

The Alliance to End Homelessness

www.endhomelessnessottawa.ca

Alliance to End Homelessness Ottawa
Ottawa Pre Budget Consultation, January 28, 2011 Submission
Ontario Standing Committee on Finance and Economic Affairs
Presented by Chair Marion Wright and Vice Chair Dan Sabourin

The Critical Role of Housing in a “Back to Basics” Ontario Budget 2011

Recommendation 1: The Alliance to End Homelessness Ottawa with its 75 member organizations recognises the challenges faced by the provincial government and urges a ‘back to the basics’ approach that includes housing for the 2011 Budget.

We believe that the budget’s goal must be to move the province forward while focusing on fundamentals. What is fundamental to all of us in Ontario? We all agree that list ought to include business and economic strength and residents who are in good health, well educated and trained and, of course, employed. To this list, we add housing, the other fundamental to every Ontario resident.

In our community we see that critical to success in all fundamental areas is having a place to live. The ability to contribute to the economy, being healthy staying in school or taking training are always severely and negatively impacted when Ontario families with children, youth, single women and single men are homeless for long periods of time or bogged down struggling week to week to avoid becoming homeless.

The Alliance to End Homelessness Ottawa **urges the provincial government to give priority to housing all Ontarians in this budget to stop undermining many of its own efforts.** We believe that Ontario budget expenditures need to be realigned, not increased in order to be sure all fundamentals are being dealt with from a position of effective and strategic leadership.

Cross-Ministry collaboration will of course be essential in the budget process and the Standing Committee on Finance and Economic Affairs is well positioned to strongly recommend that Cabinet insist on that.

Recommendation 2: Increase provincial government expenditures in affordable housing, in particular housing that people on low incomes can afford, in the 2011 Budget.

This is a sound investment that creates both long-term and short-term jobs and supports diverse, stable, inclusive communities. Affordable, appropriate homes for everyone, no matter their income level, are the foundation for a prosperous province, part of an economic strategy that includes a poverty-free Ontario.

Specifically in the 2011 Budget

1. Ontario should make a significant down-payment on a 10 year affordable housing strategy by providing funding in 2011 for 8,000 - 10,000 new units of affordable housing, responding to locally determined needs.
2. Ontario should contribute in 2011 at least the same amount of funding as in the previous two years, approximately \$45 million, to extend the Affordable Housing Program, matching the expected federal contributions and commit to this funding annually for the next three years.
3. The Ontario government should in addition provide funding and other measures to maintain good affordable homes for Ontarians since much of the existing affordable housing is in serious need of repair and significant maintenance.
4. Ontario should introduce an Ontario Housing Benefit, a monthly benefit to make existing rental housing more affordable to low-income Ontarians by reducing the gap between high rents and tenant incomes.
5. Ontario should announce as a non-monetary measure in the 2011 Budget that it plans to amend Ontario's Planning Act to direct municipalities to require the inclusion of housing at prices affordable to lower income households in the development and redevelopment of land to stimulate the development of stable, accessible and affordable housing.

Recommendation 3: People in Ontario need to see hope in the 2011 Budget; now more than ever voters need to see the government acting to make sure everyone has an appropriate place to live. Another word for hope is of course leadership, leadership that is both strategic and risk-taking.

In the work undertaken by the 75 member organizations of The Alliance to End Homelessness Ottawa, the importance of hope for the future can never be underestimated as a motivator for change and for staying the course together.

When the Ontario government released the long-term affordable housing strategy on November 30, 2010, the plan failed to deliver details that would produce a single new unit of subsidized housing or meaningfully improve housing affordability for low-income Ontarians.

Our member organizations are painfully aware that over the last few years, the Affordable Housing Program has averaged only 3,500 new units province-wide per year.

Here in Ottawa, there were 5,813 starts for new homes-for-purchase in 2009 and 6,679 in 2008 (CMHC). Sadly in 2009 there were only 88 new affordable units developed and 134 in 2008.

Over 2010-2011, one-time stimulus spending of federal, provincial and municipal dollars is expected to result in 751 new affordable units. That would bring the Ottawa community up to 1806 new affordable units added to the housing stock since 2000, an average of 164 units a year over the 11 years.

We have seen very welcome dollars come into Ottawa to begin addressing repairs and maintenance of existing social housing stock, but the number of people in our over-capacity shelters and on our social housing waiting lists tell us clearly that we need to quickly increase the amount of affordable rental housing stock that people on low incomes can afford to live in.

FURTHER INFORMATION: ATEH Data, Projections/Trends & Reports (pages 4 to 10)

Over the last year, we have engaged our member organizations to increase their use of a number of important economic data and factors. On the following pages you will find these reports which have now gone into wide circulation. At the end is a list of our member organizations and the names of those on our Steering Committee.

1. **Shelter bed costs in Ottawa.** These projections reflect only the government per diem shelter bed rate in the shelters themselves. Additional costs due to family use of motels for overflow beds are not reflected here. The projection shows that provincial per diem costs in Ottawa rise from \$ 14,428 in 2009 to \$ 30,140,265 by 2020 if only current efforts continue. In, the community agencies providing emergency shelter bear a significant portion of shelter costs, ranging from 20-60%, which is raised by people across Ottawa as donations and in-kind services.
2. **A menu of affordable housing options and costs.** This is a “costs menu” of spending allocations that will reduce shelter use and per diem costs: building new housing, rent supplements and rent supplements with supports.
3. **A road map over 2009 to 2020 with 1,000 new affordable housing units added each year** to show what Ottawa could achieve. It shows how the number of households on Social Housing Waiting List can be reduced from 10,235 to 4,635 in ten years and the number of households in an emergency shelter can be reduced from 5,730 to 1,330.
4. **6-Year Trend Chart for Ottawa: Shelter Bed Use and Length of Stay** shows the steady, relentless climb in the number of times shelter beds are used from 320,919 in 2004 to the 2009 high of 421,524 and the ever increasing lengths of stay.
5. **Alliance to End Homelessness set TARGETS to end homelessness in 10 years** given Ottawa’s 6-year trend of shelter bed use and length of stay. The targets are a guide for our community to: **reduce to 2,000** the number of individuals using the shelter system in Ottawa; **reduce to 30 days** the average stay in emergency shelter; **reduce to 4,000** the number of households on the Social Housing waiting list; and move towards **Canada’s housing affordability standard where** people spend less than 30% of pre-tax income on housing.
6. **Indicator Data of the Alliance to End Homeless in Ottawa, 2004-2009** is gathered and presented with analysis and recommendations to the Ottawa community and key stakeholders in our annual Report Card on Ending Homelessness in Ottawa.

SHELTER BED COSTS

The Cost of Doing Nothing More Than Current Efforts to End Homelessness

The Alliance to End Homelessness Ottawa

- Shelter bed costs are broken down by municipal and provincial responsibility and by population group to show just one of the costs of doing nothing more than current efforts to end homelessness¹. With insufficient housing, current costs related to health, employment, etc. continue.
- In this table the costs of shelter beds 2010-2020 are extrapolated from 2004-2009 data² used in the Alliance to End Homelessness' *Report Card on Ending Homelessness in Ottawa*³.
- The 'number of clients' used is from 2009 data but the length of stay is projected based on the 2004-2009 trend. The per diem has been adjusted for inflation⁴.
- Although the number of people using emergency shelters stabilized at about 7 500, the average stay increased almost 5% annually over the past six years. If this trend continues and the City provides accommodation for all in need in the future, per diem cost of the shelter system to the Province and the City of Ottawa is projected in the following table.

Year	Total	City Portion 20%	Provincial Portion, 80%	Single Men	Single Women	Youth	Families
ACTUAL							
2009	\$ 18 035	\$ 3 607	\$ 14 428 410	\$ 8 447	\$ 2 095	\$ 654	\$ 6 839 189
PROJECTIONS							
2010	\$ 19 284 701	\$ 3 856 940	\$ 15 427 761	\$ 8 705 432	\$ 2 247 351	\$ 828 446	\$ 7 503 471
2011	\$ 20 620 411	\$ 4 124 082	\$ 16 496 329	\$ 8 952 908	\$ 2 405 622	\$ 1 046 887	\$ 8 214 995
2012	\$ 22 048 637	\$ 4 409 727	\$ 17 638 909	\$ 9 186 282	\$ 2 569 127	\$ 1 319 887	\$ 8 973 341
2013	\$ 23 575 785	\$ 4 715 157	\$ 18 860 628	\$ 9 402 022	\$ 2 736 842	\$ 1 659 891	\$ 9 777 030
2014	\$ 25 208 707	\$ 5 041 741	\$ 20 166 966	\$ 9 596 255	\$ 2 907 454	\$ 2 081 716	\$ 10 623 283
2015	\$ 26 954 731	\$ 5 390 946	\$ 21 563 784	\$ 9 764 797	\$ 3 079 334	\$ 2 602 822	\$ 11 507 777
2016	\$ 28 821 688	\$ 5 764 338	\$ 23 057 350	\$ 9 903 219	\$ 3 250 518	\$ 3 243 538	\$ 12 424 413
2017	\$ 30 817 956	\$ 6 163 591	\$ 24 654 365	\$ 10 006 943	\$ 3 418 694	\$ 4 027 221	\$ 13 365 099
2018	\$ 32 952 491	\$ 6 590 498	\$ 26 361 993	\$ 10 071 382	\$ 3 581 215	\$ 4 980 289	\$ 14 319 606
2019	\$ 35 234 869	\$ 7 046 974	\$ 28 187 896	\$ 10 092 121	\$ 3 735 136	\$ 6 132 102	\$ 15 275 510
2020	\$ 37 675 332	\$ 7 535 066	\$ 30 140 265	\$ 10 065 144	\$ 3 877 275	\$ 7 514 642	\$ 16 218 270
10 YEAR TOTALS, 2011 to 2020							
2011-2020	\$283 910 607	\$ 56 782 121	\$ 227 128 485	\$ 97 041 072	\$ 31 561 216	\$ 34 608 994	\$ 120 699 325

¹ In addition to government funds, the community agencies providing emergency shelter bear a significant portion of shelter costs, ranging from 20-60%, which is raised by people in the community as donations and in-kind services. These projections reflect only the government per diem shelter bed rate. If there are additional costs due to the use of motels for overflow beds they are not reflected here.

² City of Ottawa: Homeless Families and Individuals Information System (HIFIS).

³ *Report Card on Ending Homelessness in Ottawa*, Alliance to End Homelessness, www.endhomelessnessottawa.ca

⁴ Dollar amounts in table inflate the shelter bed allowance @ 2% per annum. Percentage of costs paid by Province of Ontario is 80%; percentage of costs paid by City of Ottawa is 20%.

MENU OF AFFORDABLE HOUSING OPTIONS AND COSTS

HOW DO YOU GET RESULTS? SOME EXAMPLES . . .

With any new annual expenditure (10M, 15M, 40M, etc.) allocations across a “menu” of spending items will reduce shelter use, e.g., rent supplements for 100 homeless families cost \$500,000 per year compared to the \$816,000 per diem cost for 100 families (based on the 2009 average stay).

ATEH’s target is 1000 new housing units a year (rent geared-to-income units, supportive housing units and units at the lower end of market rents) to gain a reduction in use of 500 each year over 10 years.

Average stay in days 2004 = 46 2009 = 57	2009 Per person per diem costs = \$42.50	2009 Per 3-member family per diem costs = \$127.50 per night
	Week \$297.50 (2009 individual avg. stay 57 days cost \$2,422.50) Month \$1,275. Year \$15,512.50	Week \$892.50 (2009 avg. family stay 64 days cost \$8,160) Month \$3825 Year \$46,537.50

EXAMPLES OF TARGETED SPENDING TO REDUCE # OF SHELTER USERS

Total # of Ottawa individuals in a shelter = 7,445 in 2009		Reduce # of individuals by	Building new hsg, costs pp	Rent Supps pp	Rent supp with ongoing supports** pp	Cost by pop group
# of Single men	3,570	125	25@120,000 = \$3,000,000	50@3,600 = \$180,000	50@ 11,600** = \$580,000	\$3,760,000
# of Single women	974	75	25@120,000 = \$3,000,000	25@3,600 = \$90,000	25@11,600 = \$290,000	\$3,380,000
# of Youth	411	100	0@120,000	15@3,600 = \$54,000	85@11,600 = \$986,000	\$1,040,000
# of Families	775 <i>Includes 1,317 children under 16 and 1,167 adults & children 16+</i>	200* (i.e., 600 people)	100 @ 150,000 hsehd = \$15,000,000	100@ 5,000 = \$500,000	0	\$15,500,000
Totals		500 household units (900 people)	\$21,000,000	\$824,000	\$1,856,000	\$23,680,000

* Family units with average of 3 people.

** Usually health dollars (LHIN). NOTE: amount used here is from mid-2010, approximately \$8,000 per person.

*** Per diem costs are combined with resources contributed by the community to operate the shelters

OTHER FACTORS to help people stay housed if they already have housing, to increase new affordable, appropriate housing or to improve ability to pay rent

1. Increase/expand Housing Loss Prevention work targeted specifically to people already in rental accommodation in the community
2. Institute municipal and provincial regulatory changes, i.e., non monetary changes such as rent control on vacant apartments and inclusionary housing, etc.
3. Faster income improvements: OW, ODSP, Min Wages and instituting a provincial Housing Benefit
4. Contingency funds to assist agencies undertaking supportive housing development in completing work on schedule with tenant supports in place.

What can be achieved with 1,000 affordable housing units a year?

A Road Map to Meeting TARGETS of the Alliance to End Homelessness

Our community can end homelessness with specific, measurable, achievable, resourced and time-bound targets in a ten year timeline!

Year	Number of households on Social Housing Waiting List	Number of households in an emergency shelter ¹	New Units Target ²	Average cost per unit	Total cost	Average length of stay in shelters (days)	Total Bed Nights ³	
2009	10 235	5 730				57	421 524	
1	2010	9 675	5 290	1 000	\$ 150 000	\$ 150 000 000	53	364 792
2	2011	9 115	4 850	1 000	\$ 153 000	\$ 153 000 000	50	313 657
3	2012	8 555	4 410	1 000	\$ 156 060	\$ 156 060 000	47	267 471
4	2013	7 995	3 970	1 000	\$ 159 181	\$ 159 181 200	44	225 815
5	2014	7 435	3 530	1 000	\$ 162 365	\$ 162 364 824	41	188 305
6	2015	6 875	3 090	1 000	\$ 165 612	\$ 165 612 120	39	154 586
7	2016	6 315	2 650	1 000	\$ 168 924	\$ 168 924 363	36	124 332
8	2017	5 755	2 210	1 000	\$ 172 303	\$ 172 302 850	34	97 242
9	2018	5 195	1 770	1 000	\$ 175 749	\$ 175 748 907	32	73 040
10	2019	4 635	1 330	1 000	\$ 179 264	\$ 179 263 885	30	51 471
	Total			10 000		\$1 642 458 150		

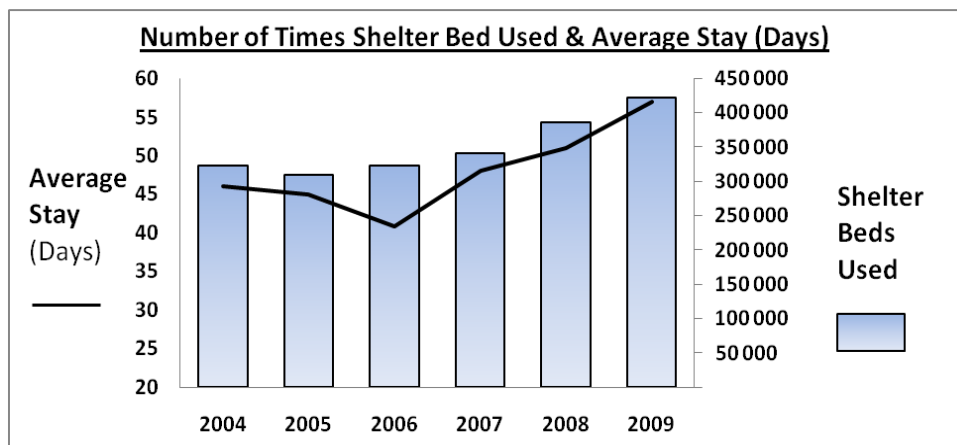
¹ The Alliance to End Homelessness reports a total of individuals in shelters in its annual report cards; the household number used in this table is arrived at by adding the numbers of youth, single adult women and single adult men with the number of family units (households). One caveat is that there may be a few couples among the adult numbers.

² An increase in the number of rent supplements in addition to the annual target of 1,000 units would allow those with lower incomes to rent those units at the higher end of the affordable rent range.

³ Bed nights = # of households X 1.29 individuals per household X average length of stay in days

6-YEAR TREND CHART: SHELTER BED USE AND LENGTH OF STAY

Report Card on Ending Homelessness in Ottawa
of the Alliance to End Homeless in Ottawa



Alliance to End Homelessness TARGETS to end homelessness in 10 years

New Affordable Housing: *Target ⇒ 1,000 units/year*

- The answer to eliminating homelessness lies in an increase in the number of affordable housing units including rent-g geared-to-income housing, supportive housing, as well as units renting at the lower end of the market as a result of municipal and other incentives.
- The City of Ottawa has had a target of 500 such units a year but has never met that target
- CMHC estimates that as many as 30,000 households would qualify for social housing if the units existed. This number does not include individuals in rooming houses, the shelter system, or “couch surfing”, etc.
- The cost of building the 1,000 units annually would total about \$1.6B over ten years.
- That would not be all new money:
 - The number of times shelter beds are used per year would be reduced from more than 400,000 to about 51,000 resulting in significant savings
 - Acquiring stable housing will have a positive impact on health status and the ability to enter the workforce, etc.

Number of People Staying in Emergency Shelter: *Target ⇒ 2,000 people/ year*

- In 2009, **7,445** individuals stayed at least one night in a homeless shelter.
- Fires and other emergencies will continue to displace some people each year. We have set the target for shelter use at 2,000 people per year needing emergency shelter.

Average Length of Stay in the Shelter: *Target ⇒ 30 Days*

- The average length of shelter stay in 2009 was 57 days
- Without rent-g geared-to-income housing or supportive housing, people cannot move beyond the shelter system.
- We set a timeframe of up to 30 days for as a reasonable target for an individual or family to find appropriate housing once they become homeless.

Wait List for Social Housing: *Target ⇒ 4,000 Households*

- There are currently more than 10,000 families and individuals on the waiting list for social housing.
- The current average wait time for social housing is 8 years.
- Reducing the number of people on the waiting list to 4,000 would reduce the wait time to around three years.

Affordability: *Target ⇒ 30% of gross income*

- The Federal, Provincial Territorial Agreements has set a standard of under 30% of gross, pre-tax family income spent on housing for the housing to be deemed ‘affordable’.
- In Ottawa in 2009:
 - A single person working 40 hours a week at minimum wage would have to spend **45%** of that income to rent an average priced bachelor apartment
 - A single parent, working for minimum wage with two children would have to spend **52%** of their income to rent an average priced two bedroom apartment **or 63%** for a three bedroom. Their income would be \$1,980 comprised of Min. Wage (40 hours a week) of \$1,520, National Child Benefit of \$326 and Ontario Child Benefit of \$134.
 - for a single person receiving ODSP benefits, it would be **66%**
 - for a person on Ontario Works (basic welfare), it would be greater than **100%**
- Meeting the affordability target of 30% would require that the increase in income outpace the increase in rents
- Enabling persons on ODSP and OW to meet the affordability target would require raising the supports by 8% and 13% per annum respectively over the next ten years.

INDICATOR DATA OF THE ALLIANCE TO END HOMELESS IN OTTAWA, 2004-2009
In the Report Card on Ending Homelessness in Ottawa

	2004	2005	2006	2007	2008	2009	% difference 2008→2009
HOUSING					D	C	
Affordable Housing							
Pre-1995 social housing units (total stock)	22,400	22,400	22,400	22,400	22,400	22,400	22,400
Post-2000 affordable units (total stock)	509	521	760	833	967	1055	9.1%
Rent supplements	3000	3085	3198	3200	3200	3200	0.0%
Supportive housing places	665	863	865	885	915	*	*
Waiting Lists							
Households on social housing waiting list	10,500	9,914	10,055	9,370	9,692	10,235	5.6%
Supportive housing waiting list	2,000	2,214	2,630	2,000	2,660	*	*
Housing Market Indicators							
Rental vacancy rate	3.90%	3.30%	2.30%	2.30%	1.4%	1.5%	N/A
Average rent for a 1-bedroom apartment	\$771	\$762	\$774	\$798	\$827	\$853	3.1%
INCOME					C	C	
Ontario Works for a single person	\$520	\$536	\$548	\$560	\$572	\$585	2.3%
ODSP Assistance for a Single Person	\$930	\$959	\$979	\$999	\$1,020	\$1,042	2.2%
Average monthly # of Ontario Works cases	17,879	17,552	16,541	15,296	14,329	14,818	3.4%
Minimum Wage	\$7.15	\$7.45	\$7.75	\$8.00	\$8.75	\$9.50	8.6%
Increase in Consumer Price Index	1.80%	2.30%	1.10%	2.00%	1.70%	1.20%	N/A
EMERGENCY SHELTER USE**					D	D	
# of times shelter beds were used	320,919	307,716	320,932	339,353	384,522	421,524	9.6%
# of individuals in a shelter	6,997	7,210	7,099	7,065	7,514	7,445	-0.9%
# of Single men	3,536	3,581	3,655	3,657	3,771	3,570	-5.3%
# of Single women	938	974	1,115	1,026	994	974	-2.0%
# of Youth	374	398	445	448	391	411	5.1%
# of Families	623	660	608	621	745	775	4.0%
<i>Children under 16 in these families</i>	862	817	918	1,020	1,211	1,317	8.8%
<i>Adults & children 16+ in these families</i>	1,243	1,375	975	904	1,141	1,167	2.3%
LENGTH OF SHELTER STAY**					D	E	
Average length of stay in days	46	45	41	48	51	57	11.8%
Single men stay	54	53	52	53	53	55	3.8%
Single women stay	41	42	37	43	45	50	11.1%
Youth stay	20	15	13	24	31	37	19.4%
Families stay	50	41	35	47	54	64	18.5%

ABOUT THE ALLIANCE TO END HOMELESSNESS OTTAWA

Member Organizations

Action-Logement / Action-Housing
Boys and Girls Club of Ottawa
Bronson Centre
Bruce House
Canadian Mental Health Association – Ottawa Branch
Canadian Red Cross
Carlington Community and Health Services
Catholic Immigration Centre
Causeway Work Centre
Centre 454
Centre 507 Drop-In
Centre Espoir Sophie
Centre for Research on Educational and Community Services, University of Ottawa
Centretown Citizens Ottawa Corporation (CCOC)
Centretown Community Health Centre
Christmas Exchange of Ottawa
City of Ottawa, Housing Branch
Cooperative Housing Association of Eastern Ontario (CHASEO / AHCEO)
Cornerstone Housing for Women
Daybreak Non-Profit Shelter
Debra Dynes Family House
Elizabeth Fry Society
Emily Murphy Non-Profit Housing Corporation
Family Services Ottawa
First Baptist Church
Good Day Workshop
Harvest House Ministries
Horizons Renaissance Inc.
Housing Help
Jewish Family Services
John Howard Society of Ottawa
Knights of Columbus St. George Council
Ministry of Community and Social Services, Eastern Region Office
Minwaashin Lodge/Oshki Kizis Healing Lodge
Multifaith Housing Initiative
Nelson House of Ottawa-Carleton
Nepean, Rideau, Osgoode Community Resource Centre

Nursing Students of Ontario (NSO)
Oasis Program at Sandy Hill Community Health Centre
Odawa Native Friendship Centre
Ontario Association of Social Workers, Eastern Branch
Ontario Public Interest Research Group (OPIRG) - Carleton University
Operation Come Home
Options Bytown Non-Profit Housing Corporation
Ottawa Action on Poverty / Action Pauvreté Ottawa (OAP-APO)
Ottawa Community Immigrant Services Organization (OCISO)
Ottawa East Churches for Affordable Housing
Ottawa Inner City Health Inc.
Ottawa Inner City Ministries
Ottawa Pastoral Counselling Centre (OPC)
Ottawa Salus Corporation
Pinecrest-Queensway Community Health Centre
Pinganodin Lodge Inc
Psychiatric Survivors of Ottawa (PSO)
Royal Ottawa Mental Health Centre
Sandy Hill Community Health Centre
Shepherds of Good Hope
Social Planning Council of Ottawa
Somali Center for Youth, Women and Community Development
Somerset West Community Health Centre
South-East Ottawa Community Health Centre
St. Joe's Women's Centre
Stewart and Associates
The Ottawa Food Bank
The Ottawa Mission
The Salvation Army Booth Centre
The Well/La Source
Tungasuvvingat Inuit
United Way/Centraide Ottawa
Wabano Centre For Aboriginal Health
West End Legal Services
Western Ottawa Community Resource Centre
YMCA-YWCA, National Capital Region
Youth Services Bureau of Ottawa
Youville Centre

STEERING COMMITTEE

Marion Wright, *Chair Alliance to End Homelessness*
also CEO, Ottawa Branch, *Canadian Mental Health Association,*

Dan Sabourin, *Vice-Chair Alliance to End Homelessness*
also Director, Community Programs, *Youth Services Bureau*

Members

Tim Aubry: Senior Researcher, *Centre for Research on Educational and Community Services University of Ottawa*

Simon Brazier: Senior Programs Manager, *The Ottawa Mission*

Michael Coe: *Community Representative*

Tony Cruickshank: Manager, Homeless Outreach Program
Wabano Centre for Aboriginal Health

Sue Garvey: Director, *Cornerstone/LePilier Shelter and Housing for Women*

Mary-Martha Hale: Director, *Centre 454, Anglican Social Services*

Val Hinsperger: Director, *Nepean Housing Corp.*

Rosine Kaley: Executive Director, *Action-Logement/Action-Housing*

Lisa Ker: Executive Director, *Ottawa Salus*

Wanda MacDonald: Executive Director, *Pinecrest-Queensway Community Health Centre*

Christine MacIntosh: Director of Child and Youth Services,
John Howard Society

Meg McCallum: *Ottawa Social Housing Network*

Terrie Meehan: *Community Representative*

Wendy Muckle: Executive Director, *Ottawa Inner City Health*

Judy Perley: Senior Director, Housing and Support Services, *National Capital Region, YMCA-YWCA Ottawa*

Robin Pow: Director, Patient Care Services, Department of
Community Mental Health, *Royal Ottawa Health Care Group*

Perry Rowe, *Past Chair:* Executive Director, *The Salvation Army Ottawa Booth Centre*

Paul Soucie: Executive Director, *Shepherds of Good Hope*

Ray Sullivan: Executive Director, *Centertown Citizens Ottawa Corp.*

Trudy Sutton: Executive Director, *Housing Help*

Ex Officio Members

Janice Burrelle: Administrator, Housing Services Branch, *City of Ottawa*

Michelle Couture: Labour Market and Social Development Programs
Branch, *Service Canada/Human Resources and Skill Development Canada*

Marc Provost: Program Manager, Residential Services, *City of Ottawa*

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