

# 10-Year Housing and Homelessness Plan Refresh – Sector Summary Report

Insights from Community Sessions

Hosted by the Housing and Homelessness Leadership Table

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Housing & Homelessness  
Leadership Table

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# 10-Year Housing and Homelessness Plan Refresh Session Sector Summaries

## High-Level Summary

Over 130 participants from 88 organizations attended across the two sessions, representing a wide cross-section of Ottawa’s housing, health, and social service sectors. This included non-profit housing providers, shelters, transitional and supportive housing organizations, Indigenous organizations, community resource centres, and City staff.

### The session objectives were to:

1. Share the Eight Strategic Themes and Confirm Alignment
2. Assessing if Anything Was Missing
3. Build Connection with the Plan and Shared Ownership

The session highlighted common themes across sectors for each objective.

### 1. Share the Eight Strategic Themes and Confirm Alignment

- Sectors recognize the themes but want more specificity. Many (e.g., CHCs, OCH, GBV, Lived Experts) said the themes broadly reflect their work but need clearer roles, expectations, and actions. Alignment would improve if every organization saw themselves as co-owner, not just a contributor.
- There’s a strong call for clearer, inclusive definitions of “affordable housing,” “suitable housing,” and “success.” Definitions must reflect diverse realities, especially for Indigenous groups and survivors.
- Participants also want ongoing, honest dialogue and feedback loops, with regular sector touchpoints and clear communication from the City about how feedback shapes decisions.

### 2. Assessing if Anything Was Missing

- **Systems integration and navigation** remain weak—there’s strong support for centralized, trauma-informed entry points and shared databases.
- **Prevention and sustainability** are under-emphasized. Sectors want upstream support, stable funding, and workforce investment, not just crisis response.
- **Real inclusion and equity** are missing in practice. Participants called out tokenism, racism, and a lack of power-sharing. They want mechanisms for true accountability and participation, especially for Indigenous communities and people with lived experience.



### 3. Build Connection with the Plan and Shared Ownership

- The plan still feels “City-owned.” Sectors want co-design and shared implementation to build genuine ownership.
- Trust and transparency are key—organizations need to understand decisions and see their input reflected. Suggestions included speed networking and smaller group touchpoints to deepen the connection.
- Role clarity is critical—shared ownership means knowing who’s responsible for what, valuing different capacities, and aligning toward shared outcomes.

#### Defining Success

Participants shared what success means to them and what it would take to get there.

1. **Person-centred:** Right housing, in the right place, with the right supports.
2. **Stability and autonomy:** People stay housed as life changes.
3. **Systems working together:** Seamless collaboration, no wrong door.
4. **Preservation and growth:** Maintain and build affordable stock.
5. **Prevention and diversion:** Invest upstream, reduce emergencies.
6. **Clear metrics:** Track real outcomes, not just unit counts.
7. **Equity and inclusion:** Centre lived experience in defining success.
8. **Celebrate progress:** Recognize wins to build momentum.

#### Top 3 Relationship Insights

Participants shared what will foster strong relationships between the City and the sector.

1. **Regular, honest, transparent communication** builds trust and problem-solving capacity.
2. **Shared ownership and co-design** lead to stronger partnerships and clearer accountability.
3. **Small group work and shared projects** break silos and build real connection across the sector and with the City.

What follows is an in-depth compilation of the individual sector notes, each reflecting the unique perspectives and priorities voiced during the 10-Year Plan Refresh sessions.

## Community Health & Resources Centres

#### Core Challenges:

CHRCs face persistent challenges with communication, overlapping mandates, and limited follow-through from all levels of government. Fear of losing funding, harming relationships, or causing unintended consequences for clients often constrains honest dialogue. Many



organizations experience inconsistent messaging from the City, and navigating the complex division between political and administrative roles remains difficult. Policies are frequently misaligned with on-the-ground realities, and feedback from CHRCs is not always acted upon, leaving organizations to fill service gaps without clarity or adequate support.

### **Sector Priorities:**

CHRCs emphasized the need for regular, structured engagement with the City to ensure that feedback leads to concrete action. They are calling for:

- Clearer, two-way communication about referrals, program changes, and system updates.
- Coordinated, person-centred systems grounded in equity and prevention, including a centralized client database and more flexible documentation requirements.
- Proper, stable funding for the community health workforce, moving beyond emergency responses like police interventions.
- Improved navigation supports and more linguistic services to better serve diverse populations.
- Honest conversations about systemic failures, rather than one-off fixes for individual cases.

### **Shared Accountability:**

For CHRCs, accountability must be mutual. The sector is expected to respond quickly to increasingly complex needs, often without additional resources or warning. Shared accountability would involve:

- Ongoing, transparent relationship-building between CHRCs and the City.
- Structured opportunities to discuss and address program changes collaboratively.
- Commitment from the City to close the feedback loop, demonstrating how input informs decisions and priorities.

### **Defining Success:**

Success, from the CHRC perspective, means a community health system designed around people, not paperwork. This includes:

- Helping clients prepare required documents, reducing reliance on printing and digital portals.
- Redirecting resources toward street-level supports such as ANCHOR.
- Ensuring housing is approached as a public good, much like healthcare—accessible, coordinated, and responsive to community needs.

### **Implications for the 10-Year Plan:**

- The plan must embed regular, two-way engagement between CHRCs and municipal decision-makers.



- Communication processes should be reformed to ensure clarity and follow-through on feedback.
- Investments in workforce stability and navigation supports are crucial to sustainable, equity-driven outcomes.

## Day Programs

### Core Challenges

Participants described a sector where honesty is constrained by competition, burnout, and a lack of realism. Funding structures reward crisis, not good management, creating perverse incentives. Cynicism is growing around aspirational goals like ending chronic homelessness by 2030. Staffing pressures and poor working conditions go unacknowledged. The demand for constant innovation undermines stability and long-term planning.

### Sector Priorities

Participants from day programs want a shift from short-term fixes to long-term coordination and investment. Priorities include:

- Transparent expectations from funders and fewer ad hoc funding decisions.
- Consistent engagement with the City that goes beyond consultation.
- Improved data sharing and outcome tracking, particularly through HIFIS.
- Acknowledgement of day programs as essential parts of the housing system.

Some noted that candid conversations with City staff have led to meaningful changes, but this is not yet the norm.

### Shared Accountability

Agencies want shared accountability grounded in clarity and resourcing. This means:

- Joint responsibility between service providers and funders.
- Investment in tools, staffing, and systems that support tracking of outcomes.
- Open feedback loops and a commitment to co-developing goals.
- Reducing fragmentation and duplication across the sector.

### Defining Success

Success includes stable transitional and permanent housing, not just emergency responses. It means:

- Tracking who is housed and who remains housed.

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- Maintaining physical environments where programs operate.
- Providing low-barrier, flexible services tailored to client needs.
- Creating space for real connection—not just throughput or numbers served.
- Recognition of the sector’s staffing crisis and a stronger focus on workforce stability.

### **Implications for the 10-Year Plan**

To align with these realities, day programs emphasized that the plan must include:

- Realistic timelines and milestones—not just broad targets.
- A funding model that supports stability, not just crisis response.
- A clear, shared strategy that includes day programs and other overlooked services.
- Systems-level coordination to reduce duplication and improve flow across supports.

## **Gender Based Violence (GBV) and Justice Sector**

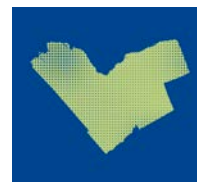
### **Core Challenges**

GBV and justice sector participants described major gaps between policy and lived reality. Survivors often fall through cracks in the housing system due to restrictive definitions of eligibility, full shelters, and unsafe general homelessness services. Survivors with complex legal ties to abusive partners are penalized in housing calculations, and funders rarely account for the cost of wraparound services like counselling or safety planning. Justice-involved individuals, especially those without status or who are racialized, face stacked barriers to housing and services. Political decision-making often overrides evidence-based approaches, and systemic failures go unacknowledged, limiting meaningful reform.

### **Sector Priorities**

GBV and justice organizations are calling for system changes that recognize the complexity of their work. They want:

- GBV-informed intake systems, including coordinated entry, consistent assessments, and dedicated navigation roles.
- Trauma-informed design of shelters and housing, with privacy, safety, and on-site supports.
- Inclusion of GBV expertise at decision-making tables like the Housing Registry Appeal Board.
- Ongoing investment in workforce training across all City-funded services (e.g., shelter, 311, social assistance).
- Clarity about what “suitable housing” means for GBV and justice-involved populations—centred on family composition, safety, and service proximity.



The sector wants to see communal and programming spaces funded in housing developments, not cut for cost-per-unit savings.

### **Shared Accountability**

Accountability must extend beyond service providers to include funders and system designers. Participants emphasized:

- Cross-sector data collection to identify service gaps and track outcomes.
- Shared responsibility for providing safe, appropriate, and supportive housing to GBV survivors and justice-involved clients.
- City commitment to accessible portable housing benefits that reduce shelter bottlenecks.
- Structural support for smaller or under-resourced agencies to participate in sector-wide planning and delivery.

Participants stressed that shared accountability requires dismantling power imbalances between large organizations and grassroots providers.

### **Defining Success**

Success means survivors and justice-involved individuals can access housing that meets their specific needs—without delays or retraumatization. It includes:

- Housing that's safe, private, and linked to services like counselling, legal support, and childcare.
- GBV screening embedded in all City-funded housing services.
- Sustainable funding for the GBV and justice workforce, including mental health and harm reduction specialists.
- Flexible, responsive services that reflect diverse pathways into housing instability, including trafficking, incarceration, and immigration issues.

Participants want to track success not just by unit counts but by long-term housing stability and client well-being.

### **Implications for the 10-Year Plan**

To support the GBV and justice sectors, the plan should:

- Fund housing developments that include service space, not just residential units.
- Embed trauma-informed approaches and GBV/justice expertise into all planning stages.
- Define “suitability” with sector input to reflect safety, accessibility, and community integration.
- Create proactive emergency response strategies for housing in times of crisis (e.g., immigration spikes, pandemics).



- Invest in coordinated service delivery models and centralized system navigation.

Participants identified persistent issues—like overflow reliance on motels and gaps in trauma-informed care—as indicators that housing policy still neglects the most vulnerable. The sector is ready to co-create solutions if adequately resourced and genuinely included.

## Newcomers Sector

### Core Challenges

Newcomer-serving organizations face rigid funding constraints, largely tied to federal agencies like IRCC, which limit advocacy and flexibility. These constraints prevent agencies from addressing housing across the full continuum—from emergency shelter to long-term support. Participants described a disconnect between public narratives and the realities of newcomer housing, as well as fragmentation between settlement services, zoning and planning processes, and housing development. The sector is pressured to deliver rapid results while maintaining intensive, relational work, often without adequate resources or recognition of the complexity involved.

### Sector Priorities

Participants emphasized the importance of connecting zoning decisions to service delivery realities to avoid systemic disconnects. Key priorities include:

- Narrative change: framing newcomer housing as part of long-term integration, not just short-term shelter.
- More open and flexible dialogue with funders, including space to share frontline realities.
- Stronger alignment between housing, employment, legal aid, and health supports.
- Clear public education to reduce stigma and improve understanding of newcomers' housing needs.
- Coordination between development and service provision to address mismatched timelines and expectations.

### Shared Accountability

The sector wants to move beyond basic reporting requirements toward shared accountability focused on long-term outcomes. Participants stressed that true accountability requires addressing duplication, data gaps, and underfunded mandates that hinder collaborative work. This includes:

- Two-way transparency with funders and City partners.
- Coordinated planning and data-sharing across housing and settlement sectors.
- Tools and infrastructure for joint service mapping and tracking progress.

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- Leadership to oversee follow-through and implementation, not just planning.

### **Defining Success**

For the newcomer sector, success looks like an integrated, responsive system built on strong partnerships. It includes:

- Centralized, user-friendly databases with real referral capacity and service tracking.
- Tech infrastructure and staffing to match the complexity of newcomer needs.
- Housing outcomes are measured over time, not just based on initial placement.
- Advocacy capacity and service flexibility are built into funding agreements.

Organizations warned that without these conditions, burnout and overpromising will continue to undermine sector sustainability.

### **Implications for the 10-Year Plan**

The plan must recognize newcomers as a permanent part of Ottawa's housing landscape, not a special case or short-term crisis. It should:

- Integrate newcomer needs across all housing strategies, not silo them under federal programs.
- Fund the infrastructure and partnerships needed for long-term integration and service coordination.
- Build in flexibility for organizations to respond to shifting demographics and crises.
- Embed data-sharing and planning mechanisms that support both frontline work and strategic oversight.



# Ottawa Aboriginal Coalition

## Core Challenges

For the Indigenous sector, core challenges are both systemic and relational. The current housing approach focuses too narrowly on getting people housed and does not ensure that community members have the support and connection they need to succeed in creating happy, healthy homes. Indigenous housing and homelessness must be understood within a greater context of holistic Indigenous wellbeing that encourages healing within community. There are systemic bottlenecks that prevent Indigenous community members from accessing any support or are given partial support that does not address the other social, physical, emotional, spiritual, and financial issues that community faces. People may become housed but it's not a happy house that results in healing and sustainable community-building. Lack of relationship building, lack of trust, and unaddressed colonialism have caused discomfort with non-Indigenous partners, thereby inhibiting honest communication, engagement, accountability, and effective service delivery.

## Sector Priorities

The Indigenous sector priorities can be understood through the themes of Indigenous self-determination, community healing, and relationship building. All three themes are supported by the following elements:

- To realize self-determination, we must restore Indigenous worldviews and follow a Housing and Homelessness Strategy that understands holistic Indigenous wellbeing. This Strategy connects Indigenous people to community and culture, creating an environment that promotes healing.
- To begin healing, we must address the impacts of colonialism. This includes addressing systemic discrimination, negative narratives and false assumptions about Indigenous homelessness, lateral violence, and paternalistic consultation policies, among others.
- To prevent further harm, we need to acknowledge the systemic issues that create bottlenecks and have the courage to challenge ineffective policies that are preventing community members from accessing supports. These supports must also provide holistic care for community members at all levels of need.
- To effect systemic change, we need to create relationships with partners that are built on trust, honesty, reciprocity, and responsibility. Partners play an important role in advocating for Indigenous wellness and decolonizing colonial systems.
- To ensure sustainable growth, we need to work together with our partners to advocate for proper funding and overcome political barriers that pose challenges to community service response.



## Shared Accountability

Accountability should be rooted on the principles of relationship building where Indigenous organizations have an active partnership in addressing Indigenous community needs. This includes moving beyond consultation toward genuine relationship building based on mutual respect and collaboration. Strong reciprocal relationships integrate a deeper understanding of Indigenous worldviews and experiences. The current lack of strong relationships maintains the dominance of the western worldview and leaves the sector fragmented. To address sector fragmentation, we need our partners to measure accountability from an Indigenous worldview that centres accountability around community members, not funders. True accountability requires the courage to challenge systems and ask difficult questions to establish truth: truth of what the past has been, what our current issues are, and what our shared vision for the future is.

## Defining Success

Success should be defined by the long-term healing and growth of Indigenous community members. We want to create happy homes that support an individuals' entire wellbeing and their continual growth. This healing is the true essence of building community.

To support this vision of success, OAC has committed to implementing the Indigenous Housing and Homelessness Strategy as a working framework which:

- Aims to create 1,000 homes in 10 years for Indigenous community members, responding to varying level of support needs.
- Establishes an Indigenous Housing Hub that fosters connection, culture, and wrap-around supports to promote a holistic sense wellbeing.
- Embeds relational accountability to community within the plan and recognizes that community understands what community needs.

## Implications for the 10-Year Plan

To enact real change on Indigenous homelessness, an Indigenous Housing and Homelessness Strategy needs to be implemented alongside the City's 10-Year Plan to address the specific needs that Indigenous community faces. This includes supporting broader Strategy initiatives like building the Indigenous Housing Hub. This Strategy cannot be fully implemented without the support of partners.

However, the 10-Year Plan must also recognize that Indigenous people are a part of the greater Ottawa community and access services through all other sectors. We should not silo Indigenous people, as they deserve access to adequate care in all spaces. Ultimately, ensuring that Indigenous people receive access to the support they need better the housing and wellbeing outcomes for all people within the City of Ottawa.



# Ottawa Community Housing

## Core Challenges

OCH underscored the need to move beyond a culture of crisis response toward coordinated, outcome-oriented planning. Smaller providers often feel excluded or overloaded, with unclear expectations and limited capacity to engage in system-wide initiatives. Participants stressed the importance of honest dialogue about roles, resources, and limitations. Without clarity, collaboration becomes inefficient and fragmented. The sector also lacks regular, small-group convening spaces to share innovations, align strategies, and build relationships—leaving promising ideas underdeveloped.

## Sector Priorities

OCH emphasized the need for structures that help all providers see themselves in the plan and aligned contributions. Participants called for:

- Clear articulation of sector roles based on realistic capacity—not assumptions.
- Proactive convening by the City and HHLT to move innovation into action.
- Preservation of existing housing stock alongside new development.
- Flexible, fit-for-purpose approaches to intake, service delivery, and affordability models.
- Greater partnership with the private market and across provider types.

## Shared Accountability

Accountability must reflect the diversity of providers. Not all organizations can do the same work, but all have a role. Participants called for:

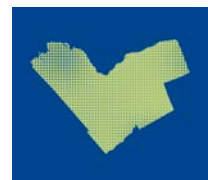
- Trust-based leadership that is clear and credible.
- Unified data systems designed for learning and coordination—not just compliance.
- Transparent metrics that show how each provider contributes to collective goals.
- Support for partnerships and potential mergers where appropriate.
- System efficiency depends on reducing duplication, simplifying client navigation, and ensuring strategic alignment between municipal and provider efforts.

## Defining Success

OCH defined success through the tenant experience, right housing, right supports, right fit. That includes:

- Better client matching and complex care options.

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- Greater flexibility in intake processes and housing definitions.
- Innovation as a system norm, not an exception.
- Realistic affordability targets that reflect current market and income realities (e.g., revisiting 30% thresholds).

### **Implications for the 10-Year Plan**

The refreshed plan must:

- Embed innovation, efficiency, and partnership as operational priorities.
- Include mechanisms for clear role definition and differentiated contributions.
- Build in space for practical collaboration and engagement not just consultation.
- Tie accountability to shared outcomes, resourced data systems, and tenant-centred indicators.

## **Ottawa Social Housing Network Affordable**

### **Core Challenges**

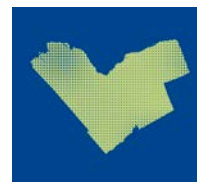
Affordable housing providers want to move beyond scarcity-driven crisis response toward sustainable, dignity-focused solutions. Current systems prioritize short-term fixes over long-term stability, with little flexibility to adapt delivery models or preserve naturally occurring affordability. Participants questioned who sets affordability targets, how rent control fits into broader strategy, and why definitions remain vague or politically constrained. The sector lacks a clear, co-created plan that integrates development, financing, and service delivery in a way that is practical and aligned with real needs.

### **Sector Priorities**

Affordable housing providers called for fit-for-purpose solutions that are realistic, collaborative, and system-oriented. Providers emphasized the need to:

- Define affordability based on income, not abstract metrics.
- Develop implementation plans that are operational and financially grounded—not just high-level strategies.
- Include builder flexibility and investment in preserving existing affordable housing.
- Shift responsibility away from just the non-profit sector and spread it across public and private actors.
- Recognize and respond to the moral obligation to meet individual housing needs with accessibility and choice.

### **Shared Accountability**



Trust between the sector and the City is undermined by a lack of transparency. Participants stressed that shared accountability depends on mutual honesty and willingness to address uncomfortable truths. Providers want:

- Open communication about municipal financial and political constraints.
- Clarity on who holds power, who owns the system, and where sector partners can step in.
- Courageous conversations about funding, especially around expiring mortgage agreements and potential reinvestment.
- A shift from defensive postures to joint problem-solving.

### **Defining Success**

Success requires distributing responsibility fairly, across sectors, agencies, and levels of government. Success means:

- System-wide alignment around long-term affordability, equity, and capacity-building.
- Investments in maintaining existing housing alongside new development.
- Financial analysis that supports strategic growth and delivery.
- Clear, income-based definitions of affordability.
- Leadership that is bold, credible, and willing to act on what the sector already knows will work.

### **Implications for the 10-Year Plan**

The plan must:

- Move beyond vision to operational clarity, especially around affordability targets and delivery responsibilities.
- Make space for preservation strategies, creative financing, and integrated planning.
- Embed provider input in governance and implementation—not just in consultation.
- Center accountability on realistic, shared outcomes with a focus on tenant stability, equity, and system-wide resilience.

## **Ottawa Social Housing Network Supportive**

### **Core Challenges**

Supportive housing providers described a fragmented system marked by outdated structures, mistrust, and limited inclusion. Many feel sidelined by narrow definitions of homelessness that overlook couch-surfing, institutional homelessness, and the reality of high-needs populations. Public perception, stigma, and political constraints further limit what's possible. City-led reporting is often met with skepticism, and the absence of shared data or feedback loops leaves

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organizations disconnected from planning and progress. Real dialogue requires transparency, safety, and clarity about where power lies.

## **Sector Priorities**

Supportive housing providers want to move system navigation and needs assessments into the sector, where trust and context already exist. Providers are calling for:

- Broader definitions of homelessness that reflect lived experience.
- Transparency in how data is collected, used, and shared.
- Consistent, two-way communication between the City and sector organizations.
- Inclusive decision-making processes that recognize the expertise of frontline providers.
- Better coordination across health, employment, education, and housing.

## **Shared Accountability**

The current system—especially legacy models like DOM hostels—no longer meets the needs of today’s clients. Providers want the power to plan, respond, and evolve with the populations they serve. Accountability must include:

- Follow-through on commitments from both the City and providers.
- Shared ownership of outcomes, including openness about failure and success.
- Simplified communication and clear roles across the system.
- Funding models that support sector-led growth and innovation.

## **Defining Success**

Success means designing systems around people, not institutional boundaries. Supportive housing must be resourced to meet complex mental health and physical needs with flexible, relationship-based care. Providers emphasized the need for:

- Cross-sector collaboration.
- Increased accessibility targets.
- Sustainable, realistic funding tied to operating costs.
- Real-time, shared data systems.

## **Implications for the 10-Year Plan**

Participants were clear that transformation is only possible if the sector is treated as a full partner, not just a service provider. The plan must:

- Address stigma and political barriers head-on.
- Shift resources from emergency response to prevention and wraparound care.
- Prioritize equity in both data and funding access.



- Support sector-led navigation, planning, and delivery.
- Move away from fragmented, outdated models toward coordinated, inclusive systems.

## Lived Experts Sector

### Core Challenges

People with lived experience (PWLE) participants highlighted the gap between being invited and being included. They described a system that too often relies on their stories without providing access to decision-making, data, or follow-up. Engagement is frequently conditional—offered without power, funding, or continuity. Many feel cut off from the system entirely, or included only in ways that serve others. Performative praise, token roles, and selective listening erode trust. Honesty, they said, must start with consistent action and reciprocal relationships.

### Sector Priorities

PWLEs want engagement that is consistent, judgment-free, and backed by action—not just acknowledgment. They also called for:

- Transparent engagement processes with real outcomes.
- Formal agreements and codes of conduct to govern participation.
- Fair compensation and defined roles in planning and governance.
- Built-in feedback loops that demonstrate how input informs decisions.
- Respectful dialogue that acknowledges expertise and avoids stigma or bias.

### Shared Accountability

For PWLEs, accountability starts with inclusion. This means:

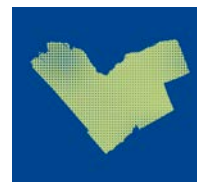
- Addressing preventable harms and deaths in the system.
- Ending tokenism and performative involvement.
- Supporting peer roles with adequate resources and recognition.
- Naming power dynamics, discomfort, and stigma as structural issues—not individual failings.

### Defining Success

Success means systems built with lived experience. Participants want a system that acknowledges grief, honours resilience, and stops sidelining the voices most impacted. That includes:

- More supportive housing options with fewer restrictions.
- Formal peer-led roles in system coordination, mapping, and delivery.

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- Tailored supports for people with complex needs.
- Investment in peer-run programs, mental health supports, and trauma-informed care.

## Implications for the 10-Year Plan

The plan must:

- Embed lived experience in governance, not just consultation.
- Build pathways for peer leadership, employment, and strategy roles.
- Make space for discomfort, accountability, and long-term relationship-building.
- Fund peer initiatives and mental health supports at the scale needed.
- Stop using lived experience as a checkbox and start treating it as central to system design.

## Shelter System

### Core Challenges

Shelter providers described a system that reacts to crisis instead of planning for change. Fragmentation, inconsistent language, and underfunded supports make it hard to operate as a unified sector. Many clients—especially those in encampments or high-acuity situations—remain invisible due to narrow data practices and limited outreach. Without real-time coordination or shared systems, providers feel disconnected from broader goals and each other.

### Sector Priorities

Shelter organizations emphasized regular inter-agency meetings, job shadowing, and cross-organizational collaboration as concrete tools for building shared understanding. They called for:

- Co-governance structures and regular feedback loops with the City.
- Shared, live dashboards that track progress on core metrics like diversion and chronic homelessness.
- Consistent, trauma-informed service standards across providers.
- More intentional planning and space for innovation—not just emergency fixes.
- Streamlined processes and operational alignment to reduce duplication.

### Shared Accountability

Participants stressed that accountability must be mutual and transparent. They want to move away from isolated crisis response toward coordinated, long-term problem-solving. This includes:



- Clarifying roles and expectations across the sector.
- Investing in shared tools and consistent data to support joint outcomes.
- Closing the gap between statistical reports and frontline realities.
- Building a culture of dignity, responsiveness, and real-time learning.

## Defining Success

Participants want clarity around what “balanced housing” means and more tools to support those who don’t fit into traditional housing pathways. Success means a shelter system that is:

- Person-centred and focused on outcomes, not just occupancy.
- Aligned across providers, with shared infrastructure and data.
- Capable of supporting high-needs clients with complex care needs.
- Built on trust, collaboration, and continuous improvement.

## Implications for the 10-Year Plan

The plan must:

- Build infrastructure for co-governance and inter-agency collaboration.
- Invest in data, dashboards, and aligned operating systems.
- Prioritize supportive housing pathways and income supports.
- Treat community health as essential to shelter work.
- Define and fund a coordinated, dignified shelter system, not just temporary fixes.

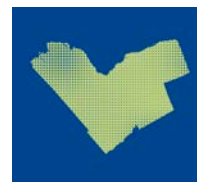
## Youth Sector

### Core Challenges

Youth-serving organizations described a system that treats them as an afterthought. Housing and homelessness strategies are largely adult-focused, with youth services forced to compete for limited, undedicated funding. Prevention—a cornerstone of youth work—is rarely funded. Coordination across key systems like child welfare, education, and justice is weak, and short-term political cycles limit long-term solutions. Participants also flagged a power imbalance: the City’s role as both planner and funder makes honest feedback risky. Youth work, they emphasized, is developmentally distinct and requires system design that reflects that reality.

### Sector Priorities

Youth sector organizations emphasized the need to treat youth services as their own system, not a smaller version of adult services, and to support long-term transitions, not just short-term crisis response. Providers are calling for:



- A dedicated Youth System Table to coordinate services across sectors.
- Purpose-built housing and support for transition-aged youth.
- Integration across housing, education, CAS, and healthcare systems.
- Clear, youth-specific KPIs focused on real outcomes.
- Investment in prevention, diversion, and youth-specific subsidies.

### **Shared Accountability**

The youth sector emphasized that accountability must extend beyond service providers. Institutions that push youth into homelessness—like CAS and school boards—must be part of the solution. This includes:

- Holding upstream systems accountable for prevention failures.
- Building reciprocal partnerships with young people in design and governance.
- Funding organizations to build data and quality improvement capacity, not just report outputs.
- Reducing administrative burdens that block learning and coordination.

### **Defining Success**

Participants stressed that meaningful reform includes closing or adapting ineffective services and shifting resources toward models that actually work for youth. Success means a youth-specific housing system that is:

- Trauma-informed, flexible, and co-designed with young people.
- Built around belonging, stability, and wraparound supports.
- Able to track outcomes, not just occupancy or service counts.
- Supported by tailored financial tools like youth-focused housing allowances.

### **Implications for the 10-Year Plan**

The plan must:

- Acknowledge youth as a distinct system with specific needs and structures.
- Create dedicated spaces for youth sector leadership and coordination.
- Align funding, measurement, and accountability with developmental realities.
- Move from symbolic inclusion to resourcing youth services for their full role.
- Fund prevention and long-term transition supports, not just crisis response.

