

Document 3: 2026-2028 Action Plan

This table outlines priority focus for 2026-2028 action planning for the City of Ottawa’s Community Safety and Well-Being (CSWB) Plan.

The CSWB Plan is a long-term commitment. While some activities will deliver immediate impacts, the ultimate goal is sustainable solutions. Through effective performance measurement, transparent reporting and strong community leadership, the Plan aims to build a community where everyone is safe, has a sense of belonging, has opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

This document is meant to be updated quarterly or as required. **The last update was:** Q1 2026

Table 1: Discrimination, Marginalization and Racism

Goal: Ensure principles of decolonization, equity and intersectionality are embedded in the work under all priorities.

2026-2028 Action Area	Partners	Outcome	Proposed Key Performance Indicators	Estimated Year of Completion
Leveraging Socio-Demographic Data (SDD) for Inclusive Programs and Policies	Equity, Discrimination and Inclusion and Indigenous Relations, Ottawa Police Services, Housing & Homelessness, Ottawa Public Health, community partners	Increase standardized SDD collection tools and protocols.	% of initiatives that are collecting social demographic data.	Ongoing
Continue to implement the Equity, Diversity, Inclusion and Belonging Framework	Equity, Diversity, Inclusion and Indigenous Relations, CSSD (Lead), Community partners	Outcomes will be reported through the Equity, Diversity, Inclusion and Belonging Framework .	Indicators will be reported through the Equity, Diversity, Inclusion and Belonging Framework.	Ongoing

Table 2: Financial Security and Poverty Reduction

Goal: People living in poverty or at risk of poverty will be better able to access benefits, experience job security, participate in economic growth, access necessary services, and purchase food.

2026-2028 Action Area	Partners	Outcome	Proposed Key Performance Indicators	Estimated Year of Completion
Implement the Food Security Action Plan	CSWB Office (Lead), Food Security Pillar Working Group, Ottawa Public Health, Community Partners	Outcomes to be determined through Action Plan.	Indicators to be determined through Action Plan.	2028
Advance the Financial Security Priorities	CSWB Office, CSSD Financial Security Pillar Working Group, Community Partners	<ul style="list-style-type: none"> Enhanced tax coordination and referral system Increased access to tax credits and benefit for low-income residents Hosting 2026 financial empowerment forum to increase service coordination and support financial literacy and address economic abuse. 	<ul style="list-style-type: none"> % of wards with tax clinic services # new tax filings # tax returns filed \$ amount in benefits 	2027

Table 3: Gender-Based Violence and Violence Against Women

Goal: Create a city where everyone is engaged and committed to taking action to prevent gender-based violence and violence against women; where every survivor in Ottawa can access and benefit from services, supports and mechanisms for reporting violence.

2026-2028 Action Area	Partners	Outcome	Proposed Key Performance Indicators	Estimated Year of Completion
Develop and implement a Comprehensive Gender-Based and Intimate Partner Violence Reduction Action Plan	CSWB Office, CSSD (Lead), Gender Based Violence Advisory Group, Housing & Homelessness	<ul style="list-style-type: none"> Improved awareness of services and supports for survivors Improved access to services and supports for survivors Improved system navigation of services and supports Raised awareness of alternatives to reporting for survivors Reduction in the number of people experiencing gender-based violence and violence against women 	Indicators to be determined through Action Plan	2026

Table 4: Housing and Homelessness

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

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
Implement the 10-Year Housing and Homelessness Plan (2020–2030)	Housing and Homelessness, CSSD (Lead), Community Partners	Outcomes will be reported through the 10-Year Housing and Homelessness Plan (2020–2030)	Indicators will be reported through the 10-Year Housing and Homelessness Plan (2020–2030)	Ongoing
Strengthen integration of health and housing services, data collection and sharing and funding alignment, through advancing actions identified at the Health and Housing Leaders Forum, co-lead by Ottawa Public Health and CSSD	Housing and Homelessness, CSSD, Ottawa Public Health, Community Partners	Outcomes to be determined.	Indicators to be determined.	Ongoing

Table 5: Neighbourhood Solutions and Community Safety

Goal: Improve coordination across services by streamlining access, aligning funding, and using shared data to create responsive and placed based solutions.

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
Implement the Downtown Safety Outreach Partnership	CSWB Office, CSSD (Co-Lead), Housing and Homelessness, CSSD (Co-Lead), Community Partners	<ul style="list-style-type: none"> • Increase the number of unsheltered people who are document-ready for case management • Improve data collection to support continuous improvement of housing services • Develop a centralized dispatch system that is responsive to the concerns of businesses and residents 	<ul style="list-style-type: none"> • Percentage of clients document-ready within 90 days • Percentage of encampment that self-resolve • Percentage of clients in encampments who consent to receiving housing services • Percentage of unsheltered clients with complete acuity screening assessments 	2026 - 2027

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
Co-design an Older Adult Action Plan	CSWB Office, CSSD (Lead), Various City Departments, Ottawa Public Health, Community Partners	<ul style="list-style-type: none"> Older adults, caregivers and service providers have access to the information they are seeking, in formats that meet their needs. Older adults feel valued, respected and connected through participation and the celebration of aging. The daily lives of older adults are enhanced by using age-friendly community features in planning, service delivery and evaluation. Older adults experience enhanced well-being and have choices. They have more access to programs and services 	Indicators to be determined through Action Plan	2026
Align the Community Development Framework with the CSWB Plan	CSWB Office, CSSD (Lead), South-East Ottawa CHC, Ottawa Public Health, Community Partners	Increased ability to deliver place-based solutions in alignment with CSWB priorities	Indicators to be determined through alignment	2026
Review and update the Post Incident Neighbourhood Support (PINS) Program	CSWB Office, CSSD (Lead), Somerset West CHC, Ottawa Police Services, Ottawa Public Health, Community Partners	Improved coordination to post crisis incidents in neighbourhoods	Indicators to be determined	2026

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
Activate collaboration between municipal and emergency services to advance targeted, community-driven safety solutions	CSWB Office, CSSD (Co - Lead), Ottawa Police Services (Co-Lead), Community Partners	Increase risk intervention tools and collaborative solutions	Indicators to be determined	Ongoing
Support and Implement Public Realm Plan initiatives that advance community safety and well-being	Strategic Initiatives (Lead), Community Partners	Outcomes to be established in alignment with Strategic Initiative priorities	Indicators to be established in alignment with Strategic Initiative performance measurements.	Ongoing

Table 6: Mental Well-Being

Goal: Improve stigma free access to mental well-being crisis and non-crisis substance use supports and services.

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
ANCHOR Implementation, expansion and continuous improvement	CSWB Office, CSSD (Lead), Centretown CHC (Co-Agency Lead), Somerset West CHC (Co-Agency Lead), Community Partners	<ul style="list-style-type: none"> Fewer mental well-being crisis situations are handled by the Ottawa Police Service More follow-up and monitoring to offer ongoing support More mental well-being crisis situations are mitigated before reaching a crisis point Increased access to harm reduction and overdose prevention supports and services 	<ul style="list-style-type: none"> Number of MHSU crisis calls received by CNEO/211 - within pilot area Percentage of calls transferred from OPS Dispatch to CNEO/211 Percentage of calls dispatched from CNEO/211 to the mobile ANCHOR teams Percentage of referrals made during a post-crisis follow-up Percentage that were handled by the mobile ANCHOR teams with no police involvement Number of referrals made during the primary call intake (by need) 	Ongoing

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
Collaborate with Ottawa Public Health to advance mental well-being and minimize harms	Ottawa Public Health (Lead), CSWB Office, Community Partners	A collaboratively built community where stigma does not prevent people from getting the supports and resources they need, and where people's mental well-being thrives.	<ul style="list-style-type: none"> • % of intermediaries in the stigma training who intend to use the information they learned • % of intermediaries in the Overdose Prevention training who state they feel more prepared to identify and respond to an overdose • % of intermediaries in suicide prevention training who feel prepared to talk openly and directly to someone about that person's thoughts of suicide 	2027
Continue to implement the Overdose Prevention and Response Strategy	Ottawa Public Health (Lead), Various City Departments, Community Partners	<p>Outcomes will continue to be reported through the Overdose Prevention and Response Strategy.</p> <p>Authority for this strategy will continue to be governed only through Ottawa Public Health's Board of Health.</p>	<p>Indicators will continue to be reported through the Overdose Prevention and Response Strategy</p> <p>Authority for this strategy will continue to be governed only through Ottawa Public Health's Board of Health.</p>	Ongoing
Collaborate with project partners through the Response to Resilience Project to build organizational and community capacity for readiness, resilience, and coordinated responses to the evolving toxic drug crisis.	Canadian Centre on Substance Use and Addiction (CCSA), Community Social Services Department, Ottawa Public Health	Outcomes to be developed in partnership with Canadian Centre on Substance Use and Addiction.	Indicators to be developed in partnership with Canadian Centre on Substance Use and Addiction.	2026

Table 7: Youth Social Development

Goal: To improve well-being so every young person can reach their full potential by making sure youth have access to services, opportunities, and a meaningful voice in decisions that affect their lives.

2026-2028 Action Area	Partners	Outcome(s)	Proposed Key Performance Indicators	Estimated Year of Completion
Co-design a 2-year Youth Social Development Action Plan and Evaluation framework.	CSWB Office (Lead), Community Partners	Outcomes to be developed with Youth Leadership Action Table in 2026	Indicators to be determined through Action Plan	2026
Continue to implement the Youth Futures Program	CSWB Office/Integrated Neighbourhood Services Team (Lead), BGC Ottawa, Ottawa Community Housing Foundation, Various City Departments, Post Secondary Institutions	<ul style="list-style-type: none"> • Employment • Enhanced leadership skills • Youth and parental engagement • Mentorship 	<ul style="list-style-type: none"> • 95% graduation rate for participants • Achieve 75 (out of 150) internal City of Ottawa placements 	Ongoing