

## Document 2: Detailed Progress Table – 2021-2025

This document summarizes actions and outcomes from 2021-2025, marking the close of the first phase of the Community Safety and Well-Being (CSWB) Plan. Progress is assessed across five categories aligned with the initial strategy. Effective 2026, public reporting will transition to an annual cycle.

### Status Categories

Status	Definition
Complete	Resources have been allocated and utilized, activities are finished, outputs are generated, and desired outcomes are achieved.
In-Progress	Resources have been identified and deployed, activities are ongoing, resulting in some outputs and desired outcomes.
Planning Underway	Resources may have been identified but not secured, activities may have been outlined, but no outputs or desired outcomes established.
Not Started	Resources have not been identified, no activities have commenced, and no outputs or desired outcomes have been achieved.
Revised	This action has been merged with another, edited, or is no longer being pursued.

Table 1: Discrimination, Marginalization and Racism

Strategies and Actions	Status	Description/Rationale	Outcomes
Apply a cross-cutting lens of anti-discrimination, anti-racism, and equity across all CSWB Plan priorities.	In progress	The Community Safety and Well-Being Plan aligns with the City's Women and Gender Equity Strategy and Anti-Racism Strategy and the Equity, Diversity, Inclusion and Belonging (EDIB) Framework to ensure intersectional approaches in planning and implementation.	<p><b>Equity Framework Development</b></p> <ul style="list-style-type: none"> <li>Partnered with Centretown and Somerset West Community Health Centres to create an Equity Framework supporting diverse hiring practices and anti-racism and trauma-informed service training</li> </ul> <p><b>Poverty Reduction Strategy</b></p> <ul style="list-style-type: none"> <li>Adopted an intersectional lens in priorities</li> <li>Addressed disproportionate impacts on Black and racialized communities, women, and seniors</li> </ul> <p><b>Honorarium Best Practices</b></p> <ul style="list-style-type: none"> <li>Developed honorarium recommendations for participant feedback and contributions</li> </ul> <p><b>Indigenous Data Sovereignty</b></p> <ul style="list-style-type: none"> <li>Partnered with Housing and Ottawa Aboriginal Coalition</li> <li>Supported strong approach to data sovereignty for 2025 Point-in-Time Count Indigenous data</li> </ul> <p><b>Inclusive Outreach Model</b></p> <ul style="list-style-type: none"> <li>Led co-design process for culturally appropriate wrap-around supports for unsheltered and individuals with mental health and substance use challenges</li> </ul>

Table 2: Financial Security and Poverty Reduction

Strategies and Actions	Status	Description/Rationale	Outcomes
Develop a municipal poverty reduction strategy for Ottawa	Complete	<p>In 2024, Ottawa City Council approved RISE UP: A Collective Impact Approach to Reduce Poverty 2025–2029, the City’s first poverty reduction strategy. The plan includes five strategic pillars, food security, employment, financial security, economic development, and integrated pathways—supported by 10 priorities and 26 sub-priorities.</p>	<p><b>Poverty Reduction Strategy (2022-2026):</b></p> <ul style="list-style-type: none"> <li>Established a multi-sector Advisory Group and engaged 354 participants from 70+ organizations and six City departments to co-develop the Poverty Reduction Strategy.</li> <li>Delivered a comprehensive poverty data review highlighting disparities and lived experiences.</li> <li>Centered resident voices through broad community and internal engagement to ensure priorities reflect needs of most impacted households.</li> <li>Implementation of operationalized multi-level governance structure (Advisory Groups + 3 Working Groups) for coordinated community-led implementation.</li> </ul> <p><b>Food Security Pillar:</b></p> <ul style="list-style-type: none"> <li>Delivered Food Security Symposium identifying need for stronger coordination and shared resources.</li> <li>Increased funding to food agencies by 10 per cent (\$354,000) in 2025 to address inflationary pressures.</li> </ul> <p><b>Employment Pillar:</b></p> <ul style="list-style-type: none"> <li>Invested \$635,000 (2024) and \$1.28 million (2025) in skills development, mentorship, and networking programs for racialized, newcomer, and equity-deserving youth.</li> <li>Supported 29 projects focused on improving employment outcomes and life goals for priority populations.</li> </ul> <p><b>Financial Security Pillar:</b></p> <ul style="list-style-type: none"> <li>Invested \$150,000 in tax clinic coordination; 6,335 returns filed unlocking \$30.5 million in benefits.</li> <li>Through Employment and Social Services and community partners, standardized data collection for tax clinics and expanded system navigation through centralized referral tools and mobile outreach teams.</li> </ul> <p><b>Economic Development Pillar:</b></p> <ul style="list-style-type: none"> <li>Through the Economic Development Strategy and Action Plan, completed Ottawa labour market assessment in 2025 and advanced development of Talent Action Plan for early 2026.</li> </ul>

<b>Strategies and Actions</b>	<b>Status</b>	<b>Description/Rationale</b>	<b>Outcomes</b>
Develop a municipal food security strategy for Ottawa	Revised	Food security strategy integrated into the Poverty Reduction Strategy as a pillar in the City's Poverty Reduction Strategy.	Reporting through Poverty Reduction Strategy - Food Security Pillar

Table 3: Gender-based Violence and Violence Against Women

Strategies and Actions	Status	Description/Rationale	Outcomes
<ul style="list-style-type: none"> <li>• Increase awareness and supports of programs and services for survivors</li> <li>• Increase awareness and access to culturally appropriate, accessible education and supports</li> <li>• Increase capacity for community accountability mechanisms</li> </ul>	Revised	<p>All gender-based violence (GBV) and violence against women (VAW) actions will be consolidated into a community-led Action Plan to be released in 2026. The plan will strengthen coordination across Ottawa’s GBV sector and align with provincial frameworks, which set standards, funding priorities, and policy integration with justice, health, and housing systems. Collaboration and advocacy with the province will be critical to ensure implementation and sustained impact.</p>	<p><b>Development Phase (2022-2025):</b></p> <ul style="list-style-type: none"> <li>• Completed Ottawa’s first GBV/VAW sector-wide scoping and asset mapping study, identifying service gaps and opportunities.</li> <li>• Convened a sector-wide forum to share findings and set short- and mid-term priorities.</li> <li>• Established a diverse GBV Advisory Group, including persons with lived experience, to guide coordinated action.</li> <li>• Developed GBV resource for frontline staff in housing, Ontario Works, and Service Ottawa.</li> <li>• Conducted data review on GBV prevalence and legislation to inform advisory group work.</li> <li>• Invested \$3.7 million in 2023 to strengthen 24 social service agencies and embed a gendered lens across City services.</li> <li>• Secured \$300, 000 over three years to support sector-led coordination and design of a three-year GBV Action Plan with six core priorities: sustainable funding, emergency supports, trauma-informed services, integrated coordination, data sharing, and policy advocacy.</li> </ul>

Table 4: Housing and Homelessness

Strategies and Actions	Status	Description/Rationale	Outcomes
Advance interventions to prevent housing loss, reduce housing instability and related harms, and emphasize stable, supportive housing with wraparound services to meet broader needs of individuals and families.	In Progress	The CSWB Plan will continue to advance actions through the City of Ottawa’s 10-Year Housing and Homelessness Strategy, which supports long-term housing solutions.	<ul style="list-style-type: none"> <li>• Successfully digitized Point-in-Time Count, collecting 2,395 surveys across 141 locations with 75 partner agencies, improving data quality, saving two weeks of processing time, and strengthening sector collaboration.</li> <li>• Launched Online Public Encampment Reporting Tool with 311, enabling better triage and coordinated support for individuals in encampments.</li> <li>• Completed evaluation of Rapid Rehousing Pilot, informing service improvements and strategic planning for single individuals experiencing homelessness.</li> <li>• Delivered evidence-based Housing Needs Assessment incorporating priority group needs, fulfilling federal requirements and informing the mid-term review of the City’s 10-Year Housing and Homelessness Plan.</li> </ul>

Table 5: Integrated and Simpler Systems (name revised during 2025 review)

Strategies and Actions	Status	Description/Rationale	Outcomes
Integrate and streamline systems navigation	In progress	During the 2025 review, this priority was renamed Neighborhood Solutions and Community Safety to reflect its emphasis on local, collaborative approaches to service integration and safety. Advancing integrated and simpler systems remains a core commitment and will continue to be embedded across all priorities.	<ul style="list-style-type: none"> <li>• Human Services Integration (HSI) improved coordination and accessibility of services through process mapping, integrated consent, and new navigation supports.</li> <li>• Catherine Street Hub enabled 12,200+ resident interactions in 2024, providing streamlined access to housing, employment, childcare, and community programs.</li> <li>• 80 per cent of staff trained on integrated consent, reducing duplication and accelerating client support.</li> <li>• Child Care Navigator role enhanced family access to subsidies and programs.</li> <li>• \$7.6 million invested in Downtown Safety Outreach Partnership to strengthen unsheltered outreach and service coordination.</li> <li>• Municipal outreach teams launched in 2022, improving service connections for individuals experiencing homelessness and fostering community relationships.</li> <li>• \$2.1 million allocated through Community Safety and Well-Being Fund (2022–2025), supporting 19 projects across 18 agencies to advance safety and well-being priorities.</li> </ul>

Strategies and Actions	Status	Description/Rationale	Outcomes
Adapt communications to be more understandable and accessible to the community	Revised	All City communications follow Public Information and Media Relations direction, plain language, meet accessibility standards, etc.	This action has been integrated into core City operations. All CSWB communications adhere to Public Information Media Relations standards for plain language and AODA accessibility, ensuring consistent and inclusive messaging across all platforms.
Develop a data governance model	Complete	Strategy to improve data systems, process and support better decision making	Developed a comprehensive CSSD Data Strategy in 2023 to strengthen data governance, improve data quality, and enable evidence-based decision-making across programs.
Develop collaborative funding approaches and build community capacity; Invest in place-based solutions	In Progress	Operational alignment ensures that funding decisions are strategically guided by the priorities identified in the CSWB Plan to avoid duplication, and respond effectively to emerging needs, while maintaining accountability and transparency.	Integrated Community Funding into the CSWB Office in 2024, improving collaboration and planning processes, resulting in more targeted and efficient allocation of funding toward CSWB Plan priorities.

Table 6: Mental Well-Being

Strategies and Actions	Status	Description/Rationale	Outcomes
<p>Work with partners to explore safer alternatives for mental health crises response.</p> <p>Note: referred to as safer alternate response in the 2021 CSWB Plan. This service has been renamed Alternate Neighbourhood Crisis Response ANCHOR/ANCRE</p>	<p>In progress</p>	<p>In August 2024, the Alternate Neighbourhood Crisis Response (ANCHOR) prototype launched to provide an alternative, community-led response to mental health and substance use crises to resident in Centretown. In November 2025, ANCHOR's service area was expanded to Island Park Drive (West) and Carling Avenue (South).</p>	<p><b>Development of ANCHOR (2021-2024):</b></p> <ul style="list-style-type: none"> <li>Established Ottawa Guiding Council on Mental Health and Addictions, representing 150 organizations, and released the Mental Health and Substance Use Crisis Response Strategy.</li> <li>Defined a community-based alternate response model for mental health and substance use crises.</li> <li>Selected Centretown as the first-phase geographic area for the prototype through an evidence-informed process.</li> <li>Secured \$9M provincial funding for ANCHOR implementation (2024–2027).</li> <li>Selected Centretown CHC and Somerset West CHC as service delivery leads; CNEO/211 for call diversion.</li> <li>Developed a comprehensive evaluation framework to measure effectiveness, efficiency, and impact.</li> </ul> <p><b>Implementation of ANCHOR (2024-2026):</b></p> <ul style="list-style-type: none"> <li>Launched ANCHOR prototype in Centretown and conducted formative evaluation within first 11 weeks to improve operations and data quality.</li> <li>Completed Year 1 evaluation: 4,464 calls handled (92.7% via 211, 7.3% diverted from 911), reducing police involvement and increasing crisis response capacity. <a href="#">ANCHOR: First Year Data infographic</a></li> <li>Expanded service area to include more neighbourhoods west (to Island Park Drive) and south (to Carling Avenue) of original pilot area</li> <li>Developed tools for midterm evaluation and engaged third-party consultant for qualitative data collection to inform program improvements.</li> </ul>

Strategies and Actions	Status	Description/Rationale	Outcomes
Facilitate access to services and supports	Revised	To reduce barriers and streamline pathways for residents seeking social and health supports. Specialized components of this work (specifically anti-stigma training) have been transitioned to Ottawa Public Health to leverage their clinical expertise and resource library.	The CSWB Office continues to partner with Ottawa Public Health to advance service access.
Foster supportive environments to form connections	In Progress	Efforts focus on reducing barriers, fostering trust, and addressing the unique needs of youth, African, Caribbean, Black communities, and Indigenous populations.	<ul style="list-style-type: none"> <li>• Secured provincial funding in 2024 to strengthen downtown outreach coordination, addressing challenges related to the toxic drug supply.</li> <li>• Established MOUs between Ottawa Public Health, Paramedics, Police, and non-profit partners to implement cross-sector solutions.</li> <li>• Co-designed the Downtown Safety Outreach Partnership, mobilizing agencies to deliver culturally responsive 24/7 outreach and enhance service coordination.</li> <li>• Conducted a webinar on black mental health attended by 81 city staff</li> <li>• In 2025, supported work with Somali Centre for Family Services to develop and secure funding for a Somali-led mental health and substance use health initiative.</li> </ul>

Table 7: Youth Social Development

Strategies and Actions	Status	Description/Rationale	Outcomes
The positive social development of youth	In Progress	To empower youth by reducing risk factors and enhancing protective factors through peer-led engagement and systemic support.	<p><b>Development of Youth Forum (2025):</b></p> <ul style="list-style-type: none"> <li>• Integrated Crime Prevention Ottawa into the CSWB Plan and established Youth Social Development as a priority to strengthen youth engagement and community safety initiatives.</li> <li>• Coached 33 youth leaders over one year to facilitate consultations in priority neighborhoods, generating actionable recommendations in education, recreation, employment, and mental health.</li> <li>• Engaged 66 youth (ages 14–24) from Dempsey, Michelle Heights, Taggart, and Rideau-Rockcliffe communities through four peer-to-peer sessions.</li> <li>• Hosted 2025 Youth Forum with 150 youth, youth-serving organizations, and City staff to advance a collective Youth Services Development action plan.</li> </ul>
Fund youth initiatives	In Progress	Supported by the Priority Neighbourhood Youth Initiative, to reduce gun and gang violence through community-based, trauma-informed, and culturally responsive youth programs	<ul style="list-style-type: none"> <li>• Administered \$66.8M (2023–2025) to community organizations to expand youth programs and supports. <ul style="list-style-type: none"> <li>○ BGC Neighbourhood Ambassadors Program: Expanded youth-led mentorship and outreach in priority neighborhoods.</li> <li>○ CRSD Rajo Project: Delivered trauma-informed supports for Somali and racialized youth using TST-R model.</li> <li>○ SPCO Microgrant Program: Funded 50+ ethno-cultural organizations to deliver culturally relevant youth programming.</li> <li>○ Engaged 3,000+ youth through 50+ programs across 15+ sites; supported 200+ youth in professional skill-building.</li> <li>○ Delivered food programming (SNACK Program, March Break Meals, Community Flavours Café) and creative initiatives like Paint It Up!</li> </ul> </li> <li>• Provided responsive training to 130+ frontline professionals (educators, recreation staff, substance use counselors) on trauma-responsive care and compassion fatigue.</li> </ul>