implementation of innovative approaches to achieve our homelessness-reduction outcomes. 	Medium Term	  
<p>2. Develop and implement a municipal bed bug strategy in collaboration with relevant City departments, non-profit and cooperative housing providers, private sector landlords, and community partner service agencies.</p>	<ul style="list-style-type: none"> • Complete an environmental scan of strategies in other jurisdictions. • Consult with community on potential strategies. • Identify resource requirements for bed bug education, prevention, preparation, treatment, and monitoring. • Identify resources and funding for a strategy. • Work with city departments and community partners to develop a framework. 	Short Term	  

Tactics	Key Steps for Action	Implementation	Resources
	<ul style="list-style-type: none"> Submit a report to Council on the proposed Integrated Pest Management Strategy. 		
2.2. A. Meet the needs of priority groups through a person-centered approach in the delivery of services ((Indigenous, youth, women, people exiting provincial institutions, veterans).			
1. Apply a gender based and equity lens to discussions and solutions to homelessness, referring to the work of the City of Ottawa's Women's and Gender Equity Strategy and the City for All Women Initiative.	<ul style="list-style-type: none"> Ensure that women's lived experiences of homelessness and insecure housing are considered in the review and development of policies and programs. Increase transitional and supportive housing options for women experiencing or exiting homelessness Increase access to housing benefit programs for single women and lone female led households Collaborate with the Violence Against Women Sector on supports for women fleeing violence when resources are at capacity 	Ongoing	
2. Work with national and provincial groups to prevent veteran's homelessness in Ottawa.	<ul style="list-style-type: none"> Join communities across Canada in July 2020 as a Built for Zero cohort to end veteran homelessness through real-time, person specific activities to streamline and target local resources and responses to measurably reduce veteran's homelessness by March 2022. 	Ongoing	 
3. Work with relevant stakeholders to ensure effective discharge planning prevents people from exiting correctional institutions, hospitals, and the child welfare system and entering homelessness.	<ul style="list-style-type: none"> Increase coordination and collaboration across provincial and federal systems including child welfare, corrections, and health to reduce discharges into homelessness. In collaboration with relevant stakeholders, create a continuum of care, including housing with appropriate supports for people exiting provincial and federal systems. Explore funding opportunities to increase investments in case management. 	Ongoing	 
4. Incorporate youth focused recommendations arising from the	<ul style="list-style-type: none"> Work with A Way Home Ottawa to support implementation of youth focused recommendations. 	Ongoing	





Tactics	Key Steps for Action	Implementation	Resources
youth section of the Housing and Homelessness plan.			
5. Incorporate the Indigenous community's recommendations as appropriate and agreed upon by the Indigenous community.	<ul style="list-style-type: none"> • Work with the Aboriginal Community Advisory Board to implement the Indigenous community recommendations. 	Ongoing	
6. Work with the Developmental Services sector to understand and respond to the housing needs of people living with an intellectual or developmental disability.	<ul style="list-style-type: none"> • Ensure representation from the Developmental Services sector on housing system planning tables and working groups • Create opportunities for knowledge sharing and collaborative partnerships between the Developmental Services sector and the non-profit and private partners building affordable housing. • Identify opportunities and funding to increase supportive housing for people living with an intellectual or developmental disability. • Work with Developmental Services Ontario to leverage funding and resources for people experiencing homelessness or housing insecurity with an intellectual or developmental disability. 		
2.2. B. Enhance and align the emergency shelter system to respond to current and emerging local needs.			

<p>1. Ensure the emergency shelter system is responsive to local needs and demands.</p>	<ul style="list-style-type: none"> • Provide safe, temporary emergency shelter ensuring adequate capacity to respond to the unique needs of residents. • Create housing-focused shelters that emphasize diversion, shelter-based case management services including document readiness, rapid re-housing and housing search for individuals based on the Canadian Shelter Transformation manual. • Ensure emergency shelters are resourced adequately to meet their core mandate. • Move to a block or hybrid funding model for all shelters. • Develop a process to site new emergency shelter locations required by the City in communities that draws on best practices in other jurisdictions. • Implement the revised emergency shelter standards to provide shelter operators and clients with a clear set of guidelines and expectations for the provision of emergency shelter services. • Ensure shelter standards are reviewed and updated every five years and that there is an opportunity for shelter operators and clients to provide feedback and input. 	<p>Ongoing</p>	
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Tactics	Key Steps for Action	Implementation	Resources
<p>2. Review the needs of families experiencing homelessness and develop strategies that reduce emergency shelter use and support quicker access to permanent housing.</p>	<ul style="list-style-type: none"> • Conduct an analysis of family shelter needs. • Complete a cost benefit analysis of the capital and operating costs for a new family shelter. • Explore opportunities to increase transitional housing capacity for families. • Explore options to create quicker transitions to permanent housing through changes to policies and/or Local Rules. 	<p style="text-align: center;">Medium Term</p>	  
<p>2.3. A. Increase the availability of and access to support services.</p>			
<p>1. Increase the availability of and access to support services, especially within community housing buildings and rooming houses where many individuals requiring supports are residing.</p>	<ul style="list-style-type: none"> • Ensure adequate street outreach services are maintained to connect people to safe shelter and services. • Prioritize investments and supports to ensure maximum benefits for people with the highest needs. • Ensure people are being served in their community. <ul style="list-style-type: none"> ○ Investigate opportunities to expand services in all geographic areas of the city. ○ Ensure dedicated capacity in rural areas. • Assess the support needs of people who are unstably housed. • Expand the use of peer support and provide more flexibility to agencies related to requirements. 	<p style="text-align: center;">Ongoing</p>	 

Tactics	Key Steps for Action	Implementation	Resources
<p>2. Increase the supply of supportive housing for people who experience chronic homelessness and are living with developmental disabilities, acquired brain injuries, serious physical health issues, mental illness and/or addictions</p>	<ul style="list-style-type: none"> • Prioritize capital funding investments when operational support funding is available. • Explore opportunities to realign shelter beds to their actual use such as supportive or transitional housing. • Create and enhance partnerships between the housing sector and support service agencies to provide a variety of housing options with supports. • Support communities who are disproportionately represented in the homelessness system to develop new supportive housing options. 	<p>Long Term</p>	 
<p>2.3. B. Continue to expand and evolve housing first services in alignment with best and emerging practices.</p>			
<p>1. Implement the recommendations from the Fidelity Assessment of the City's Housing First Program.</p>	<ul style="list-style-type: none"> • Work with Housing First agencies to strengthen policies and processes by implementing the recommendations from the 2019 Fidelity Assessment of the City's Housing First Program as follows: <ul style="list-style-type: none"> ○ Provide supports that promote and strengthen existing services related to individual recovery (in relation to mental health, addiction, employment, and community integration). ○ Facilitate more formal linkages with mental health, health and addictions-related supports. ○ Grow into a more participant directed approach, inviting participants to share decisions with regards to the frequency, pace, and duration of support services. ○ Use an individualized approach, work to remove and/or adjust the general mandate and pressure to “graduate” participants within a generic and predetermined time frame 	<p>Medium Term</p>	  

Tactics	Key Steps for Action	<i>Implementation</i>	<i>Resources</i>
	<p>and continue to exercise flexibility in this area.</p> <ul style="list-style-type: none"> ○ Ensure that people coming from various other streams (street, hospital, detention) have equal access to the system. ○ Create clarity on system expectations to ensure consistency in following system processes. ○ Review the Centralized Intake function to gather additional information up front, to be considered prior to and part of prioritization and referral decisions. ○ Consider revising and streamlining the youth coordinated access guidelines to create a quicker route to supports. ○ Ensure that the consistency and integrity of the coordinated access system is maintained. ○ Ensure that HBCM monthly meetings occur consistently and that programs are held accountable for attendance and participation. ○ Work with funders to revise the provincial requirements to secure and maintain the rent subsidy. ○ Ensure consistency in the systems guidelines around referral of Indigenous individuals. 		

Tactics	Key Steps for Action	Implementation	Resources
	<ul style="list-style-type: none"> ○ Provide first and last month's rent more quickly and efficiently to participants. ○ Augment current funding paid to agencies to allow for agency-specific housing or housing locator specialists. ○ Review and update the HBCM manual. ○ Create larger teams of 3 to 4 case managers (minimum) to support a team approach in all programs where all case managers play a role in supporting any participant as opposed to an individualized case load model. 		
<p>2. Review the eligibility criteria for participation in the Housing First program.</p>	<ul style="list-style-type: none"> ● Review the definition of chronic homelessness to include days spent in hospital and correctional institutions , in the calculation of the total number of days of homelessness. ● Review the 180-day requirement to qualify for Housing First services. 	<p>Short Term</p>	 
<p>3. Expand access to homelessness programs to create no-wrong-door entry into the service system, and for enhanced data collection and sharing.</p>	<ul style="list-style-type: none"> ● Align coordinated access in the homelessness service system with other access points for housing benefit programs (incl community housing). ● Expand the use of the Homeless Individuals and Families Information System (HIFIS) to agencies who deliver homelessness programs. 	<p>Medium Term</p>	 

Tactics	Key Steps for Action	<i>Implementation</i>	<i>Resources</i>
	<ul style="list-style-type: none"> • Enhance the City's By-Name list of people experiencing homelessness to capture data on people with no permanent housing. • Work with community agencies to expand the coordinated access system for homelessness programs. 		

Request for Support from Other Levels of Government

This section provides an overview of what is required from other levels of government (Provincial and Federal) to successfully implement the tactics in Goal 2 of this 10-Year Plan.

Federal

- That the Federal government double the City's annual investment of \$8M for the Reaching Home program to support a broad range of homelessness programs and services.
- That the Federal government provide ongoing funding from the Interim Housing Assistance Program to reimburse the City for extraordinary costs associated with providing emergency shelter services to refugee claimants.
- That the Federal government provide ongoing funding for housing subsidies that allow refugee claimants to secure housing in high demand rental markets.
- That the Federal government increase funding to local settlement agencies so that newcomers to Ottawa can integrate into their new communities and access the training, education and employment they need to be self-sustaining.
- That the Federal government work with Indigenous partners to develop and implement an Indigenous National Housing Strategy and increase investments in Indigenous led housing solutions.
- That the Federal and Provincial governments provide ongoing and adequate funding to implement the evidence informed Housing First framework for youth and the Duty to Assist model.
- That the Federal and Provincial governments work collaboratively with municipalities to implement and develop reforms across the correctional, health and child welfare systems to prevent discharges into homelessness.
- That the Federal government provide ongoing capital, operating funding and resources to ensure efforts to end veteran's homelessness are successful and sustained.

Provincial


- That the Provincial government increase funding under the Community Homelessness Prevention Initiative:
 - to reflect the true cost of providing emergency shelter services for all client groups in a time of increased demand across the shelter system.
 - to increase the funding provided to emergency shelter operators to reflect the true costs of providing this essential service.
 - to provide additional funding for increased resources to expand prevention efforts in the community, so that access to services is equitable and geographically accessible, and people are prevented from entering homelessness.
 - provide wrap around supports for families to integrate into their communities when exiting homelessness, thus reducing returns to homelessness.
 - to provide increased support to at-risk tenants in rooming houses and in high needs social housing communities.
 - to support a community-wide integrated pest management strategy, to ensure that people have housing that is well maintained and healthy.
- That the Provincial government raise social assistance benefit rates for Ontario Works and the Ontario Disability Support programs so that people have an adequate income to find housing in high demand rental markets, do not experience food insecurity and have adequate income to access transportation and other necessities.
- That the Provincial government ensure that the definition of disability under the Ontario Disability Support Program (ODSP) remains broad enough that people who are unable to work due to disabling conditions (addictions and mental health) receive the financial support they need.
- That the provincial government double the annual investment of \$4.7 million for the Home for Good funding to support the expansion of the City's Housing First program and provision of new housing subsidies.
- That the Provincial government provide new capital and operating funding to increase the supply of both accessible and /or supportive housing by 500 units over the next ten years.
- That the Provincial government provide new capital funding to support the development of emergency shelter and transitional housing for individuals (and families to increase the City's capacity.







- That the Provincial government provide immediate funding for ongoing housing subsidies to transition the 480 families in the City of Ottawa's family shelter system to permanent housing, thus reducing the negative impacts of homelessness on children.
- That the Provincial government continue to implement the Ontario Urban Indigenous Action Plan and ensure adequate funding to Indigenous people living in urban centres.
- That the Provincial government work with the local Violence against Women sector to provide funding to open the current 20 to 30 unfunded beds in the Violence against Women shelter sector.




Goal 3







We work together.

Overview of Implementation Plan for Goal 3

Tactics	Key Steps for Action	Implementation	Resources
Goal 3: We work together.			
3.1. A. Foster innovation and growth using data and research analysis.			
<p>1. Improve data collection measures and sharing to:</p> <ul style="list-style-type: none"> a. Support system planning and delivery b. Increase awareness and understanding of housing and homelessness needs for sector groups (youth, seniors, Indigenous, hidden homeless, and individuals living in institutions such as hospitals or correctional services) 	<ul style="list-style-type: none"> • Create common evaluation measures and definitions to ensure that data is consistently collected. • Ensure housing data is publicly accessible in a timely manner to allow for analysis that supports community-driven initiatives that prevent or end homelessness. • Create information and data sharing protocols across relevant housing, income and support service providers. • Partner on research initiatives that support evidence-based policy development. • Develop web and print resources that outline all housing options and available support services in Ottawa, relevant contact information and ensure they are available in multiple languages. 	<p>Ongoing</p>	

Tactics	Key Steps for Action	Implementation	Resources
2. Conduct the Point-in-Time (PiT) Count in 2020 and in subsequent years.	<ul style="list-style-type: none"> • Work in collaboration with stakeholders to confirm scope, develop plan, and review implementation strategies for the 2020 Point in Time Count.. • Provide the Point in Time Count final report to the sector and public by fall 2020. 	Short Term	
3. Continue to report publicly on the Plan's implementation and progress.	<ul style="list-style-type: none"> • Annually, provide a progress update to City Council and the general public on the ongoing achievements of the Plan. • Continue to solicit through consultation, such as forums, surveys, and focus groups sector and public feedback on the progress of the plan and adjust strategies and tactics as necessary. • Provide an interim report in 2025 outlining progress towards meeting the Plan's targets and evaluate priority actions and targets for 2025-2030. 	Ongoing	
4. Support new construction methods that advance the housing sectors ability to design and build affordable housing.	<ul style="list-style-type: none"> • Support events and workshops that contribute to innovations in the construction of affordable housing. • Support affordable housing developers that incorporate new building methodologies and construction methods. • Review affordable housing standards to ensure that funded projects are sustainable and energy efficient. 	Ongoing	 
3.1. B. Increase coordination to ensure the system is seamless and responsive to residents' needs.			
1. Conduct a system planning analysis to ensure the housing and homelessness service	<ul style="list-style-type: none"> • Map the current system and identify opportunities for integration to increase coordination, reduce service gaps and minimize duplication (including client journey mapping). 	Short Term	 

Tactics	Key Steps for Action	Implementation	Resources
<p>system is aligned and working effectively to respond to residents' needs.</p>	<ul style="list-style-type: none"> • Undertake an investment analysis by 2021 to ensure that funding is allocated to achieve system priorities and is having the greatest impact on preventing and reducing homelessness. • Continue to monitor best practices and research in the field of housing and homelessness and apply this to programs and services as applicable. • Coordinate with community and supportive housing sectors to align resources and identify opportunities for streamlining. • Include specific requirement for engagement by community-based agencies in the design and delivery of programs as part of service agreements and funding relationships with Housing Services. 		
<p>2. Create a plan to maximize resources and increase coordination within the housing and support service sectors to improve access to services for residents.</p>	<ul style="list-style-type: none"> • Consult residents to define a “seamless and effective” housing system. • Develop public education strategies to increase awareness about homelessness and housing insecurity. • Create a lived experience advisory council. • Identify ways to overcome significant jurisdictional issues related to funding by a range of government agencies. • Increase coordination with the other sectors such as health, justice, educational, child welfare etc. 	<p>Ongoing</p>	 
<p>3.2. A. Create a community-wide strategy to engage all levels of government for funding to increase housing options and support services.</p>			
<p>1. Leverage City resources and partnerships within the sector to influence specific regulatory change and funding increases.</p>	<ul style="list-style-type: none"> • Build a strong business case with data for an improved level of resources, which could involve realignment of current resource distribution. • Develop a community led steering committee to formalize an ongoing structured engagement strategy with all levels of government that will include targeted asks, based on local needs, demonstrated outcomes and required funds. 	<p>Ongoing</p>	

Tactics	Key Steps for Action	Implementation	Resources
3.2. B. Maximize resources across the housing sector and beyond to achieve the Plan's objectives.			
1. Identify community assets in the housing and homelessness sector including human resources and 'bricks and mortar'.	<ul style="list-style-type: none"> • Complete environmental scan to identify potential stakeholders. • Complete environmental scan of best practices across other jurisdictions. • Seek out new partnerships with funders and organizations across all systems. • Identify the constraints in the system that might prohibit the budget shifts required to maximize resources and address them. 	Ongoing	
2. Leverage broader funding sources outside the housing and homelessness sector to increase revenue sources.	<ul style="list-style-type: none"> • Identify assets and resources outside the housing and homelessness sector that could be a source of additional funding. 	Ongoing	
3.2. C. Align the 10-Year Housing and Homelessness Plan with other City strategies and plans.			
1. Align the 10-Year Housing and Homelessness Plan with other city strategies, policies and programs.	<ul style="list-style-type: none"> • Identify and review relevant City strategies, policies and programs for areas of alignment with the housing and homelessness plan such as the Official Plan, Community Funding Framework, Child Care Services Plan, Women and Gender Equity Plan, City's Bilingualism Policy. 	Ongoing	
2. Complete a long-range financial plan to identify capital requirements for affordable housing development, increased housing affordability and homelessness solutions.	<ul style="list-style-type: none"> • Complete a Long-Range Financial Plan for housing and homelessness that will align and support the efforts of the City's 10-year Housing and Homelessness Plan to improve access to housing, increase affordability and identify funding solutions to help people exit homelessness. 	Short Term	  

Appendix B: Working Groups and Planning Tables

Working Groups and Planning Tables

The following table provides an overview of the Working Groups and Planning Tables involved in the creation of this Housing and Homelessness Plan.

Housing Systems Working Group

The purpose of this committee is to provide a forum where information can be presented, ideas shared, and recommendations formulated that will inform the implementation of the plan.

Member organizations include:

- Housing Services – City of Ottawa
- Youth Services Bureau of Ottawa
- Canadian Mental Health Association
- Aboriginal Community Advisory Board
- Centre for Aboriginal Health
- Co-operative Housing Association of Eastern Ontario
- Ottawa Social Housing Registry
- Community Housing – City of Ottawa
- Centretown Citizens Ottawa Corporation
- Eastern Ontario Landlord Organization
- Royal Ottawa Hospital
- Ottawa Salus
- Salvation Army
- Ottawa Community Housing

Homelessness Community Advisory Board

As a recipient of the federal Reaching Home funding, the City works with “an inclusive Community Advisory Board (CAB) that is representative of the community”. The City first convened this reference group of key stakeholders in May 2004. The previous name of the group, until April 2014, was the Homelessness Community Capacity Building Steering Committee.

Member organizations include:

- Homelessness Programs Branch
- Catholic Centre for Immigrants
- Ottawa Salus
- Ministry of Children, Community and Social Services
- Tungasuvingat Inuit
- Montfort Renaissance
- Housing Help
- Centre 454
- Ottawa Social Housing Network
- John Howard Society
- Alliance to End Homelessness
- Salvation Army Booth Centre
- National Capital Region YMCA-YWCA
- Veterans Affairs
- United Way
- Minwaashin Lodge
- Housing System Working group

Community Housing Modernization Working Group

The purpose of this working group is to review and identify strategies to support the modernization of social housing both pre and post end of operating agreement/mortgage. The workgroup will inform and assist Housing Services in the development of social housing policy to support the long-term viability and stability of the social/affordable housing portfolio and to support households in need of affordable housing options.

Member organizations include:

- Nepean Housing
- Cumberland Housing
- Co-operative Housing Association of Eastern Ontario
- Eagleson Co-op
- Action Logement
- Ottawa Community Housing
- Inuit Non-Profit Housing Corporation
- Ottawa Social Housing Registry
- Centretown Citizens Ottawa Corporation

Affordable Housing Working Group

The purpose of this working group is to create a new Capital Strategy for funding, regulating, incentivizing and developing affordable housing in Ottawa, for the 2019 – 2029 period. The working group will inform and assist Housing Services, involved directly and indirectly, in the creation of an affordable housing strategy for the City.

Member organizations include:

- Affordable Housing Branch
- Planning, Infrastructure, and Economic Development,
- Centretown Citizens Ottawa Corporation
- Greater Ottawa Home Builders Association
- Shepherds of Good Hope
- Robert Webster Architect Inc
- Eastern Ontario Landlords Organization
- Minto
- Social Housing Branch
- City of Ottawa – Financial Services Department

Homelessness Prevention Working Group

The purpose of this sub-group is to provide a forum for members to share policy and program information, as well as best and promising practices to guide future homelessness prevention initiatives.

Member organizations include:

- Cornerstone Housing for Women
- John Howard Society
- Ottawa Public Health, Population Health Approach Team
- Housing Help
- Pinecrest-Queensway Community Health Centre
- Harmony House
- Employment and Social Services Department
- Ottawa Inner City Health
- Catholic Centre for Immigrants
- Ottawa Food Bank
- Centre 454
- Alliance to End Homelessness
- Action-Logement
- Ottawa Community Housing

A Way Home Ottawa

A Way Home Ottawa (AWHO) is a coalition of community stakeholders working together to prevent and end youth homelessness in Ottawa. AWHO is responsible for leading the development of a comprehensive Community Plan to Prevent and End Youth homelessness, including an implementation strategy that identifies clear priorities, policies, targets and benchmarks.

Member organizations include:

- Children's Aid Society
- Canadian Mental Health Association
- John Howard Society
- Operation Come Home
- Tungasuwingat Inuit (T.I.)
- Tewegan Housing for Aboriginal Youth
- National Capital Region YMCA-YWCA
- Youth Services Bureau

Aboriginal Community Advisory Board

The Aboriginal Community Advisory Board (ACAB) is in place to provide recommendations from the perspective of Indigenous people, especially as it relates to homelessness prevention and the City's Housing First approach. The ACAB also worked on the development and implementation of coordinated access for Indigenous people who are homeless in Ottawa.

Member organizations include:

- Minwaashin Lodge
- Wabano Centre for Aboriginal Health
- Gignul Non-Profit Housing
- Odawa Native Friendship Centre
- Tewegan Housing for Aboriginal Youth
- Tungasuwingat Inuit (T.I.)

Appendix C: Community Engagement

A mixed technique, combining online and in-person methods of engagement was used to make it as easy as possible to participate, thus ensuring as many people as possible were reached. An effort was made to reach out to a diversity of stakeholders, with a focus on those with lived experience. If there is a low uptake by a specific group, additional communication went out to them. A detailed log of consultation sessions was maintained throughout process.

Engagement Activities

The following is a summary of the engagement activities that took place.

Who	How	When	What
Individuals with lived experience	<ul style="list-style-type: none"> Sessions through existing forums (e.g. client council, shelter focus groups, tenant associations) 	January-October	Identify the barriers clients face when trying to secure and retain housing, what has been helpful, and other needs.
Community-based organizations	<ul style="list-style-type: none"> Stakeholder Engagement sessions/focus groups through existing forms 1/2-day community conversation Online Surveys Receipt of written submissions 	January-October	Validate Priorities Identify community needs, desired outcomes, barriers (including regulatory), and innovative way to achieve those outcomes.
General public	<ul style="list-style-type: none"> Online survey Social Media monitoring Engage Ottawa website and articles 	October-November	Educate about the housing sector Identify community needs and innovative ways to achieve these outcomes.

Key Messages

The following key themes and recommendations emerged from the consultations, as summarized and synthesized by City of Ottawa staff. This summary provides additional detail above what is found in the body of this document.

<p>Increase partnerships in the sector and community</p> <ul style="list-style-type: none"> • We need to reduce overlap and duplication within the housing sector. • We need to investigate how we can better leverage economies of scale within the housing sector. • We need to develop methods to ensure people exiting provincial institutions (correctional/hospital) are connected to housing workers and support services and do not exit into homelessness. • We need to create cross functional teams to respond to people in crisis (police, public health, support agencies). 	<p>Increase emergency shelter capacity</p> <ul style="list-style-type: none"> • We need to create more transitional housing. • We need to create more shelters dedicated for families. • We need to create more shelters for women with a focus on women who have been a victim of violence. • We need to create dedicated shelter space for people who identify as 2SLGBTQ+. • We need to ensure hotels and motels are not being used to house people on a long-term basis.
<p>Increase and preserve the housing stock</p> <ul style="list-style-type: none"> • We need to increase the number of purpose-built rental units.. Low levels of purpose-built rentals have been completed in previous years. • We need to ensure that the existing community housing stock is not lost when they come to end of mortgage and/or operating agreements. • We need to prevent the destruction and conversion of existing rental stock into other forms of housing (e.g. condos). • We need to create more accessible buildings that are purpose built for people with physical and developmental disabilities. • We need to ensure no net loss of affordable housing stock. • We need to prevent rental stock being bought up by corporations and converted to higher priced units. 	<p>Ensure tenants are supported</p> <ul style="list-style-type: none"> • We need to increase the availability of mental health supports and ensure they are offered for as long as they are required. • We need to increase access to addiction supports including harm reduction services. • We need to offer supports to build skills around financial literacy, pests, safety, and other life skills and provide supports for those who cannot manage or develop the skills themselves. • We need to ensure clients get all the supports they need at the right time. Clients need to have support available to deal with all issues which in many cases are concurrent. • We need to help people navigate the system of social supports and provide documentation.

<ul style="list-style-type: none"> • We need to investigate innovative solutions ex. tiny homes/shipping containers/secondary suites. • We need to look at ways to involve the private sector to solve the problem. • We need to investigate ways to create opportunities for affordable home ownership. • We need to create and implement an inclusionary zoning policy for new builds. 	
<p>Create a coordinated access system</p> <ul style="list-style-type: none"> • We need to create a system where people can access all social and housing supports in one spot. • We need to create a system where service providers have common access to client's files and records to prevent people from having to re-tell their story and provide documentation to multiple people and departments. • We need to be able to share data and client information between agencies within the continuum of care. 	<p>Ensure equity groups and populations receive targeted supports</p> <ul style="list-style-type: none"> • We need to ensure there are appropriate housing options and associated supports for: seniors, youth, newcomers, asylum seekers, 2SLGBTQ+ residents.
<p>Improve the Housing First program</p> <ul style="list-style-type: none"> • We need to shift placement priority to low acuity from higher acuity until relationship is established with landlord. • We need to work with landlords to house clients with progressively higher acuity. • We need to conduct proactive checks for people in the Housing First program to ensure they remain stable. • We need to ensure people in Housing First programs have access to programs that reduce social isolation. • We need to ensure people in the Housing First program receive personalized supports. 	<p>Prevent housing loss</p> <ul style="list-style-type: none"> • We need to investigate ways to ensure residents that are destabilizing in their housing receive appropriate supports to maintain it. • We need to increase available resources for supports at the Landlord Tenant Board. • We need to create a proactive team to address issues and work to prevent housing loss when an eviction notice has been issued.
<p>Use data to improve service</p> <ul style="list-style-type: none"> • We need more housing data to be available to the public. 	<p>Reduce the waitlist for community housing</p>

<ul style="list-style-type: none"> • We need to collect more data to better understand the current state of the housing sector. • We need to complete a system mapping exercise including housing and associated community supports. • We need to use data for forecasting and to ensure we use evidence led decision making. 	<ul style="list-style-type: none"> • We need to find innovative ways to start reducing the social housing waitlist. <ul style="list-style-type: none"> • People are jumping the cue by making themselves chronically homeless in order to secure community housing faster. • We need to provide updates on where applications sit each year. • We need to address the issue of people who are over/under housed. • We need to review local priorities to ensure maximum use of units.
<p>Educate the public about residents and their housing issues</p> <ul style="list-style-type: none"> • We need to educate people on the housing and homelessness sector. • We need to remove the stigma around social housing. • We need to educate people on mental health and addictions issues. • We need to educate people about people who are living with a developmental disability. 	<p>Create new programs in the community</p> <ul style="list-style-type: none"> • We need to investigate how peer-to-peer programs can be used to reduce resources. • We need to create day programs that allow people to get out of social isolation and/or learn skills. • We need to create day programs that are low barrier and responsive to the high needs of people in the homelessness service system.
<p>Improve and monitor housing conditions</p> <ul style="list-style-type: none"> • We need to create mechanisms to ensure housing is being maintained and in a good state of repair. • We need to investigate the possibility of using a landlord licensing system. • We need to have more oversight over rooming houses. • We need to create supports for pest remediation. 	<p>Ensure landlords are supported</p> <ul style="list-style-type: none"> • We need to create a fund to compensate landlords who have damage done to their units by someone on social assistance. • We need to create a program that would help landlords deal with difficult tenants – ex: landlord tenant board, mental health supports, addiction treatment, etc.
<p>Advocacy for more resources</p> <ul style="list-style-type: none"> • We need to advocate for new and increased funding from federal and provincial governments. • We need to create community support for additional resources. • We need to increase political will to act on housing issues. 	<p>The system is fatigued</p> <ul style="list-style-type: none"> • Staff are taxed and feeling stressed due to the lack of capacity within the system. • Resources are stretched far beyond what they were intended to do, • The sector does not celebrate success.

	<ul style="list-style-type: none">• No single group has the answers/solution or resource to fix the problems.
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Appendix D: Summary of Funding Programs

Federal/Provincial/Municipal Funding Opportunities

Federal

Program	Previous Allocation / Program	2019-20 Confirmed Allocation	2020-21 Planned Allocation	2021-22 Planned Allocation
Reaching Home (replaces the Homelessness Partnering Strategy)	7.1M	\$7.7M	\$7.7M	\$8.6M
Federal funding for Social Housing transferred under federal operating agreements (2001)	19.9M	\$19.6M	TBD	TBD

Provincial

Program	Previous Allocation / Program	2019-20 Confirmed Allocation	2020-21 Planned Allocation	2021-22 Planned Allocation
CAPITAL Affordable Housing Options Investment in Affordable Housing for Ontario (2014 -2020) \$48.2M	\$4.6M remaining in 2019-20			
Ontario Priorities Housing Initiative		\$7.6M	\$3.9M	\$6.1M
Community Homelessness Prevention Initiative	\$37.4M	\$37.4M	\$38.6M	\$38.6M
Home for Good – Operating	\$4.7M	\$4.7M	\$4.7M	\$4.7M
Canada-Ontario Community Housing Initiative	N/A	\$4.8M	\$7.3M	\$10.2M

(Reinstate and backstop the loss of Federal funding since 2018)				
Canada – Ontario Housing Benefit (portable housing subsidy)	N/A	N/A	\$1.9M	\$2.5M

Municipal (plus annual Cost of Living increase on operating funding)

Program	2018 Confirmed Allocation	2019 Confirmed Allocation	2020 Confirmed Allocation	2021 Planned Allocation
Capital – Affordable Housing Development	n/a	\$15M	\$15M	TBD
Housing and Homelessness Investment Plan	\$13.3M	\$13.5M	\$13.8M	x2%
City top-up for the Community Homelessness Prevention Initiative	\$12.9M	\$13.2M	\$13.9M	x2%

Appendix E: Youth Housing Strategy

Introduction

Ending Youth Homelessness in Ottawa

Homelessness is not just an adult phenomenon. Each year over 1200 young people across Ottawa will experience homelessness - sleeping on benches, friends' couches, or in emergency shelters. They are there by circumstance – never by choice.

Ending youth homelessness as we know it today does not mean that no one will ever experience a housing crisis again. Changing economic realities, the unpredictability of life, and unsafe or unwelcoming family environments may create situations where young people face housing instability.

However, we can dramatically change the way we respond to young people in crisis, by preventing young people from experiencing it in the first place and when crisis happens ensuring that young people have stable arrangements for housing, employment, supports, health and education.

The Challenge Ahead

The challenge for the youth homeless services system is to provide the right intervention to the right person at the right time to facilitate a connection back to permanent housing as quickly and effectively as possible. Investing our resources in housing solutions for young people will help to end chronic youth homelessness, reduce the likelihood that they will transition into adult homelessness, and prevent housing loss from occurring in the first place. This kind of investment makes sound social and economic sense.

The Plan

This plan is the result of a highly collaborative process led by A Way Home Ottawa (AWHO) between December 2018 and October 2019.

While strategic plans have a reputation as documents that sit on a shelf gathering dust, this plan is intended to be different. It is built on a solid foundation of data and informed by the expertise of people on all sides of the issue.

Building Blocks for the Plan

The basic foundations of the plan are data and the knowledge of the providers, advocates, and people with lived experience of homelessness when they were youth.

The planning process to develop the plan included several “building blocks” that helped the working group systematically understand the current system, envision the ideal new youth system, model the new system, and begin budget and programmatic transition planning.:

-
- Analysis of multiple data sources to define housing need among young people
 - An analysis of how different program models work together to form “pathways” through the system (from homelessness back to permanent housing) for different subpopulations such as

-
- Review of our existing system inventory to define current capacity
 - Identification of the program models needed within the youth homeless services system
- Indigenous and LGBTQ2S+youth
 - Examining the annual unit costs of different interventions to identify areas to align our planning and budgeting efforts.
-

Understanding Youth Homelessness

The causes of youth homelessness are many, and the trends nationally are very much mirrored by the experiences of youth in Ottawa. This chapter establishes a foundation for AWHO’s plan by exploring the causes and consequences of youth homelessness, based on national research, as well as local data.

Defining and Measuring Youth Homelessness

Before we examine causes and prevalence, however, it is important to discuss how we define and measure youth homelessness.

How do we define youth homelessness in this plan?

Different agencies have different definition and criteria. For the purpose of this plan, we are using the definition and typology proposed by the Canadian Observatory on Homelessness (COH):

DEFINITION

“Youth homelessness” refers to the situation and experience of young people between the ages of 16-25 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire a stable, safe or consistent residence.

For many young people, homelessness is not a static state, but a fluid experience, where one’s accommodations and options may shift and change quite dramatically and often.

Unsheltered
Living on the streets or in places not intended for human habitation



TYOLOGY OF HOMELESSNESS



Emergency Sheltered

Staying in shelters for people who are homeless as well as shelters for those impacted by violence

Provisionally Accommodated

Accommodations is temporary or lack tenancy security



At-risk-of-Homelessness

Not homeless but whose current economic and/or housing situation is precarious and does not meet public safety standards



The term “chronic homelessness” also has specific meanings. Someone who is chronically homeless is a person that meets at least one of the following criteria: (1) they have a total of at least 6 months (180 days) of homelessness over the past year (2) they have recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least 18 months (546 days).

In 2019, the Federal Government changed the definition to include time spent in different contexts including staying temporarily with others without guarantee of continued residency as well as individuals who are discharged into homelessness from transitional housing or public institutions (if they were experiencing chronic homelessness upon entry).

[How do we measure youth homelessness in this plan?](#)

While the needs and circumstances of vulnerable youth are well understood in a general sense, in Ottawa – like most communities around the country – does not have robust data on unaccompanied homeless youth. Subsequently, it is difficult to identify the true size of the population nor the specific characteristics and needs of young people.

Ottawa also does not have strong, consistent data on the prevalence or characteristics of youth homelessness, in part because we do not have a common way to define or count youth homelessness.

What we do know:

The Federal Government requires communities receiving federal homelessness funding to capture data in two ways: from the Homeless Individuals and Family Information System (HIFIS) and the Point-in Time (PiT) count. Unfortunately, these tools are not as effective for homeless youth, in part because youth may be more likely to double-up than sleep on the streets or enter shelter.

In 2015, The Canadian Observatory on Homelessness (COH) and A Way Home Canada (AWC) conducted the Without A Home: National Youth Homelessness Survey. 1200 youth from 49 communities across Canada participated. The survey is the first and only pan-Canadian study with homeless youth.

AWHO partners contributed statistics on the number of youths served, system interactions, and utilization of services administered by or operated by their agencies. These numbers helped to establish a better understanding of the number of young people facing housing crises and housing insecurity in our community.

By triangulating multiple data sources, the group established a solid foundation to estimate the number of young people in need. Table 1.1 describes the strengths and weaknesses of each of the data sources analyzed

<p>01 Homeless Individuals and Families Information System (HIFIS)</p> <p>Used by local service providers to record the provision of housing assistance and services. Under Reaching Home, communities will need to adopt HIFIS as their local management information system</p>	<p>Strengths: Largest data set on homeless young adults</p> <p>Weaknesses: Only captures youth who are receiving services through publicly-funded homeless service providers; not all state-funded beds are reporting in HIFIS.</p>	<p></p> <p>02 2018 Ottawa Point-in-time count</p> <p>Over a 24-hour period on April 19 to 20, 2018, the City of Ottawa in collaboration with 59 community partners</p>	<p>Strengths: Provides a snapshot of our population experiencing homelessness and sets foundation for measuring progress</p> <p>Weaknesses: Cannot provide an exact number of people experiencing homelessness in a given community.</p>
<p>03 Youth Serving Organizations</p> <p>Internal reporting on utilization, capacity, and interactions with programs, shelter & transitional beds, and supportive housing for 2014-2017</p> <p></p>	<p>Strengths: Enumeration and capacity snapshot for youth designated housing, programs, in Ottawa</p> <p>Weaknesses: Variance in age, eligibility criteria, and data collection processes makes it difficult to compare.</p>	<p>04 Without A Home National Youth Homelessness Survey</p> <p>The first pan-Canadian study of young people who experience homelessness, with 1,103 respondents from 47 different communities across 10 provinces and territories.</p>	<p>Strengths: The WAH project is national in scale and scope.</p> <p>Weaknesses: Age range of 13-24 is wider than age range of participants collected by other data tools and it is therefore difficult to transpose percentages and statistics to local contexts.</p>

National Trends, Causes, and Consequences of Youth Homelessness

While we have work to do to improve our understanding of the prevalence of youth homelessness and how it increases or decreases over time, we do have a stronger understanding of what triggers homelessness among youth. In a summary of responses on the pathways into homelessness, researchers identified five trends in young people's pathways into homelessness:

1. Housing instability prior to experience of homelessness
2. Difficult family situations and conflict
3. Personal factors including mental illness, addictions, and/or trouble with the law
4. Histories of childhood abuse and/or involvement with Child Protection Services, often beginning at a very young age
5. Challenges in school, including bullying and difficulties related to learning disabilities. Homeless youth also have high dropout rates.

Systemic and Societal Barriers

It is essential to recognize that youth homelessness cannot be explained by these individual and social relationship factors alone. Systems failures and structural factors are both significant drivers of youth homelessness.

Systemic Drivers

Experiences of marginalization, poverty, and violence contribute to youth homelessness. Racism, homophobia and transphobia create barriers to young people securing and accessing safe and appropriate housing. Structural changes in the economy combined with a shortage of affordable housing for low income Canadians means that young people face significant barriers to both accessing and affording housing. We also know that structural inequalities drive mental health and addictions issues, which in turn can contribute to housing loss or insecurity.

Institutional and System Failures

The failure to provide adequate and effective transitional supports to young people who transition from institutional care – including child protection, juvenile detention or adult corrections, and in-patient mental health care has contributed to what is effectively a pipeline into homelessness.

Populations in Focus

Risk of homelessness increases for youth who have certain characteristics associated with vulnerability and/or housing insecurity.

Urban Indigenous peoples, including youth, are eight times more likely to experience homelessness than the general population, and are estimated to make up between 20% and 50% of homeless populations in major urban centres in Canada, while the 2SLGBTQ+ young people are estimated to make up 20% to 40% of urban homeless youth populations. Many are doubly or triply marginalized, not just because of their homelessness, but also due to racism, homophobia and transphobia.

Although the specific needs of these subpopulations are frequently cited, they are rarely the focus of research, policy responses or service provision.

2SLGBTQ+

Depending on the study, the percentage who identify as 2SLGBTQ+ has ranged between 20-40%, but these statistics have always been based on smaller, community-specific research studies. It can be inferred that this overrepresentation is an outcome of homophobia and transphobia in families, schools, and communities, making it difficult for young people to remain at home. Despite the high prevalence of homelessness among this population, they are less likely to access housing support services such as emergency shelters.

Indigenous Youth

Indigenous Peoples, including First Nations, Métis, and Inuit Peoples, are significantly overrepresented in the homeless population in virtually every community in Canada. While Indigenous Peoples only make up 4.3% of the Canadian population, they account for between 28-34% of the shelter population (ESDC, 2016). If we expect to develop comprehensive, culturally appropriate solutions to homelessness among Indigenous youth, we need to heed the work and calls to action of the Truth and Reconciliation Commission (TRC).

The Consequences of Youth Homelessness

The social and personal costs of youth homelessness are extraordinarily high. Without effective programs to help youth become independent and self-sufficient, they are at risk of repeated episodes of homelessness – becoming tomorrow’s chronically homeless population. Youth who are homeless often have poor educational outcomes, physical and mental.

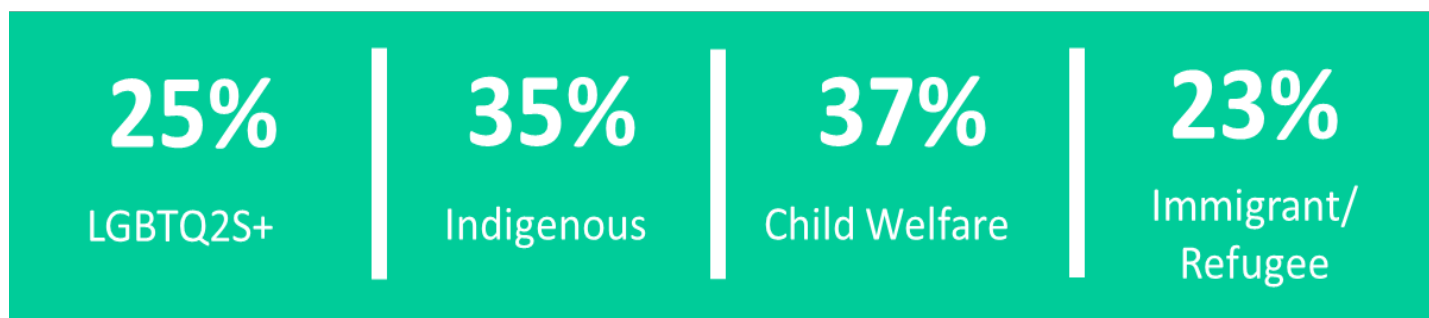
- Increased risk of not completing high school; studies have found only 20% to 30% of youth experiencing homelessness graduate from high school;
- High levels of mental health disorders, as well as increased rates of suicidal ideation, attempts, and completed suicides and earlier initiation of sexual activity (2-3 years earlier than youth in stable housing);
- More likely to be the victims of violent crime, including physical and sexual assault;
- Higher risk to infections (e.g. HIV) and reported high mortality rates.

Youth Homelessness in Ottawa: How Do We Compare to National Trends?

During the development of this plan AWHO reviewed the 2018 PiT Count Results to compare trends among the 189 youth who participated. Local trends very much mirror what we see in national data.

Key Population Trends

Young people who identified as Indigenous, LGBTQ2S+, and/or Immigrant/Refugee were overrepresented in the PiT count.



Causes of Homelessness

The most significant factors influencing their homelessness included:

- Conflict with Family - 32%
- Challenges with Addictions – 25%
- Discharge from Systems - 12%
- Economic Challenges - 23%
- Family/Partner Abuse - 8%

Developing the Plan

While the refresh of the City's 10-Year Housing and Homelessness Plan was required by the Provincial Government, the approach and vision of this plan comes from A Way Home Ottawa. Reporting and analysis was completed by a Subcommittee of the AWHO Steering Committee, which met between December 2018 and October 2019. Youth subcommittee membership includes people with lived experience of homelessness as youth, youth service providers, and youth-serving government agency representatives.

The Plan relies heavily on data collected through the Homelessness Individuals and Families Information System (HIFIS) but is supplemented by data from partner agencies as well as National research programs. AWHO worked closely with the City of Ottawa to assist with the cleaning and analysis of data. The AWHO Refresh Working Group provided input and feedback throughout the planning process, and all the Working Group partners assisted in reviewing portions of the Plan.

Using HIFIS data and the Without A Home: National Youth Homelessness Survey, the Youth Subcommittee reviewed reports on the number of youths experiencing homelessness each year, the types of programs that youth access for services, and the length of time they receive assistance. Non-profit providers with projects for youth experiencing homelessness provided information on service use and operating costs as part of the inventory and cost modeling in the plan.

Key Strategies

Of course, implementing systems change is not just about resources. We must also undertake policy and programmatic changes. Our plan identifies a series of action items across nine key strategies:

Goal 1 | **Everyone has a home.**

	1.2. Increase the affordable housing supply.
	A. Increase the dedicated supply of shelter and housing assistance for Youth.

Goal 2 | **People get the support they need.**

Objective	2.1. Prevent the occurrence of homelessness.
Strategies	A. Expand homelessness prevention efforts in systems that work with vulnerable youth (Children’s Aid Society, justice, schools) to reduce street-living and emergency shelter use.
	B. Expand/improve outreach, assessment, and reunification efforts.
	C. Ensure vulnerable youth have opportunities to finish education and experience job success.
Objective	2.2. Ensure experiences of homelessness are brief and nonrecurring.
Strategies	A. Focus on a youth-centered approach in the delivery of services.
	B. Enhance the crisis response system.
Objective	2.3. Ensure people are supported to achieve housing stability and long-term housing retention.
Strategies	A. Support social, emotional, and physical wellbeing.
	B. Expand partnerships between the adult and youth homelessness serving sectors as well as affordable and social housing providers.

Goal 3 | **We work together.**

Objective	3.1. Ottawa has an integrated housing system that is responsive to the needs of our residents.
Strategies	A. Improve data collection measures and tools.

Goal 1**Everyone has a home.****1.2. A. Increase the dedicated supply of shelter and housing assistance options for Youth.**

There are an estimated 1200 young people in need of housing in Ottawa, but our current inventory for youth specific beds, units, subsidies and programming can service less than half of this number.

Tactics

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|---|---|
| 1. Increase the number of housing allowances dedicated for youth. | 4. Increase investments in supportive housing dedicated to youth. |
| 2. Support Rent Smart training for youth. | 5. Increase youth Housing Based Case Managers (HCBMs) to support the number of homeless youths in the city. |
| 3. Adopt Housing First with a youth focused approach. | |

Objective**2.1. Prevent the occurrence of homelessness.****2.1. A. Expand homelessness prevention efforts in systems that work with vulnerable youth (Children’s Aid Society, justice, schools) to reduce street-living and emergency shelter use.**

An investment in the organization and coordination of a housing-based “circle of care” approach where youth housing providers, child welfare representatives, youth justice representatives and shelter representatives can case consult and case coordinate for youth in our homelessness feeder systems or who are “failing” out of housing repeatedly. This could bring us closer to a one-door-system.

Tactics

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| <ol style="list-style-type: none">1. Develop specific strategies for these population groups, to include:<ol style="list-style-type: none">a) Ensure vulnerable youth have opportunities to finish education and experience job success.b) Focus on housing loss prevention that builds on the collaborative work of non-profit and cooperative providers, private sector landlords, community partner service agencies and other City services that serve vulnerable households.c) Identify ways to connect youth who are not part of the shelter system | <ol style="list-style-type: none">2. Work with systems to establish discharge plans/policies and collaboration with youth housing services when youth are at risk of or experiencing housing insecurity.3. Connect with high schools, and alternative schools to identify at risk youth for early intervention.4. Implement the Duty to Assist* model of youth homelessness prevention. <p>Duty to Assist means there is a statutory obligation, or a legal duty, requiring governments to make reasonable efforts to end the person's homelessness or stabilize their housing.</p> |
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2.1. B. Expand/improve outreach, assessment, and reunification efforts.

The focus here is on HOUSING PREVENTION, not on community development or programming in any one place.

Tactics

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| <ol style="list-style-type: none">1. Increase street outreach services to connect with youth at drop-ins, at youth groups across the city and to enhance and support the youth work of the Community health and Resource Centres (CHRCs) to connect with youth across the city. The purpose of these workers is to connect with youth before they become homeless or who are at the cusp of family breakdown – this work would be focused on prevention, family connection and diversion. | <ol style="list-style-type: none">2. Add four full/time staff outreach workers to service East/West/South and Downtown areas. |
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2.1. C. Ensure vulnerable youth have opportunities to finish education and experience job success

Youth experiencing homelessness do not lack the motivation to pursue education/employment, but they do need support to re-engage, achieve success, and to move on to higher levels of education and training if they desire. Not only does educational achievement contribute to better labour market participation, but engagement in school is associated with less dependence on government benefits, lower involvement in crime over the lifetime, and better outcomes in the areas of health and wellbeing.

Tactics

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| 1. Connect youth to job readiness and skills training. | 3. Partner with employers to create employment opportunities for youth. |
| 2. Facilitate access to alternative education methods. | 4. Implement a special programming incentive to keep youth connected to education. |
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Objective

2.2. Ensure experiences of homelessness are brief and nonrecurring.

2.2. A. Focus on a Youth-centered approach in the delivery of services

Many young people who are homeless lack the personal experience of living independently and at the same time may be in the throes of significant developmental (social, physical, emotional and cognitive) changes. As a result, they may not have the resources, resilience, education, social supports or life skills necessary to foster a safe and nurturing transition to adulthood and independence.

To move out of homelessness young people require appropriate interventions at the “critical moments” in their lives.

Developmentally appropriate approaches to service delivery will help launch young people towards independence and self-sufficiency.

Tactics

1. Invest in transitional housing programming and add two to three Transitional Housing Case Managers.
 2. Add three Intensive Support Case Managers to work with youth currently in the shelter system.
 3. Provide opportunities for current/formerly homeless youth to re-enter the education system or enroll in training and employment programs.
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2.2. B. Enhance crisis response system

Even with expanded housing loss prevention, housing assistance and stabilization initiatives, young people will face crises which may lead to temporary or permanent housing loss. Emergency Shelters are an essential feature a fully integrated housing system responsive to all needs

Tactics

1. Invest in a thoughtful shelter diversion program where youth who connect with a shelter are given a crisis bed, but the next day meet with an intensive support case manager to quickly and thoroughly assess the youth's housing needs, family reconnect options, and work to take the youth out of the shelter immediately into a safe and stable living environment with the supports needed to maintain that environment.
 2. Identify central access points such as youth hubs.
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Objective

2.3. Ensure people are supported to achieve housing stability and long-term housing retention.

2.3. A. Support social, emotional, and physical wellbeing

Research is clear that connecting with youth who have been “in the system”, be it justice, child welfare, or psychiatric care, is extraordinarily challenging. Youth are mistrustful of adults presenting in the system or of the system itself. Youth are more likely to respond to a peer support worker, are more likely to follow through with appointments and supports, and more likely to engage in support services for a longer period when they are also connected to a peer support worker. However, youth peer support programs require diligence in oversight, in appropriate training to support the peer, and are recommended to be part-time with time limited contracts.

Tactics

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| <p>1. Increase peer support workers by a minimum of 10 to work with all housing programs.</p> <p>2. Provide incentives for training and peer supervision.</p> | <p>3. Ensure culturally specific Indigenous and 2SLGBTQ+ supports and housing options.</p> <p>4. Support Youth to develop healthy, permanent, connections (ongoing attachments to families, communities, schools, and positive social networks).</p> |
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2.3. B. Expand partnerships between adult and youth homelessness serving sectors as well as affordable and social housing providers

Ending adult chronic homelessness requires intersecting the occurrence and reoccurrence of housing loss among young people. Research shows that young people who exit homelessness are likely to move into social/subsidized/or affordable housing units. In order to ensure that young people sustain housing once housed, collaboration between housing providers and homelessness serving organizations is essential.

Tactics

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| <p>1. Expand partnerships and develop transitional planning.</p> | <p>2. Increase resources (financial and capacity) of the homeless youth service system.</p> |
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Goal 3	We work together.
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Objective	3.1. Ottawa has an integrated housing system that is responsive to the needs of our residents.
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3.1. A. Improve data collection measures and tools

Because of stigma, a lack of a developmentally appropriate environment and other institutional barriers, youth experiencing homelessness often remain hidden to the public eye and not captured in homelessness counts.

Risk of homelessness increases for Indigenous, 2SLGBTQ+ and newcomer youth. Many are doubly or triply marginalized, not just because of their homelessness, but also due to racism, homophobia and transphobia. Although the specific needs of these subpopulations are frequently cited, they are rarely the focus of research, policy responses or service provision

Tactics

<p>1. Ensure Ottawa has a system in place to identify all youth experiencing homelessness.</p>	<p>2. Ensure there is a good understanding of various funding streams to identify risks and needs, particularly for at-risk groups.</p>
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Glossary

This glossary provides the Ottawa community's definitions for many of the terms used throughout this Plan.

Aboriginal	A collective name for the Indigenous peoples of North America and their descendants. The Canadian Constitution recognizes three groups of Aboriginal people: Indians (commonly referred to as First Nations), Métis, and Inuit (INAC, 2016).
Absolute Homelessness	Situation where an individual or family has no housing at all or is staying in temporary shelters or in locations not intended for human habitation. This condition may also apply to those who move between temporary housing arrangements provided by strangers, friends or family.
Acceptable Housing	Acceptable housing is adequate in condition, suitable in size, and affordable.
Acuity	An assessment of the level of complexity of a person's experience. Acuity is used to determine the appropriate level, intensity, duration, and frequency of case managed supports to sustainably end a person's or family's homelessness. In Ottawa, the SPDAT suite of tools are the tools used to determine acuity.
Adequate Housing	Adequate housing does not require any major repairs according to the resident.
Affordable Housing	Affordable housing generally means a housing unit that can be owned or rented by a household with shelter costs (rent or mortgage, utilities, etc.) that are less than 30 per cent of its gross income.
At Risk of Experiencing Homelessness	A person or family that is having trouble maintaining their housing and has no alternatives for obtaining subsequent housing. Circumstances that often contribute to becoming at-risk of homeless include eviction; loss of income; unaffordable increase in the cost of housing; discharge from an institution without subsequent housing in place; irreparable damage or deterioration to residences; and fleeing from family violence (CHF, 2017).
Below Market Rent (BMR)	Rents that are at or below 80% of Canada Mortgage and Housing Corporation (CMHC) average market rent (AMR).
By Name List	Collects information that helps get people experiencing homelessness connected to housing. This includes information related to eligibility, acuity scores, and preferences.
Capital Funding	One-time funding provided by any order of government (Federal, Provincial, or Municipal) to reduce the requirement for mortgage funding to finance the development and construction costs of a housing project proposal.

Capital Investments	This includes the construction, renovation, or maintenance of shelters/housing and any physical structure from which support services are delivered. This can be pre-development, land and/or building purchase, new construction, renovations, and/or purchase of furnishings or equipment (HRSDC, 2010; modified).
Case Management	A process of service coordination and delivery on behalf of Clients which includes assessment of the full range of services needed by the Clients, implementation, provision of support, coordination and monitoring of services, and termination with appropriate referrals when the organization's direct service is no longer needed (Calgary Homeless Foundation, 2014).
Centralized Waiting List (CWL)	The City keeps the Centralized Wait List (CWL), as required by the HSA, for individuals and families that wish to obtain rent-geared-to-income (RGI) assisted housing. People applying for rent -geared- to income-housing are placed on the CWL.
Chronic Homelessness	Refers to individuals who are currently experiencing homelessness and who meet at least one of the following criteria: <ul style="list-style-type: none"> • They have a total of at least six months of homelessness over the past year. • They have recurrent experiences of homelessness over the past three years, with a cumulative duration of at least 18 months. (Reaching Home Directives)
Client	Any person serviced by or utilizing the services of a social agency.
Community Advisory Board (CAB)	The Community Advisory Board is a catalyst for developing and supporting a local homeless-serving delivery system. The CAB is responsible for being representative of the community, producing the Reaching Home Community Plan, and recommending projects for funding to the Community Entity. (Homelessness Partnering Strategy).
Community Housing	The term "community housing" is an umbrella term that typically refers to either housing that is owned and operated by non-profit housing societies and housing co-operatives, or housing owned by provincial, territorial or municipal governments. Investments in federally delivered programs will prioritize housing that is owned and operated by not-for-profits and co-operative housing organizations. The intent is that any new housing built in the future by these groups will be a new generation of housing that is guided by the common principles outlined in the National Housing Strategy. The Vision is to ensure support for a modern, efficient and effective system that encourages social inclusion and is economically and socially sustainable.

Continuum of Housing	The spectrum of accommodation options that meet a range of needs and standards, including physical adequacy, space and capacity, and affordability. The continuum is often used in reference to a model of housing and support services whereby people progress from one end of the spectrum (short-term housing) towards the other (safe and affordable market housing).
Coordinated Access	Is a client-centered, standardized process for intake, assessment, and referral to housing and other services across service providers in Ottawa. These service providers are part of Ottawa's Homelessness Serving System is a group of agencies that work together to support those experiencing or approaching homelessness to help them find and maintain appropriate housing and supports.
Core Housing Need	When a household spends more than 30% of its pre-tax income on housing costs.
Couch Surfing	Frequently sleeping on friends and/or family's couches on a regular or intermittent basis, moving from household to household (CHF, 2015).
Debenture	refers to the funding agreement that is in place for public housing programs.
Disability	Any degree of physical disability (such as diabetes, epilepsy, brain injury, paralysis, amputation, lack of physical coordination, visual impairment, hearing impairment, speech impediment, use of a guide dog or other animal, and use of a wheelchair or other device), cognitive impair or developmental disability, learning disability and/or mental illness (adapted from Ontarians with Disabilities Act, 2001).
Discharge Plan	Preparing someone to move from an institutional setting (child welfare system, criminal justice system, hospital etc.) into a non-institutional setting either independently or with certain supports in place.
Discrimination	An action or decision that treats an individual or group negatively for reasons that include race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability, source of income, medical conditions, police records, physical appearance, or hygiene, These reasons are protected under the Canadian Human Rights Act, 1985.
Diversion	A preventative strategy/initiative to divert individuals from becoming homeless before they access a shelter or immediately expedite their exit from the shelter system. This may include helping people identify immediate alternative housing arrangements and connecting them with services and financial assistance to help them maintain or return to

	permanent housing. People requiring diversion assistance may be residing in any form of housing identified on the Housing and Supports Spectrum (AICH, 2015).
Emergency Shelter	A shelter that is accessible by an individual or family experiencing homelessness with or without a referral, with the intention of providing short-term accommodation and the support services required to move clients into housing.
Episode	An episode of homelessness consists of a minimum of one (1) night of homelessness. Thirty consecutive days of non-homelessness must lapse before a new experience of homelessness is the start of a new episode of homelessness. Any stays that are separated by less than thirty days are part of a single episode (CHF, 2017).
Episodic Homelessness	A person who is homeless for less than a year and has fewer than four episodes of homelessness in the past three years. Typically, those classified as episodically homeless have recurring episodes of homelessness as a result of complex issues such as addictions or family violence (CHF, 2017).
Evidence-based	First developed in the sphere of medicine, this term is defined as the integration of best practice research evidence within clinical expertise and patient values. In the context of social programs, services and supports, evidence-based refers to the use of high-quality evidence (e.g. randomized control trials) to develop, test, and modify programs and services so that they are achieving intended outcomes (Government of Alberta, Results-Based Budgeting).
Expiring Operating Agreement (EOA)	Refers to the expiry of the operating agreements that are in place for each social housing project which has a term ending date after which the housing provider will have no mortgage payment and will receive no further subsidy. For the purposes of this guide, EOA shall also refer to End of Debenture.
Financial Viability	Financial viability is the ability for the building owner or manager to generate enough income (from rent, common elements fees, etc.,) to meet its operating payments and debt commitments, and saving for future capital needs to maintain the building in good condition.
Gender Expression	The way a person publicly presents their gender. This can include behaviour and outward appearance such as dress, hair, make-up, body language, and voice. Chosen names and pronouns are also common ways of expressing gender.
Gender Identity	A person's internal experience of their own gender, which may not match the sex they were assigned at birth or their physical appearance.
Hard-to-house	Persons or families who typically face multiple, difficult barriers to accessing and securing permanent housing due to issues

	such as substance abuse, mental illness, disabilities, HIV/AIDS, and behavioural issues.
Harm Reduction	Any policies, programs, or practical strategies designed to reduce harm and the negative consequences related to substance abuse, without requiring the cessation of substance use. Harm reduction is typically characterized by meeting substance users “where they’re at,” addressing conditions and motivations of drug use along with the use itself and acknowledging an individual’s ability to take responsibility for their own behaviour. Examples of interventions include safer use, managed use, and on-punitive abstinence (Homeless Commission, 2009).
HIFIS	The Homeless Individuals and Families Information System is a computerized shelter management system used to book-in and book-out clients, maintain health records, preserve historical client records, communicate amongst users through bulletins, and collect information on the shelter population. It is a common database used by shelters to collect information on homelessness.
High Acuity	A person will be considered high acuity if they have a Vulnerability Index - Service Priorization Decision Assistance Tool (VI-SPDAT) score of 8+ as a youth or single adult or 9+ as a family.
Homeless	The situation of an individual or family that does not have a permanent address or residence; the living situation of an individual or family who does not have stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.
Housing Allowance	Is a form of a rent subsidy that provides a fixed-amount benefit directly to households, usually in the private rental market It is tied to the household (portable), so it moves where they move.
Housing First	A service approach that focuses on quickly moving people experiencing homelessness into permanent housing and then connecting them to support and services as needed in order to stabilize their housing.
Housing Provider Service Agreement	Section 17 of the Housing Services Act (HSA) allows service managers to delegate some of their duties under the Act to other agencies. Ottawa has signed Housing Provider Service Agreements with all its social housing providers to administer RGI Administration.
Inclusionary Zoning	Land-use planning tool that a municipality may use to require affordable housing units (IZ units) to be included in residential developments of 10 units or more.
Independent Living	Access to living arrangements and community features for disabled people, individuals with special needs, and/or diverse

	abilities, seniors and others that provides individuals with as much independence and autonomy as possible at home, work, school or in social and recreational settings.
Indigenous Homelessness (Reaching Home)	Refers to Indigenous Peoples who are in the state of having no home due to colonization, trauma and/or whose social, cultural, economic, and political conditions place them in poverty. Having no home includes: those who alternate between shelter and unsheltered, living on the street, couch surfing, using emergency shelters, living in unaffordable, inadequate, substandard and unsafe accommodations or living without the security of tenure; anyone regardless of age, released from facilities (such as hospitals, mental health and addiction treatment centers, prisons, transition houses), fleeing unsafe homes as a result of abuse in all its definitions, and any youth transitioning from all forms of care.
In-kind Contributions	In-kind contributions can be provided by project collaborators, such as other interested parties: (i.e., non-profit organizations, private sector), departments or other government bodies (i.e., Municipalities, Provinces and Territories) and involves non-cash asset transactions (i.e., land donation, inclusionary zoning provisions, waived development charges and fees; tax rebates)
Innovation	Executing a new problem-solving offering; such as a process, product, service or idea; which addresses a specific challenge and achieves value for both the service provider and those receiving the service.
Intensive Case Management (ICM)	Intensive case management is a team-based approach to support individuals, the goal of which is to help clients maintain their housing and achieve an optimum quality of life through developing plans, enhancing life skills, addressing mental and physical health needs, engaging in meaningful activities and building social and community relations. It is designed for clients with lower acuity, but who are identified as needing intensive support for a shorter and time-delineated period.
Key Performance Indicators	A measure that quantifies progress towards desired outcomes measures the extent to which the outcomes achieved are meeting the program’s objectives. Performance indicators may not necessarily be entirely within an entity’s control. When dealing with outcomes, direct measures are often difficult – for this reason, measures often only “indicate” the outcome rather than directly measure it. Usually it takes more than one performance indicator to adequately capture an outcome.

Length of Stay	Length of stay refers to the number of days that someone has spent staying in an emergency shelter.
2SLGBTQ+	An acronym that refers collectively to lesbian, gay, bisexual, transgender, transsexual, queer, questioning and two-spirited people. While terms and identities frequently change and acronyms that are more inclusive may be introduced elsewhere (e.g. LGBTQQIP2SAA, LBGTQIA), 2SLGBTQ+ will be used as an all-encompassing term in the 10-Year Housing and Homelessness Plan.
Lived Experience	A term used to describe experience and knowledge gained through direct, first-hand involvement in everyday situations, events, and interactions as a result of personally experiencing housing need or homelessness.
Local Rules	These are the rules that the HSA allows a service manager to establish—for example, the length of time and RGI household can be absent from their unit. Housing providers must follow the local rules that their service managers set.
Low Acuity	A person will be considered low acuity if they have a VI-SPDAT score of 6 or less as a youth or a single adult, or 3 or less as a family.
Low Income Cut-offs (LICO)	Measure used by Statistics Canada to delineate family units into “low income” and “other” groups. A family unit with income below the cut-off for its family size and urbanization classification is considered a “low income” family. Any family with income above the cut-off is in the “other” category (COE, 2010).
Managed Alcohol Program (MAP)	An alcohol harm reduction strategy for people who have unstable housing, chronic relapsing problems with alcohol and repeated unsuccessful attempts at abstinence-based treatment. MAPs aim to stabilize the health and social well-being of those individuals by providing various services such as connections to housing, without requiring abstinence. This stabilization is accomplished through regulated access to less hazardous forms of alcohol up to a controlled number of doses each day consumed in a safe environment (AMC, 2015).
Market Affordable Housing	Rental or ownership housing that receives no direct government subsidies, is modest in form and specification and is capable of being produced for moderate-income households without up-front or on-going direct government subsidies (e.g. through regulatory change, efficient design, tax incentives, etc.). An example is secondary and garage suites. Generally, it applies to households earning moderate incomes (i.e. between 100% and 150% of the median income for their household size (COE, 2015).
Market Rent	Market rent means the amount a unit could be rented for on a monthly basis in the private market, based on an appraisal.

Mid Acuity	A person will be considered mid acuity if they have a VI-SP DAT score between 4-7 as a youth or a single adult, or 4-8 as a family.
Ministry	The Ministry of Municipal Affairs and Housing (MMAAH) of the Province of Ontario.
Mixed Income Housing	Any type of housing development (rent or owned) that includes a range of income levels among its residents, including low, moderate and/or higher incomes.
Mixed-Use Development	The development of land or a building with two or more different uses, such as residential, office and retail. Mixed-use development can occur vertically within a building or horizontally on a site.
Non-Market Housing	Non-market housing varies in its operations, but commonly has rents below market value, may provide social services or supports, and is typically targeted to individuals and families with low-incomes. Non-market housing is typically described as subsidized, social or affordable housing units.
Occupancy	Represents the number of clients accepted into the housing program, based on Shelter Point. Occupancy does not refer to the number of people housed. For example, scattered site programs accept clients and then begin the housing search. Thus, clients can be in a program and receiving case management while they remain in homelessness. For full programs, this population represents approximately 20-30% of their occupancy.
ODSP	Ontario Disability Support Program.
On-Site Support	Refers to services offered to households on the premises in order to maintain their optimal level of health and well-being. These services may take a variety of forms and may vary in intensity based on people's needs. A few examples of eligible support services could include: case management, counselling, supervision/monitoring, assistance with medication, psycho social rehabilitation, child care, meal services, personal care, housekeeping, and other forms of support that help people to live independently and remain stably housed.
OW	Ontario Works Program.
Permanent Supportive Housing	Combines rental or housing assistance with individualized flexible and voluntary support services for people with high needs related to physical or mental health, development disabilities and substance use. It is an option to house chronically homeless individuals with high acuity.
Rapid Rehousing	Provide targeted and time-limited financial assistance, system navigation, and support services to individuals and families experiencing homelessness in order to facilitate their quick exit from shelter and obtain housing (CHF, 2017).

Regeneration	Involves major changes (redevelopment, expansion, repairs or upgrades) to social housing projects in order to enhance its use to both tenants and the surrounding community.
Rent Supplement	The Rent Supplement Program provides rent-geared-to-income assistance to qualifying households selected from the Centralized Waiting List. The City contracts with private and non-profit landlords who are willing to participate in the program. The household pays approximately 30% of their gross monthly income as rent to the landlord and the remaining portion of the monthly rent is paid directly to the landlord by the Rent Supplement Program. The subsidy is attached to the rental unit and cannot be transferred if the tenant wishes to move to another location/dwelling.
Rent-Geared-to-Income (RGI)	Financial assistance given to a housing provider so that a qualified household can pay rent based on their income. Usually not more than 30% of the gross annual household income.
Service Agreement	A mutual and legally binding understanding between the city and not-for-profit organization that sets out the rights, obligations, terms, and conditions of providing services on behalf of the city to individuals and families experiencing homelessness.
Service Manager	Service Manager may be a municipality, agency, commission or board (such as a district social services administration board). The City of Ottawa is a service manager.
Service Plan	A formally documented, individualized plan for a client that sets out their objectives responsibilities, and the course(s) of action necessary to achieve their goals.
Service Prioritization Decision Assessment Tool (SPDAT)	An assessment tool to determine client placement based on the level of need. The SPDAT looks at the following: self-care and daily living skills; meaningful daily activity; social relationships and networks; mental health and wellness; physical health and wellness; substance use; medication; personal administration and money management; personal responsibility and motivation; risk of personal harm or harm to others; interaction with emergency services; involvement with high risk and/or exploitative situations; legal; history of homelessness and housing; and managing tenancy.
Sleeping Rough	People who are unsheltered, lacking housing and not accessing emergency shelters or accommodation. In most cases, people sleeping rough are staying in places not designed for or fit for human habitation, including: people living in public or private spaces without consent or contract (public space such as sidewalks, squares, parks or forests; and

	private space and vacant buildings, including squatting), or in places not intended for permanent human habitation (including cars or other vehicles, garages, attics, closets or buildings not designed for habitation, or in makeshift shelters, shacks or tents) (CHF, 2017).
Social Housing	Rental housing units available to people with low to moderate incomes. Rent is usually calculated based on the income of the household, where households pay not more than 30% of income towards housing.
Social Inclusion	Social inclusion is the process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged based on their identity. It is a situation in which individuals have the resources and opportunities to be involved in society to an extent that is satisfactory to them. Working towards social inclusion means finding and using measures to reduce barriers that restrict the resources and opportunities of disadvantaged groups. Specifically, when building new housing that promotes social inclusion the United Nations states “housing is not adequate if it is cut off from employment opportunities, health-care services, access to transit, schools, childcare centres and other social facilities, or if located in polluted or dangerous areas.”
Special Priority	A household may apply for special priority. A. Special priority households go to the top of Centralized Waiting List, managed and maintained by the Social Housing Registry of Ottawa.
Support services	Any program or service offered by a shelter provider or service provider to help clients meet their goals or needs including, but not limited to a shelter's bedded program, meal program, housing help services, employment program, etc.
The Social Housing Registry of Ottawa	The Social Housing Registry of Ottawa (The Registry) is the agency that the City of Ottawa signed a service agreement with to perform the duties associated with the administration of the centralized wait list for RGI assistance on behalf of the City.
Transitional Homelessness	Homeless for the first time (usually for less than three months) or has had less than two episodes in the past three years. The transitionally homeless tend to enter homelessness as a result of economic or housing challenges and require minimal and one-time assistance (CHF, 2017).
Transitional Housing	Housing that is intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and supportive housing and has limits on how long an

	individual or family can stay. Stays are typically between three months and three years.
Transitional Shelter	A shelter that is accessible by referral only, to eligible individuals and families experiencing homelessness, with the intention of providing longer-term accommodation and specialized supports required to move clients into housing. Transitional shelter providers are designated as such in their Service Agreement.
Transit-Oriented Development (TOD)	Transit-oriented development or TOD is an approach to development that focuses land uses around a transit station (node) or within a transit corridor. Typically, it is characterized by: <ul style="list-style-type: none"> • A mix of land uses; • Moderate to high density development; • Pedestrian orientation/connectivity; • Transportation choices; • Reduced parking; and • High quality design.
Urban (Residential) Intensification	Residential intensification - encourages the development of higher- density housing that can house a larger number of people, in existing urban areas where infrastructure and transit services are already in place. It can be understood to mean the development of a property, site or area at a higher density of people than currently exists, through development, redevelopment, infill and expansion or conversion of existing buildings. Each community's form and level of intensification will differ, based on their specific characteristics such as location, history, community strengths and preferences.
Youth	Any individual who is between the ages of 15 and 30 (Government of Canada's Youth Employment Strategy) or between the ages of 13-25 (Human Services, Government of Alberta). The specific definition used will be flexible, depending on the specific activity or strategy and partners involved. Homeward Trust's youth programming, including Youth Housing First, work with youth ages 13-24.
Youth Homelessness	A youth experiencing homelessness is an unaccompanied person age 24 and under lacking a permanent nighttime residence. They can be living on the street, in shelters, couch surfing, in unsafe and insecure housing, and / or living in abusive situations. They may also be about to be discharged without the security of a regular residence from a care, correction, health, or any other facility (CHF, 2017).