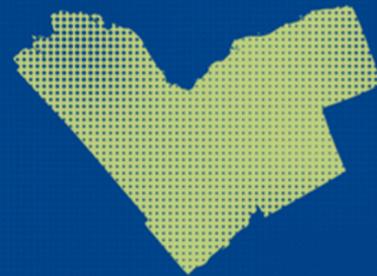# Housing And Homelessness Plan Refresh - Sector Engagement Session

Housing & Homelessness
Leadership Table

Table de direction sur le
logement et l'itinérance

October 6th 2025

Land Acknowledgement

We begin by acknowledging that the land on which we gather is the traditional unceded territory of the Algonquin Anishnaabeg People.

Session Goals

- Build Trust Through Transparency

- Clarify Roles and Responsibilities in Implementation

- Align Around Meaningful Measures of Progress

- Foster Cross-Sector Insight and Collaboration

AGENDA

- Getting to Know Our Neighbours Ice Breaker

- Getting Grounded: The Why, the How, and the Realities

- Looking Ahead: Your Role, Your Sector, Our Shared Process

- Story of the data & Table discussions about their metrics

- From Insight to Alignment: Cross-Sector Exchange

Getting To Know Our Neighbours

Getting to Know Our Neighbours

At your table:

- You'll find three stacks of cards (each aligned with a key priority of the 10-Year Plan)

Choose one card

- Any colour, any prompt—just one to start
- Everyone should choose a different card

Go around the table

- Take a moment to answer your card out loud

Getting Grounded: The Why, the How, and the Realities

Background

- Every municipality in Ontario is required to have a 10-Year Housing and Homelessness Plan (10-Year Plan)

- 10-Year Plans guide efforts to address local housing and homelessness needs

- Plans must be 10 years in length, updated every 5-years, and include:
  - Housing Needs Assessment
  - Objectives
  - Targets
  - Measures
  - How progress will be measured

Housing & Homelessness Leadership Table

Table de direction sur le logement et l'itinérance

It is responsible for:
- Designing and refreshing the plan
- Overseeing implementation
- Creating a system-wide, data-informed response to ending homelessness

Key features:
- Members represent sectors, not individual agencies
- The ATEHO provides backbone support
- The table operates on shared values including collaboration, Indigenous leadership, and the right to housing

Overview of Work Done So Far

HHLT Working Group

City Staff Process

Sector Engagement

The Journey So Far:
Our Speakers

- Kaite Burkholder Harris, Executive Director, ATEHO
- Kale Brown, Director of Housing and Homelessness, City of Ottawa
- Mark MacDonald, Expert Steering Team, ATEHO
- Marc Maracle, Executive Director of the Gignul Non-profit Housing Corporation

Looking Ahead: Your Role, Your Sector, Our Shared Process

HHLT: Stewarding the 10-Year Plan

Who's at the Table

- Co-led by the City + Alliance
- 18 members from key sectors
- Members represent sectors—not individual organizations
- Backbone support: Alliance

How Decisions Are Made

- Collaborative, consensus-based approach
- Grounded in data, sector input, and engagement

What Accountability Looks Like

- Shared ownership, not just City oversight
- Two-way communication with sectors
- Progress tracked through indicators, lived expertise & feedback loops

Making the Measures Meaningful

10-Year Plan Refresh: Framework Development

Guiding Principles

Priorities (3)

Goals (2-3 per priority)

Objectives (2-4 per goal)

Outcome Statement & KPI

10-Year Plan Refresh

Actions & Annual Targets
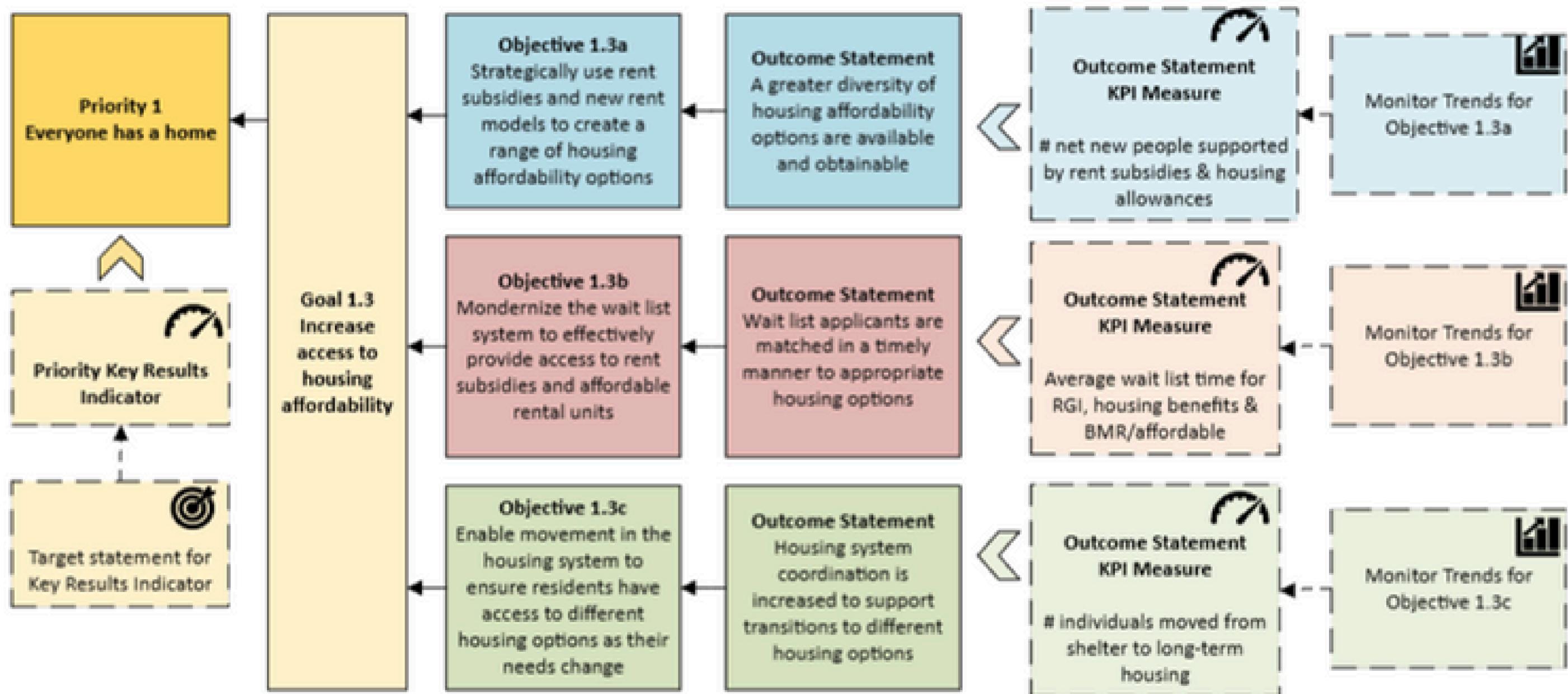
Annual/bi-annual Workplans
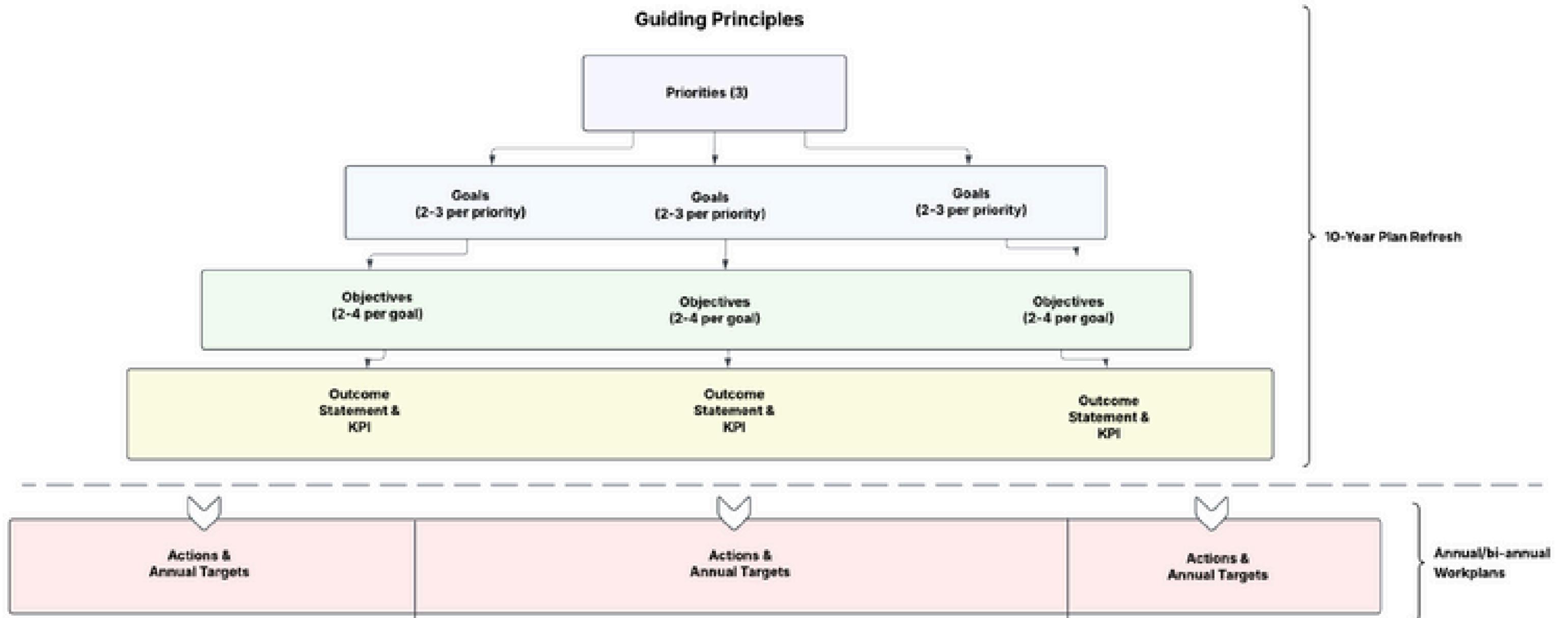
10-Year Plan Refresh: Measuring Success (Current)

- **Targets are linked to highest-level goals. Objectives and outcomes are not measured directly.**

- Benefits:
  - Easy to communicate
- Drawbacks:
  - Do not measure performance of specific objectives, need for greater specificity
  - Difficult to understand the impact of certain actions

Everyone has a home	2023	2024	
GOAL 1			
Develop 575 to 850 new affordable housing options per year	716	1,389	✔
10% of new units will be supportive	54%	19%	✔
10% of new units will be accessible	13%	27%	✔
65% of new units will be targeted to low-income households	44%	61%	✖
35% of new units will be targeted to moderate-income households	56%	39%	✔
No net loss of community housing units	23,000	23,600	✔

People get the support they need	2023	2024	
GOAL 2			
The number of people living unsheltered who received support	591	941	✔
The number of new people entering homelessness is reduced by 25%	+20.3%	+11.2%	✖
Overall homelessness is reduced by 25%	+13%	+7.9%	✖
Chronic homelessness is reduced by 100%	+4.7%	+40%	✖

We work together
GOAL 3
Ottawa has an integrated housing system that is responsive to the needs of our residents
We have a system where resources are maximized and used efficiently for the benefit of the people we serve

10-Year Plan Refresh: Measuring Success (Future)

Priority 1
Everyone has a home

Priority Key Results Indicator

Target statement for Key Results Indicator

Goal 1.3
Increase access to housing affordability

Objective 1.3a
Strategically use rent subsidies and new rent models to create a range of housing affordability options

Outcome Statement
A greater diversity of housing affordability options are available and obtainable

Outcome Statement KPI Measure
net new people supported by rent subsidies & housing allowances

Monitor Trends for Objective 1.3a

Objective 1.3b
Mondernize the wait list system to effectively provide access to rent subsidies and affordable rental units

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

Outcome Statement KPI Measure
Average wait list time for RGI, housing benefits & BMR/affordable

Monitor Trends for Objective 1.3b

Objective 1.3c
Enable movement in the housing system to ensure residents have access to different housing options as their needs change

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

Outcome Statement KPI Measure
individuals moved from shelter to long-term housing

Monitor Trends for Objective 1.3c

10-Year Plan Refresh: Choosing Key Indicators

Key Performance Indicators (KPIs):

- Reviewed best-available data and made recommendations:
  - 10-Year Plan (2020) & Annual Progress Report
  - Term of Council Priorities & Various Directions from Council
  - Legislative Requirements (Provincial/Federal)
  - Housing Needs Assessment
  - Existing Dashboards
- Received feedback from City staff and HHLT Working Group
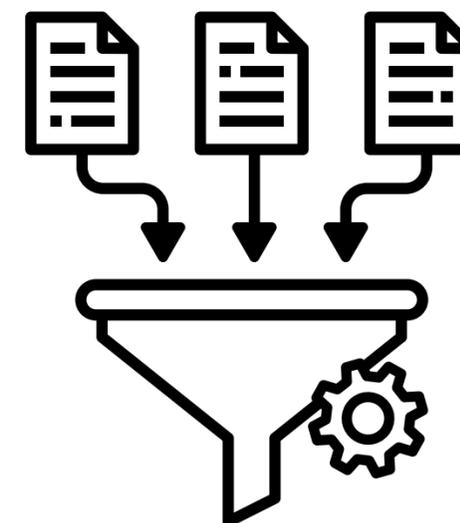- Will continue to develop and grow

Key Results Indicators (KRIs):

- Currently in-development with HHLT

Working Group Discussion: Data lives in many places

- System-level databases (HIFIS & IHS)
- Organizations' internal tracking systems, databases and client and staff surveys
- Connected sectors and systems (child welfare, carceral, hospitals)
- As-yet unconnected sectors. (LTB)
- As-yet unknown

Working Group Discussion: System mapping across multiple organizations looks different

- Needs to capture interconnections between actors, resources, policies and lived experiences.
- Different maps show different system dynamics: client journey / staff experience / process flow maps / policy and funding flow maps
- Need to understand **flow**, pinpoint issues with bottlenecks, gaps, duplication, misdirection, etc.
- To develop **system coordination** for improved client journeys and staff experience, and better outcomes and use of resources

Wren (they/them)
25 years old

Rosie (she/her)
23 years old

Carrie (she/her)
28 years old

Amaruq (he/him)
38 years old

Abike (she/her)
38 years old

Tom (he/him)
45 years old

WREN

Working Group Discussion: Results vs Performance indicators

Results indicators: the big picture.
- Reported as a summary to date, monthly or quarterly or annually.
- Allow us to look back and see how we did.
- Allow us to identify emerging trends and identify priorities.
- Gives us a clear snapshot to know whether we are making progress toward our goals

Performance indicators: the details.
- Reported on a dashboard daily.
- What's happening today? For this client? Or at this location? Or for this activity?
- Allows us to analyze performance against benchmarks and make adjustments.
- Gives us the details needed to adjust tactics to improve results.

What is your organization already tracking?

1. Reflect individually
   - What indicators does your organization currently track?
   - What matters most to your team or board?
   - What do you wish you could track?
2. Share at your table
   - Listen for common themes, gaps, and surprises
   - Use the worksheet to capture key insights
3. Wrap up together
   - Identify one meaningful metric your table would "rally behind"
   - Note one insight about what it would take to track progress more meaningfully

From Insight to Alignment: Cross-Sector Exchange

Part 1: Listening Across Sectors

Instructions:

1. Join a new, mixed-sector table – Sit with people from sectors you don't usually work with

2. Assign a note taker (on Flip Charts)

3. Share 1 insight from earlier discussions – A challenge, metric, or reflection from your sector

4. Listen actively – What's familiar? What's different? What surprised you?

Part 2 : Collaboration in Practice

1. Rotate to a second mixed-sector table – ONE PERSON STAYS BEHIND :)

2. Assign a note taker (on Flip Charts)

3. Discuss what collaboration could look like – Focus on shared challenges, opportunities, and conditions for success