

**Subject: Community Safety and Well-Being Legislated Review**

**File Number: ACS2026-CSS-GEN-002**

**Report to Community Services Committee on 24 February 2026**

**and Council 11 March 2026**

**Submitted on February 12, 2026 by Clara Freire, General Manager – Community and Social Services**

**Contact Person: Sarah Taylor, Director – Community Safety and Well-Being, Community and Social Services**

**613-580-2424 ext. 27960, sarah.taylor@ottawa.ca**

**Ward: Citywide**

**Objet : Révision législative de la sécurité et du bien-être dans les collectivités**

**Dossier : ACS2026-CSS-GEN-002**

**Rapport présenté au Comité des services communautaires**

**le 24 février 2026**

**et au Conseil le 11 mars 2026**

**Soumis le 2026-02-12 par Clara Freire, Directrice générale, Services sociaux et communautaires**

**Personne ressource : Sarah Taylor, directrice, Services de la sécurité et bien-être dans les collectivités**

**613-580-2424 poste 27960, sarah.taylor@ottawa.ca**

**Quartier : À l'échelle de la ville**

**REPORT RECOMMENDATION(S)**

**That the Community Services Committee recommend Council:**

- 1. Adopt the Community Safety and Well-Being Plan 2021–2031 in accordance with s. 255(1) of the Community Safety and Policing Act, 2019, as outlined in this report and attached as Document 1.**
- 2. Direct the General Manager, Community and Social Services and Director, Community Safety and Well-Being, Policy, and Analytics to explore opportunities and the funding to expand and enhance access to alternate neighbourhood crisis response (ANCHOR) services; with a report back to Council outlining options and recommendations by 2027, in coordination with community partners and mental health service providers.**
- 3. Direct staff to engage Federal and Provincial governments to advocate for continued funding and explore new funding opportunities to support initiatives under the City’s CSWB Plan in collaboration with community partners.**
- 4. Advocate to the Ministry of the Solicitor General and other provincial ministries for the establishment of a stable, long-term funding model available for municipalities to access in order to support the operational and project-based initiatives associated with Community Safety and Well-Being plans, recognizing the fiscal limitations faced by Ottawa and other municipalities committed to advancing proactive community well-being.**
- 5. Forward this report to the Ottawa Police Services Board and Ottawa Board of Health for their information and collaboration.**

## **RECOMMANDATION(S) DU RAPPORT**

**Le Comité des services communautaires recommande ce qui suit au Conseil :**

- 1. Adopter le Plan de sécurité et de bien-être dans les collectivités 2021 2031 conformément au paragraphe 255(1) de la Loi de 2019 sur la sécurité communautaire et les services policiers (LSCSP), tel qu’il est expliqué dans le présent rapport et conformément au Document 1 ci joint.**
- 2. Demander à la directrice générale, Services sociaux et communautaires, et à la directrice, Sécurité et Bien-être dans les collectivités, Politiques et Données analytiques, d’étudier les possibilités d’élargir et d’améliorer l’accès aux services de la Solution de rechange communautaire pour l’intervention en cas de crise (Équipe d’intervention ANCRE), de produire un rapport de constatations à l’intention du Conseil qui propose des**

**options et des recommandations d’ici à 2027, en collaboration avec des partenaires communautaires et des prestataires de services de santé mentale, et d’en assurer le financement.**

- 3. Demander au personnel de discuter avec les gouvernements fédéral et provincial afin de plaider en faveur du maintien du financement et d’explorer de nouvelles avenues de financement pour soutenir les initiatives dans le cadre du Plan de sécurité et de bien être dans les collectivités (SBEC) de la Ville, en collaboration avec des partenaires communautaires.**
- 4. Demander au ministre du Solliciteur général et à d’autres ministères provinciaux d’établir un modèle de financement stable et à long terme auquel les municipalités pourraient avoir accès afin de soutenir les initiatives opérationnelles et les initiatives liées aux projets réalisées dans le cadre des plans de SBEC, en reconnaissant les contraintes fiscales auxquelles sont confrontées Ottawa et d’autres municipalités résolues à prendre des mesures préventives pour garantir le bien être communautaire.**
- 5. Transmettre ce rapport à la Commission de service de police d’Ottawa et au Conseil de santé d’Ottawa aux fins d’information et de collaboration.**

## **EXECUTIVE SUMMARY**

Ontario municipalities are required under the [Community Safety and Policing Act, 2019](#) to develop and maintain a community safety and well-being plan. The City of Ottawa’s first Community Safety and Well-Being Plan was adopted in November 2021 ([ACS2021-EPS-PPD-0003](#)) following consultations with over 1,500 residents. That plan identified six priority areas: discrimination, marginalization and racism, financial security and poverty reduction, gender-based violence and violence against women, housing, integrated and simpler systems, and mental well-being. In 2024, a seventh priority area: youth social development was added.

Since the release of the first iteration of the Plan in 2021, the City has made progress to advance these seven priorities. Key activities include the development of the City of Ottawa’s Poverty Reduction Strategy ([ACS2024-CSS-GEN-010](#)), the launch of [ANCHOR](#), collaboration on the creation of Ottawa’s 3-Year Gender Based Violence and Violence Against Women Action Plan (2026–2028) and a year-long collaboration process with youth to develop and implement a Youth Social Development Action Plan.

This work has been made possible, in large part by securing and leveraging more than \$40 million in funding from all levels of government since 2021 to advancing safety and well-being.

Over the past several years, the City has also strengthened partnerships with the Ottawa Aboriginal Coalition and urban Indigenous communities to fund and support important Indigenous identified priorities, including the Indigenous Housing Strategy, Inuit Violence Against Women Shelter, Indigenous Women's Safety Table and Indigenous Well-Being Strategy. The Plan recognizes the distinct histories, rights, and lived experiences of First Nations, Inuit, and Métis peoples, as well as the ongoing impacts of colonialism. Guided by Indigenous identified priorities, the Plan seeks to advance reconciliation, support self determination, promote culturally informed approaches to safety and wellbeing, and ensure sustained, respectful engagement.

In 2025, the City conducted its legislated four year review of the Community Safety and Well-Being Plan. This report outlines the actions staff undertook to assess and update the Plan.

The review focused on validating existing priorities and identifying emerging community needs, drawing on local data, research and analysis, and engagement with more than 1,000 residents, businesses, and service providers. Findings confirmed the continued relevance of the Plan's seven priorities, highlighting housing and mental well-being as the community's top concerns. Feedback emphasized continued support for current initiatives such as ANCHOR, and the need for service coordination across all priorities.

The Community Safety and Well-Being Plan review confirmed that the Plan remains well aligned with community priorities.

- Six community-validated priorities will remain unchanged.
- One priority will be renamed to better reflect a coordinated, community-led approach to safety.
- A new action-planning cycle will be introduced to strengthen accountability, increase adaptability, and improve responsiveness to emerging needs.

Informed by the review, the updated Community Safety and Well-Being Plan will include the following seven priorities:

- Discrimination, Marginalization, and Racism
- Financial Security and Poverty Reduction

- Gender-Based Violence and Violence Against Women
- Housing and Homelessness
- Mental Well-Being
- Neighbourhood Solutions and Community Safety
- Youth Social Development

The 2025 Community Safety and Well-Being Plan review confirmed that the seven priorities are deeply interconnected, and that impactful work is already underway across the community. While the priorities are defined separately to support planning and accountability, residents' lived experiences demonstrate that they overlap, reinforce one another, and stem from shared underlying root causes. The review reaffirmed that continued progress depends on both advancing each priority and strengthening alignment across priorities to ensure a coordinated, mutually reinforcing approach.

Recognizing the inherent connections between priorities as experienced by residents, the review highlights the necessity for City staff to employ an intersectional lens, alongside the existing equity, diversity, and inclusion lens when planning and delivering services. Working collaboratively across City departments and community partners, including residents and the Ottawa Police Service, will strengthen coherence in service delivery across the seven community well-being priorities, amplify impact and support sustainable outcomes.

The review also addressed the absence of an explicit reference to safety in the first iteration of the Plan. It reinforced that the Ottawa Police Service (OPS) plays a lead role in emergency response and enforcement. The review identified opportunities – where requested by the community – for OPS to partner on preventive and social development initiatives that complement their operational community safety and well-being framework. This collaboration must respect and acknowledge that some residents have experienced harm in the interactions with police. Therefore, community partnerships should be guided by community input, transparency and trust building principles. The City of Ottawa's reviewed Community Safety and Well-Being Plan reflects its legislated responsibility to community safety and well-being planning, supports the multi-sector provincial planning direction to drive preventative and social development interventions, and aligns with the 2023–2026 Term of Council priorities in guiding Ottawa toward a safer, healthier community.

## RÉSUMÉ

Les municipalités de l'Ontario sont tenues, aux termes de la [Loi de 2019 sur la sécurité communautaire et les services policiers](#), d'élaborer et de tenir à jour un plan de sécurité et de bien-être dans les collectivités. Le premier Plan de sécurité et de bien-être dans les collectivités de la Ville d'Ottawa a été adopté en novembre 2021 ([ACS2021-EPS-PPD-0003](#)) à la suite de consultations auprès de plus de 1 500 résidents. Ce plan était articulé autour de six priorités, soit la discrimination, la marginalisation et le racisme; la sécurité financière et la réduction de la pauvreté; la violence fondée sur le genre et la violence faite aux femmes (VFG-VFF); le logement; les systèmes intégrés et simplifiés, et le bien-être mental. En 2024, une septième priorité a été ajoutée, soit le développement social des jeunes.

Depuis la publication de la première version du plan en 2021, la Ville a réalisé des progrès notables dans la réalisation de ces sept priorités grâce à un ensemble d'initiatives clés comprenant l'élaboration de la *Stratégie de réduction de la pauvreté de la Ville d'Ottawa* ([ACS2024-CSS-GEN-010](#)), le lancement du programme de la Solution de rechange communautaire pour l'intervention en cas de crise [ANCRE](#), la collaboration ayant permis d'élaborer le Plan de lutte triennal contre la violence fondée sur le genre et la violence faite aux femmes (2026-2028) d'Ottawa, et un processus de collaboration d'un an avec les jeunes pour élaborer et mettre en œuvre un plan d'action pour le développement social des jeunes. Ce travail a été rendu possible en grande partie grâce à l'obtention et à la mobilisation de plus de 40 millions de dollars en financement provenant de tous les paliers de gouvernement depuis 2021 pour faire progresser la sécurité et le bien-être.

Depuis plusieurs années, la Ville s'est également attachée à consolider ses partenariats avec la Coalition autochtone d'Ottawa et les communautés autochtones urbaines afin de financer et de soutenir des priorités importantes aux yeux des Autochtones, notamment la Stratégie du logement pour les Autochtones, le refuge pour femmes inuites victimes de violence, la Table ronde sur la sécurité des femmes autochtones et la Stratégie de bien-être mental des Autochtones. Le Plan tient compte de l'histoire, des droits et des expériences vécues qui sont propres aux Premières Nations, aux Inuits et aux Métis, de même que des répercussions persistantes du colonialisme. Guidé par les priorités relevées par les Autochtones, le Plan a pour but de réaliser des progrès sur le plan de la réconciliation, de soutenir l'autodétermination, d'encourager les approches culturellement adaptées à la sécurité et au bien-être, et d'instaurer un dialogue continu qui repose sur le respect.

En 2025, la Ville a procédé à l'examen quadriennal prévu par la loi du Plan de sécurité et de bien-être dans les collectivités. Le présent rapport décrit les mesures prises par le personnel pour évaluer et mettre à jour le plan.

L'examen avait essentiellement pour but de valider les priorités existantes et de recenser les besoins émergents au sein de la collectivité, en s'appuyant sur les données locales, la recherche et l'analyse, ainsi que sur la consultation de plus d'un millier de résidents, d'entreprises et de prestataires de services. Les constatations ont confirmé la pertinence des sept priorités du plan et fait ressortir le logement et le bien-être mental comme principales préoccupations au sein de la collectivité. La rétroaction obtenue a souligné l'importance de continuer de soutenir les initiatives actuelles telles que le programme ANCRE et la nécessité de coordonner les services entre toutes les priorités.

L'examen du Plan de sécurité et de bien-être dans les collectivités a confirmé que le plan demeure bien aligné sur les priorités de la collectivité.

- Six priorités confirmées par la collectivité resteront donc inchangées.
- Une priorité sera renommée pour mieux refléter une approche coordonnée et communautaire à la sécurité.
- Un nouveau cycle d'action-planification sera introduit pour renforcer la responsabilité, accroître l'adaptabilité et améliorer la réactivité aux besoins émergents.

Sur la foi de cet examen, la nouvelle mouture du Plan de sécurité et de bien-être dans les collectivités comprendra les sept priorités suivantes :

- Discrimination, marginalisation et racisme
- Sécurité financière et réduction de la pauvreté
- Violence fondée sur le genre et violence faite aux femmes
- Logement et itinérance
- Bien-être mental
- Solutions adaptées aux quartiers et sécurité dans les collectivités
- Développement social des jeunes

L'examen réalisé en 2025 du Plan pour la sécurité et le bien-être dans les collectivités a confirmé que les sept priorités sont étroitement liées entre elles et qu'un travail efficace est déjà en cours à l'échelle de la collectivité. Bien que les priorités soient définies séparément pour faciliter la planification et la responsabilisation, les expériences vécues par les résidents montrent qu'elles se chevauchent, se renforcent mutuellement et prennent leur source dans les mêmes causes profondes. L'examen a confirmé une fois de plus que la poursuite des progrès dépend à la fois de l'avancement de chaque priorité et du resserrement des liens entre les priorités afin de garantir une approche coordonnée et synergique.

Reconnaissant les liens inhérents entre les priorités telles qu'elles sont vécues par les résidents, l'examen souligne la nécessité pour le personnel municipal d'adopter un point de vue intersectionnel, en plus de celui de l'équité, de la diversité et de l'inclusion (EDI) déjà appliqué, lors de la planification et de la prestation des services. La collaboration entre les services de la Ville et les partenaires communautaires, y compris les résidents et le Service de police d'Ottawa, renforcera la cohésion dans la prestation de services en ce qui touche les sept priorités recensées pour agir sur le bien-être dans les collectivités, amplifiera le poids des actions et favorisera l'atteinte de résultats à long terme.

L'examen a également porté sur l'absence de référence explicite à la sécurité dans la première version du plan, et a insisté sur le fait que le Service de police d'Ottawa (SPO) joue un rôle de premier plan dans les interventions d'urgence et l'application de la loi. À la demande même de la collectivité, l'examen a permis de recenser des occasions, pour le SPO, de s'associer à des initiatives de prévention et de développement social qui viennent se greffer à son cadre opérationnel de sécurité et de bien-être des collectivités. Cette collaboration doit cependant respecter et reconnaître le fait que certains résidents ont subi des préjudices dans leurs interactions avec la police. C'est pourquoi les partenariats communautaires doivent être guidés par les principes de participation de la communauté, de transparence et de confiance. Le Plan de sécurité et de bien-être dans les collectivités révisé de la Ville d'Ottawa prend acte de sa responsabilité légale en matière de planification de la sécurité et du bien-être dans les collectivités, appuie l'orientation de la planification provinciale multisectorielle visant à favoriser les interventions préventives et de développement social, et s'aligne sur les priorités du mandat 2023-2026 du Conseil en guidant Ottawa vers une communauté plus sûre et plus saine.

## BACKGROUND

### Community Safety and Well-Being Plan Background

Between 2013 and 2016, the provincial government conducted consultations across Ontario to better understand how residents experience service delivery across all sectors. These consultations revealed a common expectation: Ontarians want timely, effective, and efficient access to the services that support community well-being.

Building on provincial research released since 2012, the Ministry developed the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario*. The framework sets out the Province's approach to community safety and well-being planning and serves as a resource for municipalities to navigate the complexities of this work while meeting legislative requirements. These requirements were first introduced under the *Police Services Act* (effective January 1, 2019) and are now governed by the *Community Safety and Policing Act, 2019*.

In addition to serving as a guide, the Community Safety and Well-Being Planning Framework outlines four levels of intervention to guide municipal community safety and well-being planning. Municipalities are encouraged to address all four areas, but most investments, time, and resources should focus on social development, prevention, and risk intervention strategies. With the aim of prioritizing preventative approaches over reactive ones to reduce the number of individuals, families, and communities reaching crisis points.

Provincial Planning Framework - Four Levels of Intervention:

- **Social development** which focuses on promoting and maintaining well-being
- **Prevention** which focuses on proactively reducing identified risk
- **Risk intervention** which focuses on mitigating situations of elevated risk
- **Incident response** which focuses on critical and non-critical incident response

The City's first Community Safety and Well-Being Plan ([ACS2021-EPS-PPD-0003](#)) was approved on October 27, 2021. Following the consultative process with residents, six priority areas as well as goals, strategies, and outcomes to address these priorities were identified and approved by Council: Discrimination, Marginalization and Racism; Financial Security and Poverty Reduction; Gender-based Violence and Violence Against Women; Housing; Integrated and Simpler Systems, and Mental Well-Being.

In 2024, following City Council direction to integrate Crime Prevention Ottawa into the Community Safety and Well-Being Plan ([ACS2024-CSS-GEN-012](#)), a seventh priority - Youth Social Development was added.

In March 2025, the Province of Ontario enacted the Comprehensive Ontario Police Services Act, 2019 (Bill 68), which replaced the former Police Services Act with the [Community Safety and Policing Act, 2019](#). Under this legislation, municipalities are required to review their Community Safety and Well-Being Plans every four years, as outlined in [Part XVI and O. Reg. 414/23](#). Additionally, the Act mandates consultation with individuals who have received or are receiving mental health or addictions services during the development or update of these plans [\[Subsection 250\(7\)\(b\)\]](#).

The reviewed Plan remains grounded in the provincial policy framework, while supporting a local and community centered approach that engages residents, community organizations, agencies, service providers and all levels of government to work collaboratively in driving action to reduce harms in community.

### **Progress Made Under the First Community Safety and Well-Being Plan**

Since 2021, the Community Safety and Well-Being Plan has driven measurable progress through collaborative, community-led initiatives that address complex social challenges. The following summary highlights implementation progress and impact.

#### *2021–2024 – Setting the Foundation and Building Capacity*

- Established the CSWB Advisory Committee as a mandatory body under the Community Safety and Policing Act and as a local board of the City of Ottawa.
- Created a performance measurement framework to inform the strategic direction and priorities of the plan, inform the plan’s corporate functions and assess project outcomes.
- Mandated and funded the Ottawa Guiding Council for Mental Health and Addictions to identify alternatives to a police response for mental health and substance use crises.
- Initiated development of community leadership action tables to identify local need and drive action for Community Safety and Well-Being Plan.
- Engaged 354 participants representing over 70 organizations, six City departments and 5 community experts and researchers to strategize action on poverty and food insecurity.

- Convened a GBV/VAW Forum with over 40 organizations and experts to share and discuss the findings of the GBV/VAW asset mapping study and collaborate with the sector to identify key short-term and mid-term priorities.
- Designed a crisis response model that was informed by the Guiding Council research, and in collaboration with Centretown and Somerset West Community Health Centres, Community Navigation of Eastern Ontario (CNEO/211 East) and municipal partners.
- Developed a Community Social Services Department Data Strategy to enable corporate service delivery beyond the administrative silos of programs and assess the equity impacts to better service planning, delivery, and policy development.
- Initiated annual CSWB Funding to community groups to deliver community safety and well-being programs and services in community.

#### *2024–2025 – Implementation and Activation*

- Digitized [Point-in-Time Count](#) survey process, resulting in the collection of 2,395 surveys across 141 locations with the support of 75 community partner agencies creating data entry and analysis efficiencies compared to previous Point in Time counts.
- Secured three year provincial funding and launched an alternative crisis response model entitled [ANCHOR](#) in Centertown. In its first year ANCHOR successfully received 4,464 calls and handled 92.47 per cent of calls dispatched to ANCHOR Crisis Response Workers with no police involvement.
- Led the development of the City of Ottawa’s Poverty Reduction Strategy 2025-2029. In its first year, funding was secured to advance financial security efforts, resulting in partner reporting support for 6,335 tax return filings that unlocked \$30.5 million in benefits
- Hosted a Food Security Symposium, attended by 134 attendees including City staff, Councillors, the Mayor, community organizations, facilitators, and support staff.

- Advocated for an increase to the Cost of Living Allowance (COLA) for food security agencies resulting in a 10% inflationary increase in the 2025 Budget, adding \$354,000 in support. Secured three-year provincial funding and advanced Downtown Safety Outreach Partnership. Efforts focused on strengthening interventions for unsheltered individuals, improving community perceptions, and enhancing coordination among organizations.
- In partnership with 3-1-1, co-developed the Online Public Encampment Reporting Tool that allows residents to easily report encampments to the City. The new reporting tools allows staff to better triage and support those staying in encampments while better coordinating our efforts across with various internal and external partners.
- Through the 2025 budgeting process \$700,000 in municipal funding was dedicated to expanding ANCHOR service boundaries starting in Q4 2025.
- Integrated Crime Prevention Ottawa into the Community Safety and Well-Being Plan, which resulted in the creation of a Youth Social Development Priority within the Plan.
- Drafted a three-year Gender-Based Violence and Violence Against Women Action Plan (2026–2028).
- Hosted a Youth Forum with 150 youth, youth-serving organizations, and City staff to advance a collective Youth Services Development action plan.

For more information on the Community Safety and Well-Being Plan 2021 – 2025 Progress, please see: **Detailed Progress Table – 2021-2025 - Document 2.**

### **Community Safety and Well-Being Plan – Governance**

The governance structure of the Community Safety and Well-Being Plan is led by [Community Safety and Well-Being Advisory Committee](#), which provides strategic oversight, advises other governance bodies, and recommends adjustments to City Council as progress is achieved. The CSWB Advisory Committee was established as a mandatory body under the Community Safety and Policing Act and is considered a local board of the City of Ottawa. Supporting this work are Community Leadership Action Teams, responsible for developing and implementing action plans for individual priorities. Together, these groups ensure coordinated efforts, accountability, and responsiveness to community needs.

As outlined in the April 2022 report to Council ([ACS 2022-CSS-GEN-004](#)) Community Leadership Action Teams have been or will be established for each of the priorities, where required. Wherever possible, existing action tables or committees are used to identify local need and drive action for Community Safety and Well-Being Plan priorities. Internal coordination across priorities is carried by the CSWB Office to ensure subject matter expertise is applied in for Plan implementation through an inter-departmental working group.

## **DISCUSSION**

The recommendation to adopt the revised Community Safety and Well-Being Plan 2026-2030 ensures compliance with the *Community Safety and Policing Act, 2019*.

Community safety and well-being planning requires multi-sector solutions to complex social and safety issues. This review provided an opportunity to validate priorities and assess progress without rewriting the plan, preserving stability while responding to emerging needs.

The refreshed Community Safety and Well-Being Plan 2026-2030 aligns with provincial direction, is informed by community insights, aligns with multiple corporate strategies and creates capacity to advance key council strategic objectives of the 2023–2026 Term of Council.

### **Reducing Reliance on Incident-Driven Responses – Provincial CSWB Framework**

As outlined in the provincial Community Safety and Well-being Planning Framework, policing plays a critical role in supporting municipally adopted community safety and well-being plans by addressing immediate safety concerns and contributing to multi-sector strategies. However, long-term success depends on sustained collaboration across sectors, aligning police efforts with broader municipal initiatives, and investing in preventative approaches that tackle root causes of safety challenges.<sup>1</sup>

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<sup>1</sup>Section 1 - Introduction | *Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario*. (2021, August 6). Ontario.ca. <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-1-introduction>

Provincial consultation revealed that police are frequently called to handle complex, non-criminal situations simply because they operate 24/7. Many of these situations, they found, could be better addressed through collaborative service models that leverage community strengths<sup>2</sup>. Ministry leaders emphasized the value of coordinated municipal planning for community safety and well-being, highlighting benefits such as improved service integration.<sup>3</sup>

While police remain vital partners in community safety and well-being planning, the focus is shifting toward upstream, community-led, and evidence-based interventions. The Ministry emphasizes moving away from reactive, incident-driven responses, while affirming that police and police service boards continue to play an important role throughout the planning process.<sup>4</sup>

In addition to the legislated requirement for police participation on the Community Safety and Well-Being Advisory Committee<sup>5</sup>, the Ottawa Police Service has been an important partner to the City of Ottawa's Community Safety and Well-Being Plan implementation, supporting initiatives like ANCHOR and community outreach in the downtown core.

While police involvement in community safety and well-being planning remains important, the approach also highly emphasizes upstream, preventative measures that reduce reliance on costly emergency responses, while requiring sustained collaboration and adequate resources to be effective.

Investments in upstream intervention and prevention are key to reducing long-term costs and decreasing reliance on reactive systems.

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<sup>2</sup> Section 1 - Introduction | Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario. (2021, August 6). Ontario.ca. <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-1-introduction>

<sup>3</sup> Message from the Deputy Minister of Community Safety on behalf of the Deputy Ministers' Social Policy Committee | Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario. (2021, August 6). Ontario.ca. <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/message-deputy-minister-community-safety-behalf-deputy>

<sup>4</sup> Section 1 - Introduction | Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario. (2021, August 6). Ontario.ca. <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-1-introduction>

<sup>5</sup> [Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1 | ontario.ca](https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-1-introduction)

Research shows:

- Economic evaluation has shown that preventing just one career criminal can save society over \$2M.<sup>6</sup>
- Evidence suggests that every dollar invested in prevention and early intervention can save up to seven dollars in future costs related to incarceration, victim services, and justice system expenditures. For example, one study found that a dollar invested in enriched childcare programs can result in \$17 in long-term savings within the criminal justice system.<sup>7</sup>

To ensure the continued effectiveness and inclusivity of the Plan, the next step is to focus on strategic partnerships with the Police in ways that further prioritize community leadership and respond to identified local needs.

The CSWB and Ottawa Police Services have collaborated in many ways, including the following:

**CSWB Advisory Committee:** Police service members are integrated into the CSWB Advisory Committee, providing expertise and supporting cross-sector collaboration.

**ANCHOR design and implementation:** Police have been involved in the co-design and implementation of the ANCHOR, ensuring call intake/dispatch and frontline officers were involved in planning and implementation and evaluation of this new initiative.

**Partnership in Community:** Police leadership has taken part in the internal CSWB working groups and in community helping to shape implementation plans that reflect both enforcement and community-based approaches.

**Downtown Safety Outreach Partnership:** The governance of the coordinated outreach model will operate under a shared governance structure between the Community and Social Services Department and key components of the Ottawa Police Service's CORE initiatives. CSSD staff will continue collaborating with Market Safe and Community Outreach and Response Engagement (CORE) programs to deliver a comprehensive set of skills, resources, and strategies to address public safety challenges.

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<sup>6</sup> ERIC ED502053: *The Economic Return on PCCD's Investment in Research-Based Programs: A Cost-Benefit Assessment of Delinquency Prevention in Pennsylvania* : ERIC : Free download, Borrow, and streaming : Internet Archive. (2008, March 1). Internet Archive. [https://archive.org/details/ERIC\\_ED502053](https://archive.org/details/ERIC_ED502053)

<sup>7</sup> Institute for the Prevention of Crime (2009) Making Cities Safer: Action Briefs for Municipal Stakeholders. [Ottawa, ON]

**Ottawa Police Services CSWB Framework:** Ottawa Police Services is developing a Community Safety and Well-Being Framework aligned with provincial standards and in collaboration with the City of Ottawa and community partners. The framework focuses on risk intervention and prevention to reduce harm, victimization, and calls for service, while complementing the City's CSWB Plan, which emphasizes social determinants of health and community-based prevention. Both organizations will coordinate strategies and resources to deliver a cohesive, comprehensive approach to community safety and well-being.

By strengthening collaborative relationships between municipal services, community organizations and Ottawa Police Service, we can create solutions that are rooted in community development and designed to enhance safety and well-being for all residents.

The Community Safety and Well-Being Office recognizes that some individuals and communities have experienced harm during encounters with police, and prioritizes trauma-informed, culturally safe, and community-led approaches, ensuring that all partners contribute to improved outcomes without reinforcing systemic challenges and barriers.

### **Community Safety and Well-Being Plan Review: Evidence-Informed Approach**

Staff used an evidence-based approach to conduct a review of the CSWB Plan building on previous engagement findings and recent insights to assess whether the original priorities remain relevant and to identify any new or emerging needs since the Plan was first developed. To achieve this, staff drew on a wide range of community input, including:

#### *Population Survey*

To inform the refresh of the CSWB Plan, over 1,000 residents across Ottawa were randomly sampled to respond to a telephone survey in January 2025. While overall most residents believe they have a high quality of life in Ottawa, some populations are significantly less likely to rank their quality of life as high compared to others.

For more information, see [Appendix A: Population Survey Findings](#).

### *Thematic Analysis of Feedback*

The thematic analysis report consolidated resident feedback from previous City consultations—such as deputations to the Community Safety and Well-Being Advisory Committee and Community Services Committee—along with insights from 12 community reports.

The analysis identified community-proposed priorities, solutions, and barriers.

For more information, see [Appendix B: Thematic Analysis](#).

### *Data from targeted engagement sessions and online survey*

The legislated review of the Community Safety and Well-Being (CSWB) Plan was informed by extensive public engagement and survey results, grounding the process in lived experience and community priorities.

A total of 1,041 respondents contributed through a bilingual city-wide survey.

### **Key Survey Findings:**

**Top priorities:** Housing (83%), mental well-being (82%), and financial security (78%) ranked highest across all groups, confirming urgent needs identified in both 2020 and 2025 engagement.

**System navigation:** Residents and service providers highlighted confusion about accessing services and inconsistent follow-up, reinforcing the need for integrated, easier-to-navigate systems.

**Basic needs and equity:** Access to food, employment supports, and transportation remains critical. Rural and suburban residents reported limited local services and long travel distances, reinforcing the case for place-based delivery.

**Community trust and belonging:** Safety is linked to inclusion and connection, not only enforcement. Building trust through visibility and compassion strengthens resilience.

**Priority groups:** Youth need safe spaces and prevention programs; seniors require tailored supports to reduce isolation and improve housing and food security.

For more information, see [Appendix C: What We Learned Report](#).

### *Interdependency Analysis*

An interdependency analysis was conducted to identify and assess connection between the Community Safety and Well-Being Plan and other Council-approved City of Ottawa

strategies. This work strengthens systems thinking, prevents duplication, and enhances community safety and well-being by aligning policies and initiatives.

For more information, see [Appendix D: Interdependency Analysis](#).

### **Community Safety and Well-Being Plan Review: Summary of Changes**

Informed by public engagement, research and data, and building upon the progress of ongoing initiatives and the provincial policy framework, the following elements of the Community Safety and Well-Being Plan have been refreshed to maintain momentum and strengthen alignment with community priorities:

- **The plan’s priorities remain relevant and six will be maintained unchanged:** Discrimination, Marginalization and Racism, Financial Security and Poverty Reduction, Gender Based Violence and Violence Against Women, Housing, Mental Well-Being and Youth Social Development.
- **Renaming ‘Integrated and Simpler Systems’ priority to ‘Neighbourhood Solutions and Community Safety’** to focus on supporting local solutions that reflect each neighbourhood’s unique needs and strengths. Further reflection showed that system coordination is not just one part of the plan—it is a core idea that should guide all priorities. This new name highlights the importance of building strong relationships among people, organizations, and communities, and creating more connected, community-focused supports across the city.
- **Introduction of a Two-Year Action Planning Cycle.** To improve accountability and adaptability, the Plan will adopt a two-year action cycle. This approach allows for ongoing reflection, course correction, and responsiveness to emerging needs while recognizing that priorities address long-term challenges.

The 2025 review process identified three top priorities: Housing, mental health, and substance use, and financial security.

Building on this foundation, and in addition to continuing strategic initiatives—such as the Poverty Reduction Strategy, Gender-Based Violence Action Plan, Youth Social Development Action Plan, and Older Adult Plan—2026–2028 actions will be aligned under Housing and Mental Well-Being and Neighbourhood Solutions and Community Safety priorities. This alignment ensures that efforts directly support the community’s top priorities while reinforcing existing work and driving measurable progress priorities.

This alignment ensures that efforts directly support the community's top priorities while reinforcing existing work and driving measurable progress.

Specific targets and indicators will be developed with subject matter experts and community leadership action tables for action areas once this report is approved. This action planning cycle will provide measurable activity and performance indicators to track progress and impact.

### **Funding Alignment and Sustainability**

Since 2021, the City has successfully secured and leveraged over \$40 million in funding from all levels of government, ensuring investment in strategic priorities to advance key actions and strengthen community well-being.

The complexity of community safety and well-being is cross sectoral and there is no dedicated general community safety and well-being provincial or federal funding stream for municipalities to access to advance efforts. Obtaining and aligning funding from all levels of government is critical for implementation and is an integral part of advancing the Plan.

### **Performance Measurement**

Progress under the CSWB Plan refers to improving the conditions in which people grow, live and work through partnerships that support thriving communities where people feel safe. A framework, approved by Council ([ACS2023-CSS-GEN-009](#)), establishes a data-driven approach to measuring progress and guide actions across aspects of the CSWB Plan, that will be used to:

- inform the strategic direction and priorities of the plan
- inform the plan's corporate functions and
- assess project outcomes

In alignment with the new two-year action planning cycle, annual activity and performance reporting will be established to measure and report out on the progress of the Community Safety and Well-Being Plan and its seven priorities over time.

Public reporting will focus on CSWB Plan inputs, activities and outputs and project outcomes under the CSWB Plan, recent examples include the [formative](#) and [first-year evaluations](#) of programs like ANCHOR. Project evaluations allow us to measure outcomes, adapt strategies, and ensure that initiatives remain responsive to emerging community needs. Further, as an integral part of evidence-informed decision making, the CSWB Plan includes a research agenda to build knowledge, guide interventions, and support funding requests.

### **Well-Being Ottawa dashboard – Data tool Release**

In Q1 2026, the CSWB Office will be launching the [Well-Being in Ottawa dashboard](#). The dashboard, available on Ottawa.ca, provides important context for strategic decisions by showing trends across indicators related to economic security, employment and opportunities, health and wellness, and social cohesion. Information presented on the dashboard can be used to support:

- Policies that place people first by incorporating data that captures the experiences and conditions that shape well-being
- Advocacy based on current data about the well-being of populations in Ottawa
- Research to inform solutions to complex problems by considering data that captures different aspects of well-being

**Well-Being in Ottawa** provides a comprehensive view of how residents are doing by examining several dimensions of well-being beyond the traditional measures of poverty and unemployment. It incorporates indicators that reflect both objective data and people's own perceptions, such as life satisfaction, sense of community belonging, and confidence in government. The data describe the current conditions in Ottawa and contextualize local responses to social issues. By tracking indicators across domains of well-being, the dashboard provides information about how people are doing collectively over time. Information about specific initiatives under the CSWB Plan will be shared in annual activity and performance reports.

The **Well-Being in Ottawa** dashboard supports pillar one of the CSWB Performance Measurement Framework by tracking city-wide safety and well-being indicators. It shows trends across key areas, including economic security, employment and opportunity, health and wellness, and social cohesion.

## Next Steps

Following City Council approval staff will:

*Implement City of Ottawa Community Safety and Well-Being Plan Action Plan (2026–2028)*

For more information, see Document 3: 2026-2028 Action Plan

This includes advancing community activities that respond to the residents' primary priorities: mental well-being and substance use health, and housing:

- ANCHOR alternative crisis response model implementation and continuous improvement
- Downtown Safety Outreach Partnership
- Advancing actions identified at the Health and Housing Leaders Forum, co-lead by Ottawa Public Health and CSSD, to strengthen integration of health and housing services, data collection and sharing and funding alignment.
- Build capacity for collective action to advance place-based safety solutions.

*Activate and support advancement of approved plans and strategies under the Community Safety and Well-Being Plan*

- [Poverty Reduction Strategy \(2025–2029\)](#)
- [Older Adult Plan \(2025–2030\)](#)

*Collaborate with sector and community partners to develop and implement:*

- Gender-Based Violence 3 Year Action Plan
- Food Security Action Plan, as part of the Poverty Reduction Strategy (2025-2029)
- Financial Literacy/Financial Empowerment Action Plan, as part of the Poverty Reduction Strategy (2025-2029)
- Youth Social Development Action Plan

*Advance place-based safety and local solutions through review and alignment of:*

- Post Incident Neighbourhood Support (PINS) Program
- Community Development Framework

*Launch dashboards:*

- City Poverty Reduction Dashboard
- Older Adult Dashboard

*Continue to fund community agencies/partners that align and advance the priorities of the Community Safety and Well-Being Plan 2026-2030*

- This includes reopening of the CSWB Fund request for proposal process in Q1 2026.

*Support the advancement of approved City plans and strategies that promote collaboration, align efforts, build partnerships, and create synergies to drive shared outcomes in community safety and well-being:*

- [10-Year Housing and Homelessness Plan \(2020–2030\)](#)
- [Equity, Diversity, Inclusion and Belonging Framework](#)
- [Overdose Prevention and Response Strategy](#)
- [Ottawa Police Service Board Strategic Plan 2024–2027](#)
- [Ottawa Public Health Strategic Plan 2023–2027](#)
- Public Realm Initiatives
- [Rural Summit Report](#)
- [Youth Futures Program](#)

## **FINANCIAL IMPLICATIONS**

There are no financial implications. The plan will be managed within existing budgets, or alternate funding streams will be explored.

## **LEGAL IMPLICATIONS**

There are no legal impediments associated with the implementation of the report recommendations.

## **ADVISORY COMMITTEE(S) COMMENTS**

The [Community Safety and Well-Being Advisory Committee](#) was consulted throughout the 2025 CSWB Plan review process and provided rich insight and advice to inform the review. Staff delivered updates to the Committee on March 27, June 18, September 24, and December 16, 2025, to validate priorities and identify emerging needs.

## **CONSULTATION**

The CSWB review followed the City's Public Engagement Strategy. The team confirmed engagement requirements, set clear objectives, and built a comprehensive plan aligned with the Public Engagement Cycle. This plan included audience analysis, accessibility measures, risk assessment, and compliance with MFIPPA, AODA, and the Bilingualism Policy. The team reported back to participants, evaluated results against objectives, and shared lessons learned to ensure accountability, inclusivity, and transparency.

The CSWB Office partnered with a third-party consultant to design and deliver bilingual, equity-focused engagement. Together, they launched a public survey, hosted five targeted sessions, analyzed feedback, and published "What We Learned" reports on Engage Ottawa. Public Information and Media Relations supported the process through public service announcements, Engage Ottawa promotion, and social media outreach.

### **Public Engagement Summary**

- Public Survey: 1,041 residents completed the Engage Ottawa survey (Aug 2–Sept 2, 2025), providing insights on priorities and concerns.
- Targeted Sessions: About 100 participants joined focused discussions with BIAs, resident associations, people with lived experience, and community agencies.

- Participants included:
  - Businesses, through Ottawa Coalition of Business Improvement Areas (8 attendees)
  - Residents Associations, through Federation of Citizens' Associations of Ottawa (21 attendees)
  - People with Lived and Living Experience Engagement Session (three separate sessions)
  - Community Development Framework (CDF) Engagement (13 participants)
  - Ottawa Inner City Health Engagement for individuals with lived and living experience (45 participants)
  - Community Agencies Engagement Session (11 participants)
- Reporting Back: “What We Learned” reports were published on Engage Ottawa and shared with participants in January 2026.

### **Internal Engagement – Cross Departmental Collaboration**

The CSWB Office led the Community Safety and Well-Being (CSWB) Plan Refresh Task Force to ensure a coordinated, municipal-wide, system-wide approach to updating the Plan. The Task Force brought together senior representatives from multiple departments to align programs, policies, and resources with community priorities. Departmental membership includes Ottawa Public Health, Ottawa Police Service, Public Safety Services, Equity, Diversity, Inclusion, Indigenous Relations, Housing, Economic Development, Recreation, Cultural and Facility Services, Ottawa Paramedic Service, and Strategic Initiatives – Climate Adaptation. Under the leadership of the CSWB Office, members provided strategic direction, operational input, and reviewed emerging data and community feedback. They identified opportunities for collaboration across service areas, ensuring municipal systems and planning are aligned internally.

Recent discussions confirmed and strengthened Plan priorities. All departments are working toward community safety and well-being, and through collaboration and improved strategic planning, to increase coordination and maximize municipal impact.

## **ACCESSIBILITY IMPACTS**

As stated in the Corporate Accessibility Policy, the City of Ottawa is committed to providing equal treatment to people with disabilities with respect to the use and benefit of City services, programs and facilities in a manner that respects their dignity and that is equitable in relation to the broader public. All actions that arise from the proposed recommendations of the Community Safety and Well -Being Plan will adhere to accessibility legislative framework that includes the *Integrated Accessibility Standards Regulation*, O. Reg. 191/11 of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA).

Staff considered accessibility throughout the review and public engagement. They used the Accessibility Spotlight monthly e-newsletter to promote consultation opportunities to the disability community, to ensure perspectives of those with lived experience were included in the development of the plan. Engagement opportunities were additionally designed with accessibility in mind.

Staff will continue to engage with the Accessibility Advisory Committee throughout implementation of the Community Safety and Well-Being Plan, as appropriate.

## **INDIGENOUS, GENDER AND EQUITY IMPLICATIONS**

Indigenous, gender and equity-deserving groups have been considered throughout the development of the Community Safety and Well-Being Plan.

### **Indigenous Policy Considerations**

The Community Safety and Well-Being Office led relationship-based consultations with Indigenous partners, guided by principles of respect and collaboration for the 2025 CSWB Plan review. Through ongoing engagement, the CSWB Office has continued to actively support the advancement of community safety and well-being planning projects identified as priorities by the urban Indigenous community. Investments in the work of the Ottawa Aboriginal Coalition and (OAC) and urban Indigenous community partners has resulted in a number of significant initiatives in support of Ottawa urban Indigenous community. Examples include land for the Violence Against Women (VAW) Inuit Shelter, Indigenous Housing and Homelessness Strategy, Indigenous Women's Safety Table, Indigenous Well-Being Strategy, Indigenous Employment Hub.

The Community Safety and Well-Being Office also respectfully acknowledge, the Ottawa Aboriginal Coalition's population estimate of 40,000 Indigenous people in Ottawa or 4% of the community.

The aim of the Community Safety and Well-Being Plan work is to follow the guidance of the Indigenous community in order to contribute to reconciliation by reducing the multifaceted barriers to well-being and safety for urban First Nations, Inuit, and Métis people in Ottawa. Throughout the strategy implementation, Indigenous people and communities will continue to be engaged.

### **Gender and Equity Implications**

Discrimination, marginalization, and racism is a cross-cutting lens that is applied across all Community Safety and Well-Being Plan's priorities to recognize that residents' realities are shaped by their intersectional identities like race, gender, or other identities CSWBP aligns with the City's Women and Gender Equity Strategy and the Anti-Racism Strategy.

Practical steps taken to ensure equity is integrated in CSWBP proprieties include the following:

1. CSWBP conducts community consultations centering lived experience and equity. Representation of lived experience is also ensured in Community Leadership Action Tables and the CSWB Advisory Committee.
2. For CSWBP projects such as ANCHOR, an equity framework is developed to ensure that an equity lens is integrated in all stages: project scoping, design, implementation and evaluation.
3. Work closely with community partners who represent and cater of equity-denied groups to implement CSWBP actions.

The staff and consultants took deliberate steps to ensure an equity lens was applied throughout the process. The procurement process for hiring a consultant to assist with the transition of CPO into the CSWBO required applicants to describe their approach to Equity, Diversity, and Inclusion (EDI), with points specifically awarded for this criterion. Staff also applied an EDI lens in creating a list of key partners to consult, ensuring representation from racialized people, women, gender-diverse individuals, LGBTQI2S communities, children and youth, older adults, and immigrants.

### **RURAL IMPLICATIONS**

There are no specific rural implications associated with the recommendations in this report. Rural communities were included in the public engagement process. A city-wide survey was available online for one month and promoted through Councillors'

newsletters to encourage participation from rural residents. Insights from the Rural Summit Report were incorporated into the thematic analysis, helping to inform rural priorities and perspectives. Moving forward, rural needs—particularly those related to rural youth and gender-based violence—will be addressed through upcoming action planning and implementation efforts.

## **TERM OF COUNCIL PRIORITIES**

The proposed recommendations align with the 2023–2026 Term of Council Priorities by fostering a safer, more inclusive Ottawa. The refreshed CSWB Plan directly supports and creates capacity to advance key council strategic objectives, including:

- Advance poverty reduction
- Promote and support proactive mental health supports, strategies and community-led crisis mental health response models
- Simplify access to social services to support those in need, including housing, employment and child-care services
- Reimagine the downtown and ByWard Market

## **SUPPORTING DOCUMENTATION**

Document 1: The Community Safety and Well Being Plan - Report

Document 2: Detailed Progress Table - 2021-2025

Document 3: 2026-2028 Action Plan

## **DISPOSITION**

Upon approval by City Council, the Director of Community Safety and Well-Being will publish the approved Community Safety and Well-Being Plan on [ottawa.ca](http://ottawa.ca) in accordance with the Community Safety and Policing Act, 2019, c. 1, Sched. 1, s. 252.