



2021-2025

Table of Contents

Message from Mayor Watson, Councillor Kavanagh, City Manager and Community and Social Services Department General Manager	3
List of Acronyms	7
Executive Summary	8
Strategy Background and Rationale	11
Progress on Women and Gender Equity Strategy	17
Strategy Development Process	19
Key Findings of WGES Public Engagement	21
WGES Vision and Mission	23
WGES Strategy Guiding Principles.....	24
WGES Expected Strategic Outcomes	25
Women and Gender Equity Strategic Framework (2021–2022).....	26
Strategy Timeline	49
Strategy Governance and Implementation Mechanism	50
Risks and Risk Mitigation	51
A Note on Terminology	52
List of References.....	55



Message from the Mayor and Councilor Kavanagh

In late 2018, City Council voted in favour of creating our first Women and Gender Equity Strategy. Councillor Theresa Kavanagh agreed to champion this endeavour, taking on the role of Council Liaison for Women and Gender Equity and Chair of the Council Sponsors' Group.

The City of Ottawa is proud of the outstanding contributions of women and gender diverse persons in our workforce and our city. As we continue to advance reconciliation, equity, diversity, and inclusion, we are aware that discrimination and barriers to services and opportunities still persist for women and gender diverse persons. Indigenous women, older women, racialized women, women with disabilities, and all gender diverse persons face multiple layers of discrimination. To change this reality, a women and gender analysis needs to become an integral part of how we design and evaluate our services so they can be safely accessed by all.

The COVID-19 pandemic has augmented the gender gaps and highlighted the barriers women and gender diverse persons experience on a daily basis. In addition, the intersections of many women and gender diverse persons experiencing social and economic marginalization have disproportionately placed them at higher risk for gender-based violence and mental health disease.

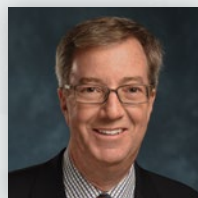
We are proud that the City developed gender and equity lens tools in the early weeks of the pandemic to ensure that women and gender equity remain at the core of our COVID-19 response and recovery, as well as all our services and programs.

The City recognizes the importance of gender-sensitive data, and has embarked on several initiatives to re-examine our data systems and processes using a gender equity lens.

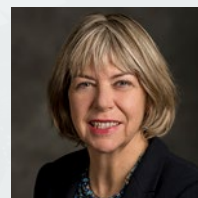
Several training sessions have taken place over the past two years for City staff on women and gender equity, to raise awareness and increase our capacity towards establishing a more respectful and inclusive workplace.

We are proud to say that Phase One of the Women and Gender Equity Strategy is directing our efforts to meaningfully address women and gender inequities, based on what we heard from our staff and residents.

Together, our Council remains committed to ensuring that Ottawa is an inclusive and safe city for residents of all genders, where every person has equitable access to services and equal opportunities to participate in all aspects of life.



Jim Watson
Mayor



Theresa Kavanagh
Council Liaison for Women and Gender Equity
City Councillor, Bay Ward

Message from the City Manager

Achieving women and gender equity is key to building vibrant and inclusive communities and creating a city for everyone.

Over the past two years, the City has prioritized developing our first Women and Gender Equity Strategy, which focuses on removing barriers and improving access for all women and gender diverse persons.

To inform the strategy, the City conducted outreach with Council, a Council Sponsors Group, members of the public, stakeholders and staff.

By implementing the Women and Gender Equity Strategy, the City can improve our response to the needs of our diverse workforce and residents by:

- removing systemic barriers facing intersectional groups of women and gender diverse persons;
- integrating a women and gender equity lens into City strategies, plans, policies and services;
- increasing our capacity to meaningfully engage women and gender diverse persons;
- ensuring safety and inclusivity in our workspaces.

Diversity, equity and inclusion is an important strategic priority for the City of Ottawa. As an employer, we are committed to ensuring our workforce supports a respectful and inclusive workplace that reflects the diverse population we serve.

As City Manager, I'm very proud of this strategy. It's the first of its kind for the City and I want to acknowledge the leadership, hard work, careful thought and consideration that went into its development. The implementation of the Women and Gender Equity Strategy is a testament to the progressive values we share and the collaborative nature of our work.

I look forward to engaging all employees in the critical work ahead and continuing our conversations with the communities we serve in our journey to achieve gender equity.



Steve Kanellakos
City Manager

Message from the General Manager of Community & Social Services

The establishment of the new Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service is an important step to fulfill Council's commitment to women and gender equity, anti-racism, reconciliation, diversity and inclusion.

The Women & Gender Equity Strategy is a transformational step to integrate a women and gender lens into the work of Community & Social Services Department and the City as a whole for years to come.

As a department made up of nearly 2,000 employees working to provide services in housing, childcare, long-term care, and employment and social services, our day-to-day work is grounded in a heightened awareness and renewed approach to strengthening relations with Indigenous peoples in light of the City's commitment to Reconciliation and its responses to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. Also informing our work are the critical needs of persons with disabilities, racialized people and people living in poverty. We recognize that women and gender diverse persons, like the communities mentioned, have unique needs and are disproportionately impacted by poverty and the pandemic.

It is my role as a leader in the social services field to ensure that the whole department is working to support our communities to thrive, and that our employees are equipped and committed to not only recognize, but are empowered to break down the barriers that exist for women and gender diverse persons, particularly those with intersectional identities and diverse lived experiences.

The Strategy, in its first phase 2021–2022, will guide four priority service areas in the City in addition to key Corporate plans and strategies. It is underpinned by five implementation priorities that include gender analysis and policy change, gender-sensitive data systems, meaningful engagement of intersectional groups of women and gender diverse persons, training and awareness-raising, and examining and addressing inequitable resource distribution based on gender.

In the next two years, these priorities will guide the City to advance women and gender equity, lead to systemic change and have lasting impacts on the communities we serve. I am very much looking forward to championing this vital strategy both within Community & Social Services but also with my colleagues across the organization.



Donna Gray

General Manager, Community & Social Services

ACKNOWLEDGEMENT

The City honors and gives thanks to the Women and Gender Equity Council Sponsors Group for their championship of women and gender equity in the City and for their guidance throughout the process of developing this Strategy.

We would also like to express our deep gratitude to the Women and Gender Equity Strategy Working Group members, whose dedication, commitment, and generous sharing of expertise have guided the development of the Strategy.

Special thanks go to the City for All Women Initiative (CAWI), who co-chaired the Working Group in the past year and has been supporting the City's journey towards women and gender equity since the early beginnings.

The City also gratefully acknowledges the contributions of all City staff and residents of Ottawa who participated in Women and Gender Equity Strategy public engagement events and consultations. Their thoughtful and inclusive feedback was essential in shaping the pillars of the Strategy.





List of Acronyms

2SLGBTQ+: Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, and more. (The plus sign is inclusive of Questioning, Intersex and Asexual and/or gender diverse or non-binary)

2SLGBTQQIA: Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersexual, Asexual, and/or gender diverse or non-binary.

CAWI: City for All Women Initiative

CSG: Council Sponsors Group

CSSD: Community and Social Services Department

CSWB: Community Safety and Well-Being

GBA: Gender-Based Analysis

GM: General Manager

GREBS: Gender, Anti-Racism and Equity Data Baseline Study

LEAD IT: Leverage Equity to Achieve Diversity & Inclusion Targets

SLT: Senior Leadership Team

WGE: Women and Gender Equity

WGES: Women and Gender Equity Strategy

Executive Summary

THE CITY OF OTTAWA'S WOMEN AND GENDER EQUITY STRATEGY

The Women and Gender Equity Strategy (WGES) was developed to ensure that the City of Ottawa's services, strategies, and plans integrate a women and gender lens and promote women and gender equity. The WGES includes a systematic framework that sets Corporate and departmental targets and defines commitments on women and gender equity for the first phase of its implementation in 2021–2022.

The City of Ottawa recognizes that women and gender inequities have ripple effects on the well-being and development of our whole community. Women and gender equity are key to building vibrant and inclusive communities and creating a city for all residents. Women and gender equity will ensure that the City's workforce is reflective of the diverse population it serves and will create a respectful and inclusive workplace that is equitable to all employees.

The City also recognizes that pandemics, such as COVID-19 impact women and girls disproportionately. WGES places women and gender equity at the core of the City's COVID-19 response and recovery planning. Work is being done across departments and service areas and in coordination with other levels of government to ensure a gender lens is used in the City's COVID-19 response and recovery. The City also acknowledges that while immediate measures should be taken to integrate a gender lens into its response, its initiatives aim for systemic and sustainable change towards women and gender equity.

CONSULTATIONS WITH CITY STAFF AND PUBLIC ENGAGEMENT

From August 2019 to January 2020, **590** staff and residents were engaged to collect feedback on women and gender equity gaps and needs related to City programs, services, policies, and facilities, and to identify priorities for WGES.

The key women and gender equity priorities raised by staff and residents included **housing, safety, gender inclusivity, and women and gender representation**. It was also proposed that an intersectional lens be applied to these priorities. As a result, Indigenous, racialized, older women, immigrant women, and gender diverse persons were identified as priority populations.



WGES VISION AND MISSION

Vision

Ottawa is a women and gender-inclusive, diverse, and safe city for residents from all gender groups where every person has equitable access to services and equal opportunities to participate in all aspects of life.

Mission

WGES works on removing the systemic barriers that hinder intersectional groups of women and gender diverse persons. It **integrates** a women and gender equity lens in City strategies, plans, policies, and services by **developing** City staff capacity, meaningfully **engaging** women and gender diverse persons, and **ensuring** safety and inclusivity in its workspaces.



WGES is committed to the following principles:

- ✓ Women and gender equity;
- ✓ Women and gender equality;
- ✓ Evidence-based planning;
- ✓ Collaboration;
- ✓ Intersectionality; and
- ✓ Accountability.

The key strategic outcomes and implementation priorities are:

- ✓ Policy change for women and gender equity;
- ✓ Safety;
- ✓ Equitable representation of women; and
- ✓ Gender inclusivity.

The Women and Gender Equity Strategic Framework (WGESF) reflects the City's commitment to advancing women and gender equity as outlined in the City Corporate Strategic Plan 2019–2022.

WGES is underpinned by the following five strategic implementation priorities that emerged from WGE engagement and consultations:

1. Gender-based analysis and gender lens on City policies and strategies;
2. Women- and gender-sensitive data systems;
3. Meaningful public engagement of intersectional groups of women and gender diverse persons;
4. Awareness-raising and training on women and gender equity;
5. Gender-sensitive resource allocation.

INTERSECTIONAL LENS TO WOMEN AND GENDER EQUITY

While the primary focus of this strategy is to advance women and gender equity in the City of Ottawa, an intersectional approach was followed in developing WGES outcomes, strategic priorities, and actions. This includes a special focus on the need to develop awareness among City staff around the Indigenous gender lens and the unique needs of Indigenous women, girls, and 2SLGBTQIA people.

SCOPE AND TIMELINE

In addition to the Corporate level, priority service areas in Community and Social Services, Recreation, Cultural and Facilities Services, Office of the City Clerk, and Planning, Infrastructure and Economic Development contributed to Phase One of WGES implementation (2021–2022).

The Women and Gender Equity Strategy is a long-term commitment for the City to work towards women and gender equity. Given the complexity of addressing barriers facing the different groups of women and gender diverse persons, and given that gender intersects with multiple service areas, WGES will be implemented in a phased approach.

Phase One of WGES will be implemented in 2021–2022 period, followed by Phase Two of WGES in 2023–2025.



Strategy Background and Rationale

THE CITY'S FIRST WOMEN AND GENDER EQUITY STRATEGY

The City of Ottawa recognizes that women, girls and gender diverse persons face barriers to access adequate, affordable, and suitable services and resources. Women and gender diverse persons coming from intersectional backgrounds face complex and multi-layered forms of discrimination and barriers and are at a higher risk of poverty, and gender-based violence.

The City also recognizes that women and gender inequities have ripple effects on the wellbeing and development of our whole community. Women and gender equity are key to building vibrant and inclusive communities and creating a city for all residents.

In addition, the City is aware that women and gender equity will ensure that its workforce is reflective of the diverse population it serves and will create a respectful and inclusive workplace that is equitable to all employees.

As part of the City of Ottawa's 2018–2022 Governance Report, Council approved the development of a Women and Gender Equity Strategy and the hiring of a full-time Women and Gender Specialist [2018–2022 Governance Report, ACS2018–CCS-GEN-0028].

The City's first Women and Gender Equity Strategy focuses on integrating women and gender equity in City processes, services, strategies, and policies, with the goal of improving access to City services for the whole spectrum of women and people with various gender expressions in the city.



WOMEN AND GENDER DIVERSE PERSONS EXPERIENCE OF INEQUITY AND INEQUALITY

There is a gendered difference in the ways in which inequality is experienced. Although significant changes have been made in terms of changing the roles, behaviors, activities, and attributes that society may construct or consider appropriate for different gender identities, women and gender diverse persons still face discrimination.

Women in Canada who work full-time earn on average only 87 cents to every dollar earned by men ([Statistics Canada, 2019](#)). Women tend to be over-represented in informal, temporary, and part-time jobs, and generally lag behind men economically. Women also continue to be under-represented in leadership and executive positions, occupying just 23 per cent of board positions in Canada's top 500 corporations ([Canadian Board Diversity Council 2018 Report Card](#)).

Women and transgender are also more often the victims of domestic and sexual violence. Indigenous women, women with disabilities, and transgender experience a much higher rate of gendered-based violence ([Hadju, 2016](#)). For women who are racialized, the fear of violence is also felt at an increased rate. More than one in three of these women report feeling unsafe when walking alone after dark ([StatsCan, 2020](#)). One in five women who are Indigenous report being a victim of physical or psychological violence over the past three months ([NWAC, 2020](#)), and police-reported data in 2018 showed that the homicide rate for Indigenous women and girls was nearly seven times higher than that of non-Indigenous women and girls ([StatsCan, 2018](#)).

Women with disabilities experience high rates of violence, as they are two times more likely to self-report severe physical violence and three times more likely to self-report being forced into sexual activity ([Canadian Women's Foundation, 2011](#)). People self-identifying as homosexual or bisexual are three times more likely than heterosexuals to be victims of self-reported violence ([StatsCan, 2014](#)). It is evident that violence is a gendered inequity that is disproportionately experienced by women and gender diverse persons.



Women in Canada who work full-time earn on average only

87 cents to every dollar earned by men.



Women and transwomen are also more often the victims of

domestic and sexual violence.



GENDERED IMPACT OF COVID-19 PANDEMIC

Pandemics, such as COVID-19, also impact women and girls disproportionately, as evidence shows existing gender gaps in access to social services are exacerbated and put women at a higher risk of isolation, food insecurity, loss of income and livelihood, and gender-based violence.

1. Greater exposure to infection and increased health burden among women

- Women carry an increased double burden of care, including an increased burden of health care (both paid and unpaid). ([StatsCan, 2020](#)).
- Women constitute a large majority of frontline workers and health responders who are required to work more and in more vulnerable environments during COVID-19. In 2019, 17 per cent of women worked in the health and social assistance industries, compared to 2 per cent of men ([C.D. Howe, 2020](#)). This increases their exposure to infection and simultaneously limits their access to needed services; statistics show that over 10 per cent of national COVID-19 cases were specifically from long-term care workers ([CPHO COVID Report, 2020](#)).
- Immigrant women in particular are reported to be at a higher risk of COVID-19 infection due to a wide range of vulnerabilities ([OECD, 2020](#)).
- Homeless and precariously housed women are also at a greater risk of infection, such as those residing in temporary shelters or hotels/motels. Nearly 90 per cent of families using emergency shelters in Canada are headed by single women ([Women's National Housing & Homelessness Network, 2020](#)).
- Reportedly, women in Ottawa continue to experience poorer mental health, stress, loneliness and heightened concern for burnout throughout the pandemic ([Ottawa Public Health, 2020](#)).



Women constitute a large majority of frontline workers and health responders

who are required to work more and in more vulnerable environments during COVID-19.



Homeless and precariously housed women are also at a greater risk of infection.

Nearly 90 per cent of families using emergency shelters in Canada are headed by single women.

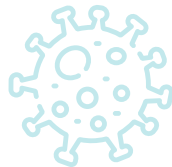


2. High risk of violence against women, gender-based violence and higher need for community services

- During the pandemic, Canadian victim services that respond to domestic violence have reported an increase in the number of victims that use their service ([StatsCan, 2020](#)). Young women, in particular, were more likely to report having contacted or used a victims' service ([StatsCan, 2020](#)).
- An explanation of this is that social isolation, loss of employment, and reduced income are factors that have been heightened during COVID-19. These factors are also known to increase the risk of domestic violence ([StatsCan, 2020](#)). Home isolation may increase the incidence of Internet sexual exploitation of women and girls.

3. Increased risk of food insecurity and loss of livelihood and income for women and gender diverse persons

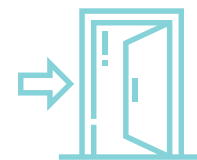
- During COVID-19, women working part-time account for one third of total job losses, even though they only represent 13 per cent of employment prior to the pandemic ([RPubs, 2020](#)) and are more likely to have experienced reduced work hours if they did retain their jobs ([StatsCan, 2020](#)). They are also more likely to be without sick leave entitlement or other entitlements during this time.
- In Ottawa, unemployment rates for women aged 25 to 44 and 45 to 64 were tripled in June 2020 compared to June 2019 statistics, and percentage points for women in these groups were more than double the unemployment rates for men in the same age brackets during that time ([Ottawa Public Health, 2020](#)). At the beginning of the pandemic, recent immigrants to Canada experienced higher rates of employment loss due to shorter job tenures and over-representation in lower-wage jobs. This was especially true for recent immigrant women who also experienced lower rates of transition back into employment during the economic recovery between May and July 2020 ([StatsCan, 2020](#)).
- Due to high levels of women experiencing job loss and reduced hours during the pandemic compared to their male counterparts, some economists are referring to this time as the first "she-cession" ([RPubs, 2020](#)).



Social isolation, loss of employment, and reduced income are factors that have been heightened during COVID-19,

and are also those known to increase the risk of domestic violence.

- Immigrant women generally have less stable employment conditions and lower seniority on the job, putting them in a vulnerable position in the labour market ([OECD, 2020](#)). During the peak months of the pandemic shutdown, landed female immigrants suffered the highest number of job losses. The recovery rate since then has been particularly slow for this group—32 per cent recovery of jobs lost for landed female immigrant women compared to 96 per cent recovery of jobs lost for their Canadian-born male counterparts ([LMiC, 2020](#)).
- During the pandemic, the sectors with the highest number of job losses (accommodation and food services, and retail trade) are both sectors with more than 50 per cent representation of women within them ([LMiC, 2020](#) & [C.D. Howe, 2020](#)), compared to roughly 38 per cent of men in these industries ([StatsCan, 2020](#)).
- Women reported the highest levels of concern surrounding economic security, and of the pandemic having a major impact on their financial obligations ([StatsCan, 2020](#)).
- Gender diverse persons are three times as likely compared to males to report symptoms consistent with moderate/severe General Anxiety Disorder—in part, as a result of greater likelihood of job loss during this time ([StatsCan, 2020](#)).
- The age and gender distribution of the LGBTQ2+ population puts them at higher risk for experiencing loss of employment. Since LGBTQ2+ Canadians have lower incomes, they are more likely to experience financial insecurity, and may be at greater risk of losing access to safe and secure housing ([StatsCan, 2020](#)).



**Immigrant women
generally have less stable
employment conditions
and lower seniority on the job**

putting them in a vulnerable position in
the labour market.

GENDER DATA GAPS AFFECT EVERYONE

When a city takes into account the values, experiences, and perspectives of all gender groups across diversity, it becomes a city for everyone, as gender inclusion results in more knowledge sharing. This leads to more efficient use of resources in the design and delivery of City services. This, in turn, results in increased community support for municipal decisions and communities that are better served by the City ([CAWI-Ropke, 2019](#)). Looking at sex and gender identity disaggregated data is a first step to determining whether sex and gender identity are important factors to guide strategizing and planning. Gender data gaps indicate that specific gender groups' needs are not taken into consideration and are therefore not met.

During COVID-19, it is important to analyze different gender roles and responsibilities that include performing the recommended public health prevention measures, such as hand hygiene, and environmental cleaning in the home and workplace. Different gender groups also require access to necessary preventive hygiene products, including hand soap sanitizers, as well as other hygiene products, such as toothpaste, and sanitary pads/tampons for women and girls. Access to these items is imperative to ensure a gender lens is being applied in risk assessments and policies within the City.

INDIGENOUS WOMEN, GIRLS AND 2SLGBTQIA PEOPLE

Many participants in our engagement sessions highlighted the importance of addressing the Calls for Justice outlined in the final report from the National Inquiry into Missing and Murdered Indigenous Women and Girls. While the City is steadfastly committed to using an intersectional approach to women and gender issues in the development of WGES, we have come to understand that Indigenous women in Canada are confronted with sustained colonial violence through a combination of systems that must be dismantled using a decolonized, self-determined and Indigenous-led approach.

For this reason, the Women and Gender Equity Strategy will promote initiatives led by and for the Indigenous community, to address [the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#) recommendations, while also committing to furthering our own understanding of an Indigenous, gender-based analysis.

Currently, the City of Ottawa's leadership and Indigenous Relations staff are supporting the development of an Indigenous Women's Safety Committee, led by members of the Ottawa Aboriginal Coalition. Further information on this work will be provided as part of the Reconciliation Action Plan update later this year.



Progress on Women and Gender Equity Strategy since its Announcement in March 2019

While the WGES was in the making, positive strides were taken to advance women and gender equity. Some of the early successes include:

1

WGE Specialist successfully collaborated with multiple teams to apply a women and gender lens on several corporate strategies and plans. As a result:

a.

The draft new Official Plan will include gender equity as one of its six cross-cutting issues that are essential to the achievement of a livable city with gender analysis guiding the planning process at all stages.

b.

The Community Safety and Well-Being (CSWB) Plan team conducted public and stakeholder consultations to develop priorities for the Plan — approximately 60 per cent of the participants identified as women and a little more than 21 per cent identified as 2SLGBTQ+. City Council-approved priorities for the Plan are: Discrimination; Marginalization and Racism; Financial Security and Poverty Reduction; Gender-based Violence and Violence Against Women; Housing; Mental Well-Being; and Integrated and Simpler Systems. All these priorities have direct impacts on gender equity.

c.

The impacts of applying a gender equity lens to the Corporate Diversity and Inclusion Plan include expanded gender definitions in the refreshed self-identification form, increased hiring of women through strategic hiring policies, and greater City-wide awareness about the experiences of intersectional women and gender diverse employees and resident.

d.

WGES is also being aligned with other City equity strategies. We collaborated on the Anti-Racism Listening Forum held in July 2020, which was attended by 289 residents. Feedback heard from City staff and residents provided insight and validated the intersectional work between WGES and the Anti-Racism Strategy.

Progress on Women and Gender Equity Strategy since its Announcement in March 2019 (Continued)

2

The City, in collaboration with other City departments, organized several learning opportunities and awareness-raising events. The most recent learning event titled “Data for Equity” brought together **118 City staff** across the Corporation to explore new practical ways to apply a gender and equity lens to their work. The last 16-day awareness campaign to end gender-based violence engaged **more than 500 staff**.

3

The City of Ottawa hired a consultancy firm to develop a Gender, Race and Equity Data Baseline Study (GREBS). The Study aims to establish a sound quantitative and qualitative baseline of the current women and gender equity and anti-racism considerations in data collection and use in the City, gain an understanding of key constraints, needs and opportunities; and contribute to the development of Gender, Race and Equity Data workplan.

4

In recognition of the disproportionate impacts of the COVID-19 pandemic on women and gender diverse groups, a series of tools were developed to raise awareness and to assist City staff in applying a women and gender lens to the COVID-19 response and recovery. These tools were disseminated to City staff and more broadly to **more than 90 community partners** through the Human Needs Task Force membership and other community stakeholder tables. The tools were also shared with other Canadian municipalities as a good practice.

5

The municipality has agreed to be a signatory on the Electricity Human Resources Canada, Gender Accord. This initiative supports united action by employers, educators, unions and governments to expand the depth and breadth of the skilled workforce; ensure women are informed of the opportunities in their sector of choice; and once employed, are fully supported and provided with opportunities to grow and to develop to their full potential.

6

Additional new resources have been drafted to support inclusive practices in the workplace, most notably Understanding Inclusive Communications. The tool addresses language and other inclusive considerations for staff, taking an intersectional approach including the experience of women and gender diverse individuals.

Strategy Development Process

In consultation with key City partners and under the guidance of the Council Sponsors Group, City staff designed a process to develop the Women and Gender Equity Strategy. This process comprised of the following:

1. Development of Women and Gender Equity Governance

A Council Sponsors Group has been established. The Sponsors Group is made up of the Mayor Jim Watson, former CPSC Chair Sudds, Councillors Deans and Mckenney, City Manager, General Manager of Community Social Services, and General Manager of Innovative Client Services. A WGES Working Group was established in early 2019 to bring sector representation and expert feedback into the process of WGES development. The Working Group is comprised of more than 15 community organizations, including representatives from Indigenous organizations, community coalitions, service providers, academia, and allies, and is co-chaired by the City for All Women Initiatives (CAWI).

2. Research and Municipal Scan on Women and Gender Equity

An environmental scan of women and gender equity mechanisms, strategies, and available research data was conducted at a local and national level to identify effective models for the Strategy development.

3. WGES Public Engagement

The discussions and consultations consisted of:

- Three focus group discussions with more than 75 City staff and managers from nine different City departments and service areas (August 2019).
- Five community focus group discussions with Indigenous and equity-seeking groups (August to October 2019).



Consultations included group meetings with City partners and stakeholders, as well as members of Indigenous and equity-seeking groups. More than 150 community members attended these consultations representing one or more of the following groups:

- Women and gender advocacy networks;
- Community health resource centers;
- Violence against women service providers and shelters;
- Stakeholders serving older adults;
- Racialized and immigrant service providers;
- 2SLGBTQ+ service providers;
- Indigenous communities;
- Youth;
- Francophone communities.

4. WGES Public Engagement Forum (September 30, 2019)

The Women and Gender Equity Strategy Public Forum was held on September 30, 2019, at Ottawa City Hall. The forum aimed to obtain feedback from stakeholders regarding the seven draft priorities, which were consolidated from previous group consultations. Forum participants were asked to vote for three to four main priorities out of the seven previously identified ones, and to identify key strategic actions that the City should consider for the WGES. They were advised to focus on service or policy areas under the municipal purview.

Breakout sessions provided guests with the opportunity to share input and feedback for the development of the WGES.

5. Engage Ottawa Online Survey

An online survey was designed using the Engage Ottawa platform, which invited Ottawa residents to contribute to the shaping of the WGES. The survey was completed by 150 residents.

6. 2SLGBTQ+ Public Engagement

WGES partnered with a coalition formed of 14 of Ottawa's community, health, and social services on an initiative to identify the service needs and gaps related to 2SLGBTQ+ communities in Ottawa and to inform a data strategy. In addition, more than 150 community members engaged in 2SLGBTQ+ consultation held on January 13, 2020.





Key Findings of WGES Public Engagement

The eight thematic priorities that emerged from what was heard from City staff and residents as follows:



Housing	Safety	A Gender-inclusive City	Representation
<p>Housing emerged as the service area of focus for WGES with the highest priority. Lack of emergency and affordable housing disproportionately affects women and girls, especially those who are Indigenous and/or older adult, as well as gender diverse people. Women from Indigenous and immigrant backgrounds and transwomen continue to experience stigma and discrimination. The use of a gender lens in housing processes and procedures is key to ensure that women—especially from equity-seeking groups—are prioritized.</p>	<p>Safety emerged as an important issue for women and gender diverse persons. Women working for the City, especially in non-office jobs and on night shifts, do consider safety an important aspect of their lives. Effective policies on sexual- and gender-based violence, including solid and transparent reporting systems, need to be in place to educate City staff and motivate survivors to report violence.</p>	<p>A gender-inclusive City is a commitment that would allow persons of all genders to access services equitably and participate fully in society. Lack of explicit messaging on gender diversity, lack of gender-neutral washrooms and stigma prevent gender diverse persons from fully engaging in City facilities and events. Measures need to be taken to make city facilities more welcoming for persons from all gender identities.</p>	<p>Although women comprise a large percentage of the workforce in Ottawa, they are over-represented in temporary and part-time positions and concentrated in social services. It is worth noting that currently 48.7 per cent of managerial positions (program manager and above) in the City, excluding OPL and OPH, are held by women. Work is needed to achieve equitable representation of women from equity-seeking groups, such as racialized, Indigenous, and Francophone. The City can support policies and programs that encourage women and girls to enter male-dominated service areas.</p>

Key Findings of WGES Public Engagement (Continued)



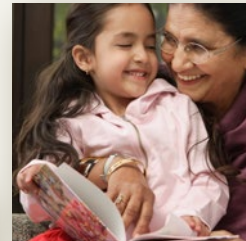
Gender-sensitive data	Resident engagement	Training and awareness-raising	Resources
<p>The lack of a gender lens in City data contributes to a lack of gender mainstreaming in City policies and strategies. Gender-sensitive data includes qualitative and quantitative data on barriers facing different gender groups in relation to accessing services and participating in the City’s workforce.</p>	<p>The City can improve its resident engagement to enable women from all backgrounds to engage in important City plans and strategies. Poverty, lack of access, and child and other care responsibilities can prevent women from participating in City public engagement events. Residents from all gender groups could also be better represented in the City’s printed and online materials.</p>	<p>City management and staff need training and awareness-raising surrounding women and gender equity concepts. This training should include topics of stigma and discrimination based on gender identity. The City can build on its Equity and Inclusion Lens to develop gender tools for use by Council and City staff. Non-traditional engagement activities can be used to initiate dialogue among staff, and between staff and management on women and gender needs and issues.</p>	<p>In order to achieve women- and gender-inclusive City, resources need to be earmarked to achieve women and gender equity priorities.</p>

➤ For a more detailed summary of what we heard, please refer to [Report on Findings from Women and Gender Equity Strategy Public Consultations](#) and [Ottawa 2SLGBTQ+ Service Needs, Gaps, and Recommendations](#).

WGES Vision and Mission

VISION

Ottawa is a women- and gender-inclusive, diverse, and safe city for residents from all gender groups where every person has equitable access to services and equal opportunities to participate in all aspects of life.



MISSION

WGES works on removing the systemic barriers that hinder intersectional groups of women and gender diverse persons. It **integrates** a women and gender equity lens in City strategies, plans, policies, and services by **developing** City staff capacity, meaningfully **engaging** women and gender diverse persons, and **ensuring** safety and inclusivity in its workplaces.

WGES Guiding Principles

Women and Gender Equity



Recognition of systematic barriers that face women, gender diverse persons, and intersectional groups of women, and a commitment to remove these barriers.

Women and Gender Equality



Equal rights, responsibilities, and opportunities for all gender groups and intersectional groups of women.

Evidence-based Planning



Actions and decisions are based on data, research, and best practice approaches to gender equity.

Collaboration



Partnership and collaboration at all levels are crucial to social change.

Intersectionality



Acknowledging the experiences of different groups of women and different gender groups. Discrimination and gender are interconnected and cannot be examined in isolation.

Accountability



Everyone has a collective responsibility to promote women and gender equity.

WGES Expected Strategic Outcomes



Women and Gender **EQUITY** Strategy

Based on what we heard from residents and staff during the public engagement process, **the following four outcomes** were identified for the WGES:

1

POLICY CHANGE FOR WOMEN AND GENDER EQUITY

The City's decisions, programs, plans, and resource allocations are informed by an intersectional gender lens to ensure that residents from all gender groups have equitable access to services and resources.

2

SAFETY

The City establishes policies and accountability mechanisms to ensure its offices and facilities are free from all forms of gender-based violence.

3

EQUITABLE REPRESENTATION OF WOMEN

The City promotes and increases women and gender diverse representation in its workforce and introduces policies that support career success by providing equitable access to work opportunities, including leadership roles and other under-represented occupations.

4

GENDER INCLUSIVITY

The City offices and facilities are welcoming and safe environments for all gender groups.



Women and Gender Equity Strategic Framework (2021-2022)

The Women and Gender Equity Strategic Framework (WGESF) which reflects the City of Ottawa's commitment to advancing women and gender equity is achieved as outlined in the City's Corporate Strategic Plan 2019-2022. The WGES priorities are aligned with the Thriving Communities strategic objective of the City's Strategic Plan (2021-2022). In addition, its strategic actions align with the City's Reconciliation Action Plan, Anti-Racism Strategy, and Corporate Diversity and Inclusion Plan.

➤ **WGES is underpinned by five strategic priorities, that emerged from the WGES engagement and consultations.**

STRATEGIC PRIORITY 1

Click the arrow to view full framework for this strategy



Gender-based Analysis and Gender Lens on City's Policies and Strategies

GOAL

To systematically use Gender-based Analysis (GBA) to identify gender gaps and revise existing policies or create new policies towards equitable women and gender access to services and resources.

Gender-based Analysis is a process for examining how various intersecting identity factors impact the effectiveness of government initiatives. It involves examining disaggregated data and research, and considering social, economic, and cultural conditions and norms ([GBA+](#)).

GBA can help in integrating social, economic, and other gender differences into policy analysis. It can also contribute to efforts toward the overarching goal of gender equality. GBA focuses on gender, but it also addresses intersectional realities of persons such as age, race, ability, socioeconomic status, employment status, immigration status, and other aspects of identity and diversity issues.

KEY STRATEGIC ACTIONS INCLUDE:

- Review City policies regarding Council support staff and general policies related to sexual and gender-based harassment and violence.
- Implement Leverage Equity to Achieve Diversity & Inclusion Targets (LEAD IT) Strategic Hiring Process to prioritize the hiring of Employment Equity Groups including women.
- Develop guidelines for City staff on completion of Gender, Race, Indigenous and Equity Implications in Council reporting templates.
- Incorporate language on gender analysis in the new Official Plan.
- Apply a women and gender lens to the implementation of the Service System Plan (2019-2023).
- Review Commemorative Naming Program for gender inclusivity.
- Develop a strategy and mechanism to review and improve safety and security at RCFS Facilities and apply a gender lens in the development of the new Parks and Recreation Facilities Master Plan.
- Implement the Canada-Ontario Housing Benefit to expand the number of affordable housing options available to women fleeing domestic violence, single women and lone-female led households.
- Apply a women gender lens to the cost-benefit analysis of the capital and operating costs for a new family shelter.

STRATEGIC PRIORITY 2

Click the arrow to view full framework for this strategy



Women and Gender-sensitive Data Systems

GOAL

To integrate a women and gender lens in the City's data systems and use gender-sensitive data to make decisions and inform City strategies, plans and programs.

Gender-sensitive data is data that is disaggregated by sex and gender and that reflect issues related to intersectional groups of women's and other gender groups. Gender-sensitive data is a more encompassing term than gender-segregated data, because it not only collects, but also analyzes and reports on numbers.

Gender-Sensitive Data Systems refers to the collection, analysis and use of data disaggregated by gender and other intersectional identities. This also includes the collection of data on trends and specific issues regarding policies, practices and service provision that affect each gender group in City departments.

Gender-sensitive data takes into account stereotypes and social and cultural factors that may induce gender biases or cause under-representation of women and gender diverse persons in data.

KEY STRATEGIC ACTIONS INCLUDE:

- Establish a sound quantitative and qualitative baseline of gender, race and equity considerations in City's data. Through the implementation of Gender, Race and Equity Baseline Study (GREBS) focusing on the WGES priority services areas.
- Use GREBS findings and recommendations to develop Women and Gender Equity Data Workplan.
- Refresh and promote the Count Me In! survey to gain a more accurate data of City's representation across Employment Equity groups including women.
- Review Community and Social Services Department demographic data using a gender lens.
- Integrate a gender lens into Community and Social Services Department Data Strategy.

STRATEGIC PRIORITY 3

Click the arrow to view full framework for this strategy



Meaningful Public Engagement of Intersectional Groups of Women and Gender Diverse Persons

GOAL

To improve the level of meaningful engagement of community organizations, service providers, other stakeholders, and residents from all gender groups on gender needs and service gaps.

Meaningful engagement of women and gender equity refers to increase representation of the intersectional groups of women and gender diverse persons in the City's public engagement as well as City staff consultations on its policies and services. Meaningful engagement will ensure that data on women and gender inequities are available and that voices of different gender groups based on their lived experiences are heard.

KEY STRATEGIC ACTIONS INCLUDE:

- Use gender and equity lens to assess in public appointments to advisory committees, boards and agencies.
- Expand community-based advisory groups to include intersectional groups of women and gender diverse persons.
- Review the City's engagement strategies to ensure equitable reach to women and gender diverse persons from intersectional backgrounds.
- Use a gender lens in development and implementation of public consultations for Parks and Recreation Facilities Master Plan.



STRATEGIC PRIORITY 4

Awareness and Training on Women and Gender Equity

GOAL

To increase awareness and capacity of City Council, management, and staff in integrating a women and gender lens in their work.

KEY STRATEGIC ACTIONS INCLUDE

- Raise awareness and build the capacity of Children's Services staff on equity and inclusion.
- Increase number of staff who are trained on City's Equity and Inclusion Lens.
- Increase knowledge exchange and training opportunities on the housing needs/barriers/experiences of women.
- Conduct RCFS Department Wide Awareness and Education on women and gender equity.
- Provide education to City staff to deepen understanding on the colonial impacts on Indigenous women, and how to apply an Indigenous gender-based analysis to policy/program development.

Click the arrow to view full framework for this strategy



STRATEGIC PRIORITY 5

Gender-based Resource Allocation

GOAL

To develop processes in City planning, programming, and budgeting that contribute to women and gender equity.

Gender-based resource allocation refers to the analysis of City allocation of resources, raising revenues and financial assistance schemes to ensure sufficient resources are allocated to benefit women and gender equity in City services and programs.

KEY STRATEGIC ACTIONS INCLUDE

- Use gender-based funding allocations to support women through COVID-19.
- Implement Period Pack Pilot Project to meet women and girls' needs towards ending period poverty in priority neighborhoods.

Click the arrow to view full framework for this strategy



Framework Acronyms

AHDB: Arts and Heritage Development Branch

BTSS: Business and Technical Support Services

CCTN: Community Champions Table Network

CFF: Community Funding Framework

CRCP: Community Recreation and Cultural Programs

CS: Children's Services

CSSD: Community and Social Services Department

DLT: Departmental Leadership Team

EDLRP: Economic Development and Long-Range Planning

EI Lens: Equity and Inclusion Lens

ES: Equity Secretariat

ESS: Employment and Social Services

FOS: Facility Operations Services

GREBS: Gender, Race and Equity Baseline Study

GREIIDI: Gender and Race Equity, Indigenous Relations, Diversity and Inclusion Branch

GREIISD: Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service

HS: Housing Services

IGBA: Indigenous Gender-based Analysis

LEAD IT: Leverage Equity to Achieve Diversity & Inclusion Targets

MPE: Management Professional Exempt

N/A: Not available

OPH: Ottawa Public Health

OPL: Ottawa Public Library

PFPS: Parks and Facilities Planning Services

PIED: Planning, Infrastructure & Economic Development Department

RCFS: Recreation, Cultural and Facilities Services

SLT: Senior Leadership Team

SPRA: Social Policy, Research and Analytics

SSRF: Social Service Relief Fund

WGES: Women and Gender Equity Strategy

STRATEGIC PRIORITY 1: Gender-based Analysis and Gender Lens on City's Policies and Strategies

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
City Clerk's Office	Review of City policies regarding Council support staff and general policies related to sexual and gender-based harassment and violence Recruitment and Hiring Processes for Councillors Assistants	Develop recruitment and hiring toolkit and mandatory prevention messaging on respectful work environment free from harassment, violence, and discrimination in coordination with HR Services and in consultation with GREIISD	Hiring Kit and prevention messaging are rolled out	Roll out hiring tool kit and prevention messaging Q1 2021	
		Enhanced Training and Support to new Members of Council and support staff	Timely completion of Council member training	Roll out of updated Respectful Workplace Violence and Harassment policies and procedures, resources and reporting options for Councillors Assistants Q1 2021	Training of Council members complete Q4 2022
		Develop a new mandatory training session including learning on gender equity, diversity and respectful workplace violence and harassment	Development of mandatory training	New gender equity, diversity and harassment training program is developed Q4 2021	Roll out of new gender equity, diversity, respectful workplace violence and harassment training Q4 2022
		Apply gender lens to end of term review of Councillors' office matters	Review completed as part of the 2022-2026 Governance Review	N/A	End-of-term review complete Q4 2022

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
GREIIRSD/ CSSD (ES)	Implement Leverage Equity to Achieve Diversity & Inclusion Targets (LEAD IT) Strategic Hiring Process to prioritize the hiring of Employment Equity Groups including women	Develop LEAD IT policy, procedures, tools, and support documents	# of documents approved and published	10 documents approved and published Approval of documents Q1 2021 Socialization and tools developed Q2 2021 Training Q3 2021 Implementation Q4 2021 Reporting on success Q4 and on-going	LEAD IT Strategy implemented Q4 2022
		Orient DLT members on LEAD IT program and Managers are trained	# of orientations on LEAD IT provided to City DLTs % of managers trained	9 DLT orientation 25-50% of managers City-wide trained Q4 2021	All DLTs are oriented on LEAD IT (including OPH, OPL) 50–75% of managers City-wide trained Q4 2022

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
		Use LEAD IT in MPE and External Single positions in hiring processes to prioritize hiring of Employment Equity Groups including women	% of competitions per department that use LEAD IT in MPE positions	2 per department (22 in total) At least 25% of competitions for MPE positions use LEAD IT Q4 2021	City wide implementation 100% of competition for MPE and External Single competition positions use LEAD IT Q4 2022
GREIIRSD/ CSSD	Develop guidelines for City staff on completion of Gender, Race, Indigenous and Equity Implications in Council reporting templates	Develop guidelines and tools on Gender Lens, Race Lens, Indigenous Lens and Equity lens to Council reports Guidelines are piloted and updated based on pilot results	Guidelines developed and piloted	Guidelines are developed and piloted in 3 City departments Q2-4 2021	
GREIIRSD/ CSSD		Use Gender, Race, Indigenous and Equity implications section in Council Report Template guidelines by City departments	# of City Departments that use guidelines	At least 2 service areas for WGES Phase One use guidelines Q4 2021	All City departments use guidelines Q4 2022
EDLRP/PIED	Incorporate language on gender analysis in the new Official Plan	New Official Plan include policies in housing, mobility, transect and implementation sections in recognition of women's housing needs, improve mobility options in recognition of women realities and to improve access to amenities through 15-minute neighborhoods to amenities such as licensed child-care and parks	Approval of new Official Plan	Approval of new Official Plan by Council with gender included as a cross-cutting issue Q3 2021	

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
Children's Services/ CSSD	Apply a women and gender lens to the implementation of the Service System Plan (2019–2023)	Develop intersectional women and gender equity guidelines and collaborate with WGES to include implementation of guidelines in the Service System Plan	Intersectional women and gender equity guidelines developed	Begin development of intersectional women and gender equity guidelines Q4 2021	Intersectional women and gender equity guidelines completed and progress on implementation in 2022 reported Q4 2022
BTSS/RCFS	Review Commemorative Naming Program for gender inclusivity	Remove any gendered language from the policy and associated documents i.e. information sheet, application form, etc	Language in the policy and associated documents will be made gender-inclusive	N/A	Policy language becomes gender-inclusive Q2 2022
		Research best practices in other jurisdictions with respect to developing new nomination, eligibility and selection criteria to achieve a more gender equitable commemorative naming policy and program	Explore and benchmark opportunities to apply a gender lens to the commemorative naming process and advance policy recommendations to achieve goals	Begin benchmarking Q3 2021	Benchmarking completed. Policy change recommendations developed Q4 2022
BTSS/RCFS	Develop a strategy and mechanism to review and improve safety and security at RCFS Facilities	Identify, inventory and prioritize facilities with safety and security concerns	# of facilities prioritized from a gender safety and security lens	Identify/Prioritize all facilities Q2 2021	Re-prioritize as needed
		Complete on-site reviews in collaboration with partners, providing recommendations for increased safety and security measures	# of reviews conducted	Up to 5 sites per year Q4 2021	Up to 5 sites per year Q4 2022

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
		Investigate the feasibility of updates to LED lighting in strategic areas at up to 2 sites identified as priority	# of feasibility investigations conducted	Investigate up to 2 identified areas Q4 2021	Investigate up to 2 identified areas Q4 2022
		Review and standardize workplace safety and security measures to enhance site and program safety and security using a gender lens.	Gender workplace safety and security measures reviewed, standardized and implemented	Review current measures Q2 2021	Standardize and implement Q4 2022
		Engage in a review of RCFS policies specific to working alone and night shifts in facilities from a gender perspective and identify areas where changes will increase the safety and security using a gender lens	Identify policies and areas for review	Identify specific policies Q2 2021	Review policies Q2 2022
BTSS/RCFS	Review Parks and Facilities By-law for gender-inclusive language	Remove any gender-based language and identify and include modifications to address any gender related gaps	Bylaw content and language reviewed using a gender lens	Policy fully reflects gender equity and is gender neutral Q2 2021	
PFPS/RCFS	Apply a gender lens in the development of the new Parks and Recreation Facilities Master Plan	Engage Women and Gender Equity Specialist & Council Liaison for feedback on draft plan	# and type of gender diverse and equity seeking groups images in the final draft of Parks and Recreation Facilities Master Plan Include a section on women and gender lens in the plan	Final Parks and Recreation Facilities Master Plan to committee and Council Q4 2021	N/A

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
Housing/ CSSD	Implement the Canada-Ontario Housing Benefit to expand the number of affordable housing options available to women fleeing domestic violence, single women and lone-female led households	Conduct an intersectional - gender analysis of the Canada-Ontario Housing Benefit, as part of the program review, to identify gaps or program barriers to inform/make recommendations for future programs	# of recommendations made to federal/provincial governments. Recommended changes to program parameters set or refined by the Service Manager (i.e. Municipality)	Initiate Review Q4 2021	Submit feedback to Federal and Provincial Counterparts Q2 2022
Housing/ CSSD	Apply a women gender lens to the cost-benefit analysis of the capital and operating costs for a new family shelter	Add an intersectional, gender lens to the cost-benefit analysis by including an intersectional, gender criteria to the options evaluation matrix being applied	Gender-based data considered in analysis. Gender informed criteria used	Consult WGES Working Group and develop gender criteria Q3 2021	Complete analysis with gender criteria Q2 2022

STRATEGIC PRIORITY 2: Women and Gender-Sensitive Data Systems

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
GREIIRSD/ CSSD	Establish a sound quantitative and qualitative baseline of gender, race and equity considerations in City's data.	Conduct a Gender, Race and Equity Baseline Study(GREBS) to identify successes, key constraints, and opportunities, in integrating gender, race and equity lens in City data and develop core quantitative and qualitative indicators to accurately measure women and gender equity lens in City data over time.	Finalization of GREBS report	GREBS final report is finalized and includes key findings and recommendations Q2 2021	
	Develop WGES Data Action based on findings of GREBS.	Develop a policy brief based on GREBS findings and disseminate at Corporate level and to WGES priority service areas of Phase One.	Policy Brief developed and disseminated and discussed with priority service areas	Policy brief on main GREBS findings is developed and recommendations of Baseline Study are shared and discussed with service areas Q2 2021	
		Develop WGES Data Workplan based on recommendations of GREBS Plan in collaboration with priority services areas for WGES Phase One (2021–2022)	Development of WGES data workplan Implementation progress on WGES data workplan is reported	WGES Data Workplan is developed and implementation is launched Q3 2021	WGES Data Workplan implementation is complete and reported for Phase One Q4 2022

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
GREIISD/CSSD (ES)	Refresh and promote Count ME In! Self-ID Survey to gain a more accurate data of City's representation across Employment Equity groups including women	Revise, refresh and digitize Count ME In! self-identification survey for City staff and include new options for gender identity (female, male, trans, and non-binary). The next version of the survey will build upon these updates by including drill down experiences within the six key questions.	Digital survey is populated and operationalized Awareness campaign and updated survey launched	Count Me IN! survey is accessible for City staff online and includes updated gender identity response categories. Dependent upon the availability of HR tools-expected Q3 2021	Continued presence and functionality of survey, next version will allow for detailed experience of employees i.e. experiences of Black women or women with mental health disabilities. Q4 2022
		Increase number of staff self-identifying from equity employment groups	% of staff completing the form	80% of staff Q1–Q2 2021 (RCFS employees)	100% of staff Q4 2022
		Report on the representation of intersectional groups of women annually to SLT	Data on the representation of intersectional groups of women in City's workforce is available	Report to SLT on progress in the representation of intersectional groups of women in City's workforce Q3 2021	
SPRA/CSSD	Review CSSD demographic data using a gender lens	Review demographic data content and processes, including gender and other data disaggregation, in the CSSD for administrative databases in ESS, CS, HS and provide key information and recommendations that CSSD can use to improve data quality	Report cards and narrative reports are developed Final report with recommendations and next steps is developed	Study is complete and final report includes recommendations on gender demographics Q1 2021 Study findings and recommendations are presented to CSSD WGES priority service areas Q2 2021	

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
SPRA/CSSD	Integrate a gender lens into CSSD Data Strategy	Integrate a gender lens in CSSD Data Strategy, in collaboration with WGE Specialist	A gender lens is explicitly integrated in CSSD Data Strategy	Integration of a section on women and gender sensitive data and gender analysis in new CSSD Data Strategy Q1 2021	
SPRA/CSSD	Integrate a gender lens into CSSD Data Strategy	Integrate a gender lens in CSSD Data Strategy, in collaboration with WGE Specialist	A gender lens is explicitly integrated in CSSD Data Strategy	Integration of a section on women and gender sensitive data and gender analysis in new CSSD Data Strategy Q1 2021	
Children's Services/CSSD	Integrate a gender, race and equity lens to CS data	Participate in WGES-led Gender, Race, and Equity Baseline Study. Collaborate with WGES to action recommendations from the baseline study that align with the implementation of the Service System plan in 2021–2022.	Action plan is developed to integrate gender, race and equity lens in Children's Services data for 2021–2022	Begin development of action plan Q4 2021	Action plan is completed and progress on action plan implementation in 2022 reported Q4 2022
BTSS/RCFS	Apply a gender lens in the development of the new Facility Booking and Participant Registration Replacement Tool	Ensure that, where possible, decisions regarding data collection and client information are reviewed and configured using a gender lens in the new Booking and Registration system.	Review language and available options in data fields requiring clients to specify gender. Review configuration and data fields while considering a Women and Gender client lens.	Identify all areas and options Q2 2021 Finalize configuration if applicable Q4 2021	N/A

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
Housing/CSSD	Conduct an intersectional gender analysis of the shelter client satisfaction survey	The Community and Family Shelters Branch will incorporate recommendations from the WGES Working Group into a client satisfaction survey (with shelters and transitional housing programs) in order for them to conduct a intersectional-gender analysis of results	Gender sensitive data collection enabled. Review process undertaken and results to make recommendations for future iterations of the survey.	Identify questions related to women and gender for inclusion in first client satisfaction survey. Q1 2021	Incorporate questions identified to support a gender analysis Q2 2022 Initiate gender analysis of survey process and results. Q4 2022
Housing/CSSD	Improve data collection methods, reporting and access for use by partners and system planning.	Include Housing service area in joint equity and gender baseline survey to assess integration of gender, race and equity in housing and consulting Study recommendations in the integration of a gender lens in the Housing Data Strategy.	# of recommendations built into the housing data strategy.	Housing Data Strategy finalized and integrated a gender lens Consultations on Housing Data Strategy Begin Q2 2021 Housing Data Strategy and Roadmap Finalized Q3-Q4 2021	Roadmap for achievement of Housing Data Strategy implemented Q4 2022

STRATEGIC PRIORITY 3: Meaningful Public Engagement of Intersectional Groups of Women and Gender Diverse Persons

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
The Office of City Clerk	Use gender and equity lens to assess Representation in Public Appointments to Advisory Committees, Boards and Agencies.	Undertake a comprehensive review of recruitment, selection and appointment practices and associated policies and legislation and use a gender and equity lens to the Appointment Policy and Participation Expense Policy and other policies and procedures related to public appointees as part of the 2022–2026 Governance Review report;	Timely implementation of the review	Commence Policy Review Q4 2021	Policy Review complete Q4 2022
		Develop a tracking tool for measuring representation of gender, race and public appointments for implementation during the 2022 recruitment process and adopt priority diversity criteria considerations as part of the selection process.	Development and adoption of gender and equity criteria		Adopt recruitment and appointment Process with new procedures Q4 2022
		Adopt measures to better reach intersectional gender and equity groups	Development of Measures	Measures are developed and adopted Q4 2021	

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
Children's Services/CSSD	Expand community-based advisory groups to include intersectional groups of women and gender diverse persons	Review membership on Children's Services community-based advisory groups and collaborate with WGES and Equity Secretariat to develop and implement a strategy to include intersectional groups of women and gender diverse persons	Strategy to increase representation from intersectional groups of women and gender diverse persons in Children's Services advisory groups developed	Begin strategy to include representation of intersectional groups of women and gender diverse persons Q3 2021	Complete strategy and report on progress in 2022 to increase representation from intersectional groups of women and gender diverse persons in advisory groups Q4 2022
Children's Services/CSSD	Develop and review Children's Services content with a lens for intersectional groups of women and gender diverse persons	Develop and review existing Children's Services content (e.g. forms, communications, materials, website content, etc.) using communication guidelines that have been developed by the Equity Secretariat.	# of Children's Services Staff oriented to equity and inclusion communication guidelines Number of pieces of communications revised or developed using communication guidelines		Begin orienting key Children's Services communications staff on equity and inclusion communication guidelines and report on number of staff who are oriented by Q4 2022 Begin implementation of equity and inclusion guidelines and report on the number of communications revised or developed using guidelines Q4 2022

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
GREIISD/ CSSD (ES)	Engage WGE specialist in the work of Community Champions Table Network (CCTN) and apply a gender lens to its work	Apply a gender lens to the work of CCTN membership, process and outcomes	# of Women and Gender Equity Community Organizations who join the CCTN	Recruit/identify two CCTN members from community organizations working on Women and Gender Equity Q2 2021	
	Provide Corporate support for Affinity Groups, including for women and gender diverse people	Provide Corporate tools for Affinity Groups such as guidelines, SharePoint Site, online tools (SWAY, events calendar etc.) for women-led Affinity groups and women specific Affinity group (www.women.net) Promote the creation and participation of women and gender diverse people in Affinity Groups	# of times Affinity Groups use the SharePoint Site. # of posted events on calendar, Report of activity on SharePoint site using a gender lens.	5 times using SharePoint site Q1 2021	10 times using SharePoint site Numerical activities report on Affinity Groups SharePoint site. Q4 2022

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
BTSS/RCFS	Use a gender lens in development and implementation of public consultations for Parks and Recreation Facilities Master Plan	<p>Consider and implement various engagement, outreach and presentation options in partnership with community organizations serving women and gender diverse persons to increase participation in consultations by women and gender diverse persons in the development of the Facilities Master Plan</p> <p>Apply a gender lens in engagement promotional material.</p> <p>Conduct targeted outreach and presentations with community agencies working with intersectional groups of women and gender diverse persons to improve equal access for language or technology barriers</p>	<p># and type of images included in engagement promotion materials that represent intersectional groups of women.</p> <p># of women and gender diverse organizations invited to participate</p> <p>% of intersectional groups of women (e.g.: immigrant, francophone, women living in poverty and women living with disability) and % of gender diverse residents engaged online and in person that is representative of City of Ottawa population that we serve (for those that chose to disclose gender)</p>	2 rounds of public engagement with a mix of approaches Q1-2 2021	What we heard report from engagement Q1 2022
AHDB/RCFS	Ottawa Music Strategy – Safe Space Initiative/ Partnership	Support the development of a toolkit to facilitate prevention and reduction of sexual assault, harassment, overdose and violence at music venues and festivals. The toolkit will include training and awareness raising, planning tools, a safety and audit checklist, and resource lists among other items.	Performance indicators developed in partnership with Ottawa Festivals and Ottawa Public Health	Toolkit roll out for smaller events and festivals Q3-4 2021	

STRATEGIC PRIORITY 4: Awareness Raising and Training on Women and Gender Equity

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
GREIIRSD/ CSSD	Design and implement training, learning and awareness raising activities on women and gender equity issues	<p>Design and implement learning event around Gender lens to Data</p> <p>Design and implement awareness raising campaign around gender-based violence</p> <p>Develop Women and Gender Equity Newsletter to include resources and information on use of gender lens in City work</p>	<p># of training, learning and awareness raising activities implemented</p> <p># of staff targeted with activities</p>	<p>2 women and gender equity training, learning and awareness raising activities on women and gender equity issues</p> <p>At least 100 staff engaged Q4 2021</p> <p>Women and Gender Equity Newsletter is launched Q4 2021</p>	<p>3 women and gender equity training, learning and awareness raising activities on women and gender equity issues Q4 2022</p> <p>At least 150 city staff engaged Q4 2022</p>
GREIIRSD/ CSSD (Indigenous Relations led)	Provide education to City staff to deepen understanding on the colonial impacts on Indigenous women, and how to apply an Indigenous gender-based analysis to policy/program development	Work with community partners to develop training session for City staff, which will include resources, online/ in person workshop, and education on current initiatives taking place on the issue of Missing and Murdered Indigenous Women and Girls	<p># of sessions implemented</p> <p># of resources available to City staff on IGBA</p>	1 session CSSD Q2-4 2021	Two sessions: 1 targeting leadership 1 staff session Q2-4 2022
GREIIRSD/ CSSD (ES)	Increase number of staff who are trained on City's Equity and Inclusion Lens	<p>Incorporate EI Lens Training into New Employee Orientation</p> <p>Update EI lens using a gender lens and conduct training for new employees</p> <p>Conduct EI Lens training using the updated version</p>	<p>% of new employees taking training</p> <p>Gender lens enhanced in EI lens</p> <p># of virtual sessions offered</p>	<p>25% employees</p> <p>EI lens updated Q2 2021</p> <p>Two virtual sessions Q3 2021</p>	<p>25% of new employees</p> <p>Five sessions Q4 2022</p>

FRAMEWORK 2021–2022

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
Children's Services/CSSD	Raise awareness and build the capacity of Children's Services staff on equity and inclusion	Raise awareness and build the capacity of Children's Service staff to apply an equity and inclusion lens	Children's Services staff engaged in learning and awareness around gender lens and equity and inclusion lens	Collaboration with GREIISD to engage staff in learning opportunities and apply an equity and inclusion and gender lens Q4 2021	Collaboration with GREIISD to engage staff in learning opportunities and apply an equity and inclusion and gender lens Q4 2022
BTSS/RCFS	Conduct RCFS Department Wide Awareness and Education on women and gender equity	Conduct a series of gender awareness and equity and inclusion training sessions for employees to raise awareness about reducing barriers and supporting gender diverse clients and employees	Facilitate awareness sessions to RCFS employees including senior and middle management Increase participation in Equity and Inclusion training	3 sessions delivered Increase by 20% Q4 2021	2 sessions delivered Increase by 20% Q4 2022
Housing/CSSD	Increase knowledge exchange and training opportunities on the housing needs/barriers/experiences of women	Conduct an intersectional-gender analysis of the City-run training opportunities available to all housing service 'non-profit' and 'homelessness services' working directly with people experiencing homelessness	# of recommendations identified. # of recommendations implemented	Design and conduct analysis. Identify recommendations Q1 2021	N/A

STRATEGIC PRIORITY 5: Gender-Sensitive Resource Allocation

Dept/Service Area	Strategic Action	Detailed Action	Key Performance Indicators	Target 2021	Target 2022
CRCP/RCFS	Implement Period Pack Pilot Project in partnership with CSSD	Launch Period Packs Pilot in 2021 to provide free feminine hygiene products at 4 select City facilities located in high-priority neighborhoods	# of sites in priority neighborhoods supplied with period packs Products are consistently being “taken/used” from stocked facilities	4 select facilities Q4 2021	N/A as a 2021 initiative
Facility Operations Services (FOS)/RCFS	Gender-Neutral Washroom signage Existing – Facilities (FOS) New – Parks and Facility Planning	Install gender-inclusive signage on single-stall accessible washrooms doors in front facing RCFS facilities Review identify and inventory front facing facilities that currently have single-stall accessible washrooms Work with WGES specialist to ensure most accurate and current signage is used Transition identified single-stall accessible washroom signage in Rec Centers and Libraries to gender-neutral accessible signage All new single-stall accessible washrooms will have gender-inclusive signage installed	Gender-inclusive signage designed and installed in all front facing existing and new single-stall accessible washrooms in RCFS Rec Centers and Libraries	Identify and replace signage in 100% of existing front facing accessible Rec Centre and Library washrooms Q4 2021	Library accessible washrooms Q4 2022
GREIIRSD/CSSD (CFF)	Gender-based funding allocations to support women through COVID-19	Gender-based funding allocations through the Social Service Relief Fund (SSRF) to help agencies address the disproportionate impact on women due to COVID-19	Allocation of funds to organizations serving women during COVID-19	Allocation complete Q1 2021	

Intersectional Lens to WGES

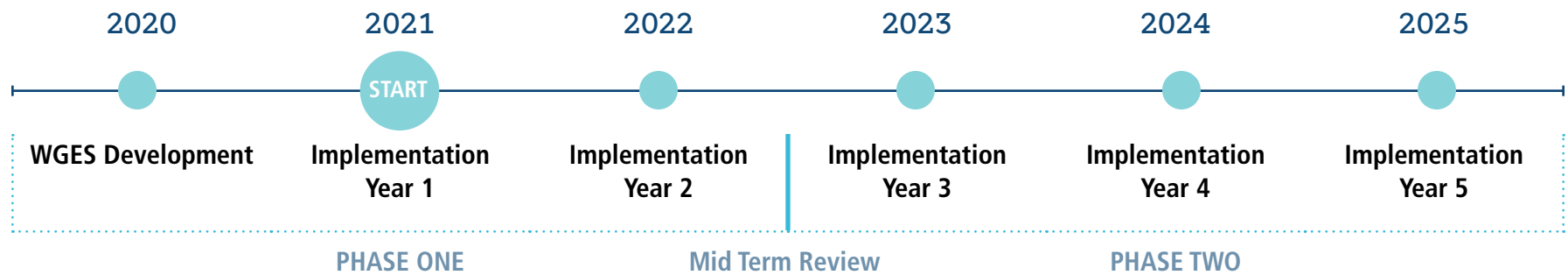
While the primary focus of this strategy is to advance women and gender equity in the City of Ottawa, an intersectional approach was followed in developing WGES outcomes, strategic priorities, and actions. This includes a special focus on the need to develop awareness among City staff around the Indigenous gender lens and the unique needs of Indigenous women, girls and 2SLGBTQIA.



Strategy Timeline

The Women and Gender Equity Strategy is a long-term commitment for the City to work towards women and gender equity. Given the complexity of addressing barriers facing the different groups of women and gender diverse persons, and given that gender crosscuts multiple service areas, WGES will be implemented in a phased approach.

Phase One of the WGES will be implemented in 2021–2022 , followed by Phase Two of the WGES in 2023–2025.





Strategy Governance and Implementation Mechanism

1. Women and Gender Equity Council Sponsors Group

Since its establishment in early 2019, the Women and Gender Equity Council Sponsors Group (CSG), chaired by the Women and Gender Equity Council Liaison, has championed and guided the work of women and gender equity and the development of WGES. CSG will continue its role to provide guidance and support to the implementation of Phase One of the WGES, mid-term review, and planning for the second phase.

2. Senior Leadership Team

The ultimate responsibility for achieving gender mainstreaming and accomplishing the strategic priorities and strategic targets set out in the WGES Strategic Framework will lie with the Senior Leadership Team (SLT) which will be considered the highest decision-making body on women and gender equity, and the body responsible for monitoring and overseeing progress in implementing the WGES.

3. Women and Gender Equity Team

The Women and Gender Equity Team is formed of departmental and service area representatives to ensure women and gender equity are mainstreamed in all City work. Members will include departmental representatives and relevant Corporate staff who have worked with the Women and Gender Equity Specialist during 2019-2020 to develop the Women and Gender Equity Strategic Framework. The team will continue its work during Phase One to ensure progress is reported annually to SLT. This team will also be responsible for conducting the mid-term review of Phase One and planning Phase Two.

4. Women and Gender Community Table

The Women and Gender Equity Working Group has contributed substantially to the development process of WGES. Working Group members have brought in sectoral representation and expertise to the process especially during COVID-19 crisis. Since the mandate of this Working Group ends with the development of WGES, a Women and Gender Equity Community Table will be established to sustain the collective efforts of the City, its partners, and community stakeholders to leverage both subject matter expertise and sectoral experience in Ottawa to advance the City's work on gender and equity.

The composition of Women and Gender Community Table would be guided by the lessons learned and recommendations of the WGE Working group.

5. Strategy Mid-Term Review and Reporting

A mid-term review of progress will be conducted in the first quarter of 2023. The review will include City staff and resident consultations to plan for Phase Two of WGES.

Progress of implementation will be reported annually. Annual reports will be developed by the Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service in Community and Social Services Department and presented to SLT, the Council Sponsor Group, and Council.

Risks and Risk Mitigation

The expected risks that come with the WGES implementation in light of the COVID-19 Pandemic, include:

- The urgent need to shift resources to respond to COVID-19 critical needs which may impact funding needed to implement WGES strategic actions.
- In the case of future COVID-19 waves and depending on their severity and scope, planned action to develop gender tools and guidelines may shift to focus on specific tools that integrate a gender lens in the COVID-19 response and recovery.
- It may be difficult to implement planned training and learning actions on women and gender equity if human resources are reallocated or fully assigned to COVID-19 related work.
- In case new limitations are put in place on recruitment in the City, this may impact the progress in representation of intersectional groups of women in the City's workforce.

In order to mitigate these risks, the following steps will take place:

1. Integrate a women and gender lens in ongoing City training and learning rather than initiate standalone programs and activities in case resources were not made available.
2. Limitations to new hires may impact future representation of intersectional groups of women in the City workforce. This could be temporarily compensated by using a COVID-19 gender and equity lens to public engagement, communication and outreach.
3. The WGES Community Table will continue to provide guidance and resources that will ensure continuous learning around women and gender equity. Exchange of expertise and resources will ensure that best practices and lessons learned are integrated in the City's work with no additional cost.



A Note on Terminology

Access: Access occurs when people from diverse groups have an equal opportunity to the use of goods, services, programs, facilities, and public spaces ([City of Toronto, 2006](#)).

Anti-Racism Approach: A process, a systematic method of analysis, and a proactive course of action rooted in the recognition of the existence of racism, including systemic racism that actively seeks to identify, remove, prevent, and mitigate racially inequitable outcomes and power imbalances between groups and change the structures that sustain inequities ([Ontario, 2020](#)).

Barrier: Obstacles that prevent or limit the access and participation of certain groups in programs, services, or processes. They can be hidden, invisible, or visible and physical, attitudinal, social, financial, geographic or systemic.

Colonial Violence: Colonial violence stems from colonization or colonialism and relies on the dehumanization of Indigenous Peoples. Colonial violence includes depriving people of the necessities of life, using public institutions and laws to reassert colonial norms, ignoring the knowledge and capacity of Indigenous Peoples, and using constructs that deny the ongoing presence and dignity of Indigenous Peoples ([National Inquiry into MMIWG, 2019](#)).

Decolonization: “Decolonization” is a social and political process aimed at resisting and undoing the multi-faceted impacts of colonization and re-establishing strong contemporary Indigenous Peoples, Nations and institutions based on traditional values, philosophies and knowledge systems ([National Inquiry into MMIWG, 2019](#)).

Disaggregated Data: Data sets that are broken down into smaller units. In this study, disaggregated data refers to data that is broken down and examined by socio-demographic groups such as Indigenous communities, gender identities, racialized groups and neighborhoods ([Ontario, 2020](#)).

Discrimination: Differential treatment on the basis of personal characteristics such as race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion), sex, sexual orientation, gender identity, gender expression, age, marital status, same-sex partnership status, family status, or disability that results in disadvantages in the provision of housing, health care, employment, and access to goods, services, and facilities.

Gender: The socially constructed roles, behaviours, activities, and attributes that a given society may construct or consider appropriate for the categories of “men” and “women” or “gender diverse” persons ([Status of Women Canada, 2020](#)).

Gender-based Analysis: A critical examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect men, women, gender diverse persons, girls and boys in certain situations or contexts. Gender analysis examines the relationships between “different gender groups” and their access to and control of resources and the constraints they face relative to each other ([Guide to Auditing Gender Equality, 2016](#)).

Gender-based Violence: Violence based on gender norms and unequal power dynamics, perpetrated against someone based on their gender, gender expression, gender identity, or perceived gender. It takes many forms, including physical, economic, sexual, as well as emotional (psychological) abuse ([Status of Women Canada, 2020](#)).

Gender Equality: The equal rights, responsibilities and opportunities of women, men, girls, and boys. Equality does not mean that women and men will become the same, but that their rights, responsibilities, and opportunities will not depend on whether they are born male or female. The interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men ([Guide to Auditing Gender Equality, 2016](#)).

Gender Identity: Internal and deeply felt sense of being a man or woman, both or neither. This identity may or may not align with the gender typically associated with their sex. Transgender and non-binary people are often overlooked in societal conceptions of gender ([GBA+, 2018](#)).

Gender Lens: A process of assessing the implications for women and other gender groups of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make everyone's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation.

Gender Norms: The standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time. People internalize and learn these "rules" early in life, which sets up a life cycle of gender socialization and stereotyping ([Guide to Auditing Gender Equality, 2016](#)).

Gender-Sensitive Data Systems: The collection, analysis and use of data disaggregated by gender and other intersectional identities with the aim to identify trends and specific issues regarding policies, practices and service provision that affect each gender group in City departments.

Indigenous Gender-based Analysis: An Indigenous Gender-based Analysis (IGBA) is a culturally relevant lens in which to view the historical, cultural and current realities specific to First Nations, Inuit and Métis women as they navigate colonial systems ([Ontario Native Women's Association, 2020](#)).

Intersectionality: Intersectionality is the way in which people's lives are shaped by their multiple and overlapping identities and social locations, which, together, can produce a unique and distinct experience for that individual or group ([Ontario, 2020](#)).

Mitigate: Mitigation is when measures are put in place to lessen the negative effects of a policy or program on certain groups.

Racism: Racism includes ideas or practices that establish, maintain or perpetuate the racial superiority or dominance of one group over another ([Ontario, 2020](#)).

Racialized (person or group): Racialized persons and/or groups can have racial meanings attributed to them in ways that negatively impact their social, political, and economic life. This includes but is not necessarily limited to people classified as "visible minorities" under the Canadian census and may include people impacted by antisemitism and Islamophobia ([Ontario, 2020](#)).

Sex (biological sex): Refers to a set of biological attributes in humans and animals. It is primarily associated with physical and physiological features including chromosomes, gene expression, hormone levels and function, and reproductive/sexual anatomy ([Government of Canada, 2020](#)).

Sex-Disaggregated Data: It is the data cross-classified by sex, presenting information separately for men and women, boys and girls. When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities.

Stereotypes: Making assumptions about an entire group of people. We generalize all people in a group to be the same, without considering individual differences. We often base our stereotypes on misconceptions or incomplete information (Source: [City of Ottawa, 2018](#)).

Systemic or Institutional Racism is the collective failure of an organization to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people ([Home Office, The Stephen Lawrence Inquiry, 1999](#)).

List of References

- Amery, Behnouch. *Immigrant Employment in Sectors Most Affected by COVID-19*. September 1, 2020.
- Anti-Racism Directorate. *Data Standards for the Identification and Monitoring of Systemic Racism*, May 2, 2018.
- Canadian Audit and Accountability Foundation. *Practice Guide to Auditing Gender Equality*. 2016.
- Canadian Board Diversity Council. *Annual Report Card, Advancing Diverse Leadership on Canada's Corporate Boards*. 2018.
- Canadian Institute of Health Research. *What is Gender? What is Sex?* 2020.
- City of Ottawa and City for All Women Initiative. *Equity and Inclusion Lens Handbook*. 2015.
- Hajdu, Patty. *Setting the Stage for a Federal Strategy Against Gender-Based Violence*, Status of Women Canada. 2016.
- Hou, Feng, Garnett Picot and Jue Zhang. *Transitions into and out of Employment by Immigrants During the COVID-19 Lockdown and Recovery*. Statistics Canada. August 20, 2020.
- MacPherson, William, et al. *The Stephen Lawrence Inquiry: Report of an Inquiry by Sir William Macpherson of Cluny*, Cm 4262-I. February 1999.
- Moyser, Melissa, Rachelle Pelletier and Martha Patterson. *The Gender Wage Gap in Canada: 1998 to 2018*. Statistics Canada. October 7, 2019.
- National Inquiry into Missing and Murdered Indigenous Women and Girls. *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*. June 3, 2019.
- Native Women's Association of Canada. *The Impacts of COVID-19 on Indigenous Women and Gender-Diverse People in Canada*. June 3, 2020.
- Ontario's Native Women's Association. *Reconciliation with Indigenous Women: Changing the Story of Missing and Murdered Indigenous Women and Girls (2020)*. September 4, 2020.
- Organization for Economic Co-operation and Development. *What is the impact of COVID-19 pandemic on immigrants and their children?*, October 19, 2020.
- Perrault, Samuel. *Criminal Victimization in Canada, 2014*. Statistics Canada. 2015.
- Prokopenko, Elena, and Christina Kevins. *Vulnerabilities Related to COVID-19 among LGBTQ2+ Canadians*. December 15, 2020.
- Ropke, Kristina. *Advancing Gender Equity in the City of Ottawa*. City for All Women Initiative. January 2019.
- Roy, Joel, & Marcellus, Sharon. *Homicide in Canada, 2018*. Statistics Canada. November 27, 2019.

- RStudio. *Data Hub Group Selection Analysis: Women*. 2020
- Schwan, Kaitlin, et al. *The State of Women's Housing Need & Homelessness in Canada: Key Findings*. Canadian Observatory on Homelessness Press. Toronto. 2020
- Schirle, Tammy, and Moyosoreoluwa Sogaolu. *A Work in Progress: Measuring Wage Gaps for Women and Minorities in the Canadian Labour Market*. C.D. Howe Institute. January 2020.
- Sordi, Annalea. *Violence Against Women with Disabilities – Violence Prevention Review*. Vecova Center for Disability Services and Research. Canadian Women's Foundation, February 2011.
- Statistics Canada. *The Social and Economic Impacts of COVID-19: A Six-month Update*. Catalogue no. 11-631-X. September 2020.
- *Status of Employment and Income Pressures During the COVID-19 Pandemic in Ottawa*. Ottawa Public Health. Ottawa. 2020.
- *Status of Mental Health in Ottawa During the COVID-19 Pandemic*. Ottawa Public Health. Ottawa. 2021.
- Status of Women Canada. *GBA+ Research Guide*. Updated July 18, 2017.
- Status of Women in Canada. *Gender-Based Violence Glossary*. October 28, 2020.
- Tham, Theresa. *From Risk to Resilience: An Equity Approach to COVID-19*. Public Health Agency of Canada. Updated November 3, 2020.
- Toronto Community Housing. *Workplace Diversity Policy*. 2006.



ottawa.ca
3-1-1    
TTY 613-580-2401

For more information please contact:
womengenderequity@ottawa.ca

Gender and Race Equity, Indigenous Relations,
Diversity and Inclusion Branch
City of Ottawa

