

Ottawa's Refreshed 10-Year Housing and Homelessness Plan (2026-2035)

Frequently Asked Questions (FAQ)

March 2026

1. What can I do as a service provider to support the 10-Year Plan?

The 10-Year Plan sets the direction of our collective work for the next 10 years and therefore it's important that its priorities, goals and objectives are well understood by the housing and homelessness sector. Service providers can help spread the word by sharing the 10-Year Plan with their:

- Boards of Directors
- Employees
- Community Tables
- Clients
- Partners

They can also work to align the strategic plans of their service provider to the 10-Year Plan. That ensures we are working together as a community to achieve the goals of the Plan. The 10-Year Plan will be available on [Ottawa.ca](https://ottawa.ca) as of April 9, 2026.

2. What is the 10-Year Housing and Homelessness Plan (2026-2035) (10-Year Plan)?

The 10-Year Plan is a strategic framework that outlines the shared priorities, goals and objectives between community partners, the Housing and Homelessness Leadership Table and the City between 2026 and 2035. The refreshed 10-Year Plan is comprised of a long-term vision, six guiding principles, three overarching priorities, seven goals and 18 objectives and outcomes complemented by associated targets and key performance indicators. It forms the basis of how Ottawa will work to address housing and homelessness issues in the community and measure our progress.

3. Why is the 10-Year Plan being refreshed?

Refreshing the 10-Year Plan allows us to adapt to evolving priorities and ensure our resources are strategically aligned toward common goals. Beyond this, the Housing Services Act requires all Ontario municipalities to have a 10-Year Plan and to update their plans every five years. As the previous 10-Year Plan was approved in 2020, the year 2025 marked the start of Ottawa's mid-point refresh.

4. Who is the HHLT and what is their role in developing and implementing the 10-Year Plan?

The HHLT is a Department-Led Working Group comprised of 18-sector leaders representing various sectors within the housing and homelessness system including youth, justice, newcomer support, community health, gender-based violence and housing and homelessness, as well as the Ottawa Aboriginal Coalition, Alliance to End Homelessness Ottawa, Ottawa Community Housing and the Ottawa Social Housing Network.

Specific to the 10-Year Plan, the HHLT is responsible for: co-designing the refreshed 10-Year Plan; co-designing an annual review to determine priorities and funding alignment with new priorities; and providing an ongoing advisory function for the implementation of the 10-Year Plan.

For more information about the HHLT, including the list of HHLT members, visit [Housing and Homelessness Leadership Table](#). For questions, email info@HHLTOttawaTDLI.ca

5. What are the main priorities and goals of the 10-Year Plan?

The refreshed plan preserves the previous plan's three main priorities that everyone has a home, people get the support they need, and we work together. Emphasis remains on:

- Preserving existing community housing stock
- Increasing the supply of community housing
- Improving access to housing affordability
- Preventing housing loss
- Ensuring experiences of homelessness are brief, sheltered and nonrecurring
- Creating an integrated housing and homelessness system
- Strengthening the system through partnership, research and innovation

The refreshed plan is summarized in Appendix A at the end of this document.

6. What are they key changes to the 10-Year Plan?

Key changes to this iteration of the plan are as follows:

- **Co-designed approach:** This plan has been co-designed with the Housing and Homelessness Leadership Table (HHLT), a Department-Led Working Group comprised of 18-sector leaders representing youth, justice, newcomer support, community health, gender-based violence and housing and homelessness, as well as the Ottawa Aboriginal Coalition, Alliance to End Homelessness Ottawa, Ottawa Community Housing and the Ottawa Social Housing Network.
- **Updated plan structure:** The core structure of the plan has been refined and is now comprised of an updated vision statement, newly added guiding principles,

priorities, goals, and new objectives, outcomes, targets and key performance indicators. The updated structure has been designed to operate at a long-term strategic level that will remain consistent over the plan's duration.

- **Revised plan design:** A shorter, clearer plan that presents information in a way that is approachable and digestible for the community. The revised design allows staff and the community to respond to changing needs through the development of annual workplans that outline specific areas of focus that are responsive to current pressures.
- **Annual workplans:** The annual workplan will serve as the operational mechanism for delivering the plan. Developed collaboratively by the City and HHLT, it will translate the plan's long-term strategic priorities and goals into detailed, time-bound actions. Reviewed and updated annually, the workplan will provide flexibility to respond to emerging needs and changing circumstances while enabling actions to be prioritized and adjusted each year without altering the overarching strategic structure of the Plan. The annual workplan will be guided by emerging community needs and will be calibrated to what is feasible based on available resources and through advocacy. The City will also work with Ottawa Community Housing Corporation (OCHC) to develop their strategic plan in support of 10-Year Plan objectives related to community housing.
- **Updated approach to targets and measuring progress:** The introduction of targets and key performance indicators at both the priority and objective-levels of the plan will enable progress to be concretely measured, while also tracking the level of need in the community against available resources.

7. Who is the 10-Year Plan designed to support?

The 10-Year Plan is focused on addressing the housing and homelessness needs of people with low-to moderate incomes. Rather than addressing the needs of any one specific community, the plan addresses housing and homelessness broadly. The scope of the 10-Year Plan is outlined as Appendix B at the end of this document and comprises of the shelter system, including emergency shelter and transitional housing, and community housing, including supportive, social and affordable housing. It is also important to note that the City has other plans to support housing development and acceleration more broadly such as the Official Plan.

8. How was the 10-Year Plan developed?

The refreshed 10-Year Plan was informed by data including the [2024 Housing Needs Assessment](#) and [2024 Point-in-Time Count](#) as well as sector and community consultations. The City and HHLT co-designed an engagement plan for leaders working across the housing and homelessness sector including people with lived and living experience. Engagement activities included a webinar, full and half day sessions and

surveys and direct outreach to people with lived and living experience. Members of the public also contributed to the refreshed 10-Year Plan by participating in a public survey, virtual information session and drop in open houses held across the city. A What We Learned Report is available on [Engage Ottawa](#) for additional information.

Leveraging learnings from multiple engagements, the refreshed 10-Year Plan was codeveloped by the City and the Housing and Homelessness Leadership Table (HHLT), which was officially launched in June 2025 ([Memo: Housing and Homelessness Leadership Table](#)).

9. How will the 10-Year Plan be funded and sustained over the long term?

The City's first Housing Services Long Range Financial Plan (LRFP) ([ACS2021-FSD-FIN-0001](#)) was approved by Council in 2021 to guide decisions and ensure that financial resources were aligned with the goals of the 10-Year Plan (2020-2030) approved by Council on July 15, 2020.

The Housing Services Long Range Financial Plan 2025-2030 Update ([ACS2024-FCS-FIN-0011](#)) was approved by Council on November 13, 2024, and provided an update on the LRFP and 10-Year Plan's costing, funding and strategies for the remaining six years of the Plan.

The LRFP will be updated again during the next term of Council which is 2027-2030. The updated funding plan will outline the investments needed to achieve the goals outlined in the 10-Year Plan from all levels of government.

10. How will progress be measured, reported and communicated to the community?

The 10-Year Plan includes key performance indicators and directional targets that outline the trend we hope to see: whether a key performance indicator increases, decreases or stays the same. As the refreshed plan is implemented, data systems to track progress across the integrated service landscape will continue to be strengthened and refined. Annual progress reports will continue to be publicly available and a public facing dashboard showcasing progress against key performance indicators is under development.

11. How does the 10-Year Plan support the full housing spectrum?

Priority 1: Everyone has a home

Within the plan's first priority - everyone has a home - there are three goals. The first goal focuses on *preserving existing stock*. There are more than 25,000 units under agreement with the City that have been developed through decades of public investment that need to be preserved. Without adequate investment in repairs, retrofits and thoughtful redevelopment, there is risk to risk losing these valuable assets.

Investing in the preservation of community housing ensures these units remain safe, dignified and sustainable for current and future residents.

The second goal focuses on *increasing the supply of community housing* by building more supportive and affordable rental units. Data shows that Ottawa's population continues to grow and that incomes haven't kept pace with rents, therefore, we need to preserve what we have and continue to develop more affordable units to ensure long-term housing stability and accessibility for residents. We also know what we have and need to leverage financial and planning tools and work with diverse housing providers to increase supply.

The third goal focuses on *increasing access to housing affordability* by expanding the tools that help people afford and keep their homes through things like portable housing benefits, housing allowances and rental assistance. By strengthening and broadening these tools, more people can be reached, reducing housing instability and promoting real housing choice.

Priority 2: People get the support they need

Within the plan's second priority - people get the support they need - there are two goals. The first goal is about *preventing housing loss* by working further upstream, recognizing that when people can maintain their housing, it reduces stress and disruption in their lives and reduces demand on the shelter system. These housing loss prevention efforts involve supporting people who may be living in the private sector to retain their housing as well as those living within one of our 25,000+ community housing units where there's more opportunity to work with both the housing provider and household to sustain their already affordable housing.

The second goal is focused on intervention once someone has lost their housing and may have entered the shelter system and is about *ensuring experiences of homelessness are brief, nonrecurring and sheltered*. This is achieved by connecting people, whether they're currently living unsheltered or staying in emergency or transitional housing, with appropriate supports, recognizing this reduces trauma and allows them to regain stability more quickly.

Priority 3: We work together

Within the plan's third priority - people get the support they need - there are two goals. The first goal is focused on *creating an integrated housing and homelessness system* that ensures people can access coordinated supports rather than navigate fragmented or disconnected services. It recognizes that homelessness and housing instability are complex and often linked to other challenges such as health issues, social isolation, employment instability, safety issues and reduced well-being. It seeks to align policies, funding and service delivery across partners to create a seamless experience for

people, improve efficiency and strengthen outcomes at both the individual and system levels.

The second goal is focused on *strengthening the housing and homelessness system* through partnership, research and innovation to create more effective, evidence-based responses to the growing challenges of housing instability. By building capacity to use data in planning and decision-making, needs can be more accurately identified, resources more effectively allocated, and outcomes more consistently measured. It also enables limited resources to be directed where they will achieve the greatest impact.

12. How does the 10-Year Plan support equity-denied groups?

The plan was developed with an acknowledgement that housing and homelessness affect equity-denied communities disproportionately. The plan's guiding principle of equity and inclusion is focused on identifying, reducing and removing systemic barriers, seeking and inviting systemically excluded voices and promoting equitable housing and homelessness services where people are valued, respected and empowered. This guiding principle, in addition to the other five guiding principles, are shared commitments among community partners, the HHLT and the City, working to advance the priorities and goals of the 10-Year Plan and guide all aspects of decision-making, planning and service delivery.

The 10-Year Plan does not include standalone commitments, outcomes or targets specific to equity, diversity and inclusion. Instead, serving equity-denied communities and prioritizing those most in need has been prioritized across the entire framework. As the refreshed 10-Year Plan is implemented, the workplan will identify specific actions to support equity-denied groups. Whenever possible, data and targets will be disaggregated by equity-denied groups to better understand the impact of our housing and homelessness response. The HHLT has committed to developing its own equity, diversity and inclusion framework tailored to the unique challenges within the housing and homelessness sector that will guide the development of the workplan and inform its ongoing implementation.

The 10-Year Plan also connects to, and is strengthened by, City strategies that are specific to equity, diversity, inclusion and belonging such as the Anti-Racism Strategy, Community Safety and Well-Being Plan, Poverty Reduction Strategy and Women and Gender Equity Strategy.

13. How was lived and living expertise integrated into the development of the 10-Year Plan?

It was recognized that in order to deliver a meaningful refreshed plan, people with lived and living experience need to be engaged at every step of the process. The Housing and Homelessness Leadership Table includes two members with lived experience. Through their involvement and contributions to this work, the refresh of the 10-Year Plan

was informed by the experiences of community members who have encountered the housing and homelessness system first-hand. These members also worked with Ottawa's Alliance to End Homelessness' Expert Steering Team to offer additional input and feedback through direct engagement with people with lived and living experience as part of developing the refreshed plan.

14. How will agencies and frontline staff be supported, including workforce development and staff wellness, through the 10-Year Plan?

While previous iterations of the 10-Year Plan primarily focused on the people the plan was intended to support – namely, those accessing or awaiting services - the refreshed plan broadens its focus to also emphasize people working within the system. The guiding principle of being people-centered focuses on putting people first in the work we do and this includes putting the people providing and accessing services at the forefront of decision making and service delivery. This guiding principle, in addition to the five other guiding principles, are shared commitments among community partners, the HHLT and the City, working to advance the priorities and goals of the 10-Year Plan and guide all aspects of decision-making, planning and service delivery.

Additionally, an objective has been added under the goal to create an integrated housing and homelessness system within the plan's third priority that focuses on working with partners to provide services that support health, social, employment, safety and well-being needs for people both accessing and providing services. Progress on this objective includes increasing the number of formalized collaborative strategic projects and partnerships with allied sectors for those providing services which will be monitored and reported on as part of annual progress reports on the 10-Year Plan.

15. What work is being undertaken in 2026 to advance 10-Year Plan priorities and goals?

The 10-Year Plan workplan, which will be codeveloped by the City and HHLT once the plan has been approved by Committee and Council, enables adapting to changing circumstances to ensure support is focused, effective and responsive. Work that is already underway and will be part of the 2026 10-Year Plan workplan includes:

- *Integration of health and housing:* Efforts will be undertaken to strengthen health and housing system integration and improve housing outcomes through enhanced access to appropriate health services for people who are unhoused, unstably housed, or living in supportive or community housing. Following the Health and Housing Leaders Forum in December 2024, Ottawa Public Health, the City of Ottawa, the Housing and Homelessness Leadership Table and other community partners have been working together to advance the recommended actions from the forum and align the work with this refreshed 10-Year Housing and Homelessness Plan. On April 10, 2026, Ottawa Public Health, the City of

Ottawa, Ottawa Community Housing, Bruyère Health, the Royal, Ottawa Salus, and The Ottawa Hospital are co-hosting a Health and Housing Symposium to bring together sector leaders, post-secondary institutions, government and elected officials, private-sector industry and business leaders, and media to showcase collaborative models, highlight emerging evidence, and chart next steps to improve integration between the health and housing systems. Following the symposium, Ottawa Public Health, the City of Ottawa, and sector partners will develop an action plan to implement these next steps.

- *Ending youth homelessness:* A commitment to end youth homelessness by 2030 was formally announced in September 2025. The City will work with the community to create a strategy focused on ending youth homelessness in the community. The strategy will initially work upstream to identify at-risk youth and ensure they are provided with the necessary support to obtain and retain appropriate housing. The project is being co-led with the Alliance to End Homelessness Ottawa, and youth sector partners.
- *Diversion and prevention:* In partnership with the Alliance to End Homelessness, the City will continue to build upon the success of Shelter Diversion Pilot Programs, with an emphasis on supporting people to identify and access safe and appropriate housing in their community, instead of entering a shelter.
- *Enhanced and coordinated outreach:* Shifting the current outreach model to an outreach system that responds to the evolving and emerging needs of all community members, the City and partners are moving from a program-by-program approach to a coordinated, system-level outreach model. The redesigned approach to outreach is characterized by three main components: coordinated responses to the needs of individuals experiencing unsheltered homelessness, enhanced community engagement and public space stewardship, and aligned resource allocation and performance measurement.
- *Supportive housing:* In accordance with the 2025 municipal audit of supportive housing, work is underway to develop a work plan that will guide the City, Ottawa Public Health, and supportive housing sector partners to collaborate and coordinate on funding advocacy, partnership opportunities, funding alignment, and a mechanism to report on supportive housing outcomes.
- *Ottawa's family homelessness strategy:* The strategy aims to help families stabilize and find the shortest path to safe, appropriate housing. It will guide work to modernize the Family Shelter and Transitional Housing System so that it better reflects current housing realities and shifts toward a case-management and housing-focused approach.

16. What are the next steps?

Once the 10-Year Plan has been approved by Council, immediate next steps include the City and HHLT co-developing the 2026-2027 10-Year Plan workplan and designing an annual review process to ensure it remains responsive to community needs over time. As the plan is implemented, strengthening and refining data systems to better track progress across an integrated service landscape will remain a top priority. This includes improving data quality, closing gaps in reporting and building the connections necessary to see how efforts across the system influence one another.

17. Who can I talk to if I have questions about the 10-Year Plan and next steps?

For more information about the 10-Year Plan and next steps:

City of Ottawa

Visit: [Housing and homelessness | City of Ottawa](#)

Email: housinglogement@ottawa.ca

Housing and Homelessness Leadership Table

Visit [Home | Housing and Homelessness Leadership Table](#)

Email: info@HHLTOttawaTDLI.ca

Summary of the 10-Year Plan



Vision Statement

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

GUIDING PRINCIPLES



Accountability



Collaborative Partnerships



Equity and Inclusion



Focused and Coordinated



People-Centered



Proactive and Resilient

PRIORITY 1



EVERYONE HAS A HOME

Goal 1.1: Preserve the existing community housing stock

Goal 1.2: Increase the supply of community housing

Goal 1.3: Increase access to housing affordability

PRIORITY 2



PEOPLE GET THE SUPPORT THEY NEED

Goal 2.1: Prevent housing loss

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

PRIORITY 3



WE WORK TOGETHER

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

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

HOUSING AND HOMELESSNESS SPECTRUM

