

SUBJECT: Community Safety and Well-Being Plan

File Number ACS2021-EPS-PPD-0003

Report to Community and Protective Services Committee on 21 October 2021

and Council 27 October 2021

**Submitted on October 15, 2021 by Anthony Di Monte, General Manager –
Emergency and Protective Services**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE

OBJET : Plan de sécurité et de bien-être dans les collectivités

Dossier : ACS2021-EPS-PPD-0003

Rapport au Comité des services communautaires et de protection

le 21 octobre 2021

et au Conseil le 27 octobre 2021

**Soumis le 15 octobre 2021 par Anthony Di Monte, Directeur général – Services de
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REPORT RECOMMENDATION(S)

**That the Community and Protective Services Committee recommend that
Council:**

- 1. Approve the draft Community Safety and Well-Being Plan as outlined in this report and attached as Document 1; and**
- 2. Direct the General Manager of Community and Social Services to develop a governance structure, an evaluation and performance measurement framework, and a financial strategy for the administration, implementation, evaluation, and funding of the Community Safety and Well-Being Plan as set out further in this report, and to report back to the appropriate Standing Committee of Council as soon as feasible.**

RECOMMANDATION(S) DU RAPPORT

Le Comité des services communautaires et de protection présente les recommandations suivantes au Conseil :

- 1. Approuver le Plan de sécurité et de bien-être dans les collectivités provisoire tel qu'il est énoncé dans le présent rapport et joint au titre du document 1;**
- 2. Charger le directeur général de Services sociaux et communautaires d'élaborer une structure de gouvernance, un cadre d'évaluation et de mesure du rendement, ainsi qu'une stratégie financière pour l'administration, la mise en œuvre, l'évaluation et le financement du Plan de sécurité et de bien-être dans les collectivités, tel qu'il est exposé plus en détail dans le présent rapport, d'en faire rapport au comité permanent compétent du Conseil dès que possible.**

EXECUTIVE SUMMARY

Assumption and Analysis

The purpose of this report is to recommend a Community Safety and Well-Being Plan that includes goals, strategies, and actions to address key the local priorities for community safety and well-being. The key priorities for this plan are: Discrimination, marginalization, and racism; Financial security and poverty reduction; Gender-based violence and violence against women; Housing; Integrated and simpler systems; and Mental well-being, as approved by Council in October 2020 in the [Community Safety and Well-Being Plan – Interim Report](#) (ACS2020-EPS-GEN-0008).

The proposed Plan is both a foundational strategy and a long-term journey that is intended to address the most pressing risk factors to community safety and well-being issues and respond to emerging issues that arise in the future. The draft Plan presents city-wide strategies, not neighbourhood specific tactics, and will require collaborative action by various governments, institutions, groups, and agencies working together to reduce those risks.

The goals, strategies, and outcomes proposed in this report, and outlined in Document 1, establish the focus and direction of work within each of Council's priorities over the next ten years, and will be used to develop detailed action plans and initiatives within each area to address and improve safety and well-being across all of Ottawa's communities.

These proposed goals, strategies, and outcomes were developed based on the feedback collected during extensive consultation with public and stakeholder engagements in 2020 and 2021. Collaboration with residents and sector experts, meaningful engagement with community stakeholders and the inclusion of respondents with lived and living experience were the cornerstone of the engagement process, and input received is summarized below in this report and in Document 2.

One of the core concepts of the community safety and well-being planning process is that it will complement the work already underway across the city while promoting solutions unique to Ottawa and using existing resources and assets in a more innovative, effective, and efficient way. This report highlights programs, services, and initiatives that are planned or already underway by the City and community, as outlined and further described in Document 3. These include, among others, the City's 10-Year Housing and Homelessness Plan, the Anti-Racism Secretariat and Strategy, the City of Ottawa Reconciliation Action Plan, the Older Adult Plan, Ottawa Police Service's Neighbourhood Response Teams, Ottawa Public Health's Neighbourhood Cluster Response Team, and the Women and Gender Equity Strategy. The proposed goals, strategies, and outcomes therefore leverage this ongoing work while also seeking to fill any gaps in priority areas.

Further to Recommendation 2, the development of the remaining elements of the plan as well as its implementation will be undertaken under the direction of the General Manager of Community and Social Services following the adoption of the goals, strategies, and outcomes proposed in this report. Work in this second phase will consist of developing the remaining key elements required for the administration,

implementation, evaluation, and funding of the draft Community Safety and Well-Being Plan, namely a governance structure, an evaluation and performance measurement framework, and a financial strategy, as further set out below. Staff will report back on the progress of these final elements to the appropriate Standing Committee and Council as soon as feasible.

Financial Implications

There are no financial implications associated with the report recommendations. The provincial government has not committed to providing any funding relating to this project at this time. Any financial impacts associated with the development phase of the project have been absorbed within the 2020 and 2021 Operating Budgets of the Emergency and Protective Services department. The addition of four permanent full-time equivalents with a budget of \$510,000 and non-compensation budget of \$250,000 will be included in the 2022 Draft Budget to be tabled on November 3.

The total of \$34 million of municipal investments have been listed in this report is within existing budgets.

Public Consultation/Input

Staff held two public and stakeholder consultation periods. The first one was from March – June 2020, which informed the priorities for the Plan. The second one was from January – March 2021, which informed the proposed goals, strategies, and outcomes of the Plan. A What We Heard report was created for each consultation period to summarize the key themes and provide insights into the gaps and potential opportunities for the Community Safety and Well-Being Plan.

Input was obtained from a broad cross-section of communities and stakeholders in order to ensure the proposed Plan responds to the needs of Ottawa residents including Indigenous people, equity seeking groups, racialized people, people with disabilities, people living in poverty, people living in rural, suburban and urban communities, francophones, 2SLGBTQQIA+ people, older adults, immigrants and refugees, women, youth, and business, as well as organizations that support and work with these groups. The consultations followed the City's Equity and Inclusion Lens and the Public Engagement Strategy. In addition, staff met with the City's Accessibility Advisory Committee, the Arts, Culture, and Recreation Advisory Committee, and the French Language Services Advisory Committee to receive input and feedback.

Specific engagement activities with the Indigenous community, including Host Nations, and the urban Indigenous population which include First Nations, Inuit, and Métis peoples, helped to develop relationships, ensure communications and engagement activities were respectful of the culture, and gathered input into strategies and action items relative to the Indigenous community, as further described in the report.

The Advisory Committee, the [Crime Prevention Ottawa \(CPO\) Board of Directors](#), met nine times since the inception of the Community Safety and Well-Being initiative to provide strategic advice and feedback into the development of the draft Community Safety and Well-Being Plan. Feedback from the Advisory Committee has been included as part of the recommendations of this report. The Advisory Committee supports the proposed Community Safety and Well-Being Plan as outlined in this report.

RÉSUMÉ

Hypothèse et analyse

Le présent rapport a pour objet de recommander le Plan de sécurité et de bien-être dans les collectivités qui comprend les buts, les stratégies et les mesures visant à répondre aux priorités locales clés en matière de sécurité et de bien-être dans les collectivités. Les principales priorités de ce plan sont les suivantes : la discrimination, la marginalisation et le racisme; la sécurité financière et la réduction de la pauvreté; la violence fondée sur le genre et violence faite aux femmes; le logement; les systèmes intégrés et simples; le bien-être mental, tel qu'il a été approuvé par le Conseil en octobre 2020 dans le [Plan de sécurité et de bien-être dans les collectivités – Rapport provisoire](#) (ACS2020-EPS-GEN-0008).

Le plan proposé est à la fois une stratégie fondamentale et un long périple qui vise à aborder les facteurs de risque les plus pressants pour les questions de sécurité et de bien-être dans les collectivités et à répondre aux enjeux émergents qui se poseront à l'avenir. Le Plan provisoire présente des stratégies à l'échelle de la ville, et non des tactiques propres aux quartiers, et nécessitera une action concertée de la part de divers gouvernements, institutions, groupes et organismes qui travaillent ensemble pour réduire ces risques.

Les buts, les stratégies et les résultats proposés dans le rapport et décrits dans le document 1 établissent la vision et l'orientation du travail pour chacune des priorités du Conseil au cours des dix prochaines années et serviront à élaborer des plans d'action

et des initiatives détaillés dans chaque domaine, afin d'améliorer la sécurité et le bien-être dans toutes les collectivités d'Ottawa.

Ces buts, stratégies et actions proposés ont été élaborés en fonction des commentaires recueillis lors de vastes consultations auprès du public et des intervenants en 2020 et en 2021. La collaboration avec les résidents et les experts du secteur, la participation significative des intervenants communautaires et l'inclusion des répondants ayant des expériences vécues et de vie ont constitué la pierre angulaire du processus de consultation. Les commentaires reçus sont résumés ci-après dans le présent rapport et dans le document 2.

L'un des concepts essentiels du processus de planification de la sécurité et du bien-être dans les collectivités est qu'il complétera le travail déjà en cours dans toute la ville, tout en promouvant des solutions propres à Ottawa et en utilisant les ressources et les biens existants de façon plus novatrice, efficace et efficiente. Le rapport met en évidence les programmes, les services et les initiatives planifiés ou déjà en cours par la Ville et la collectivité, comme il est exposé et décrit plus en détail dans le document 3. Il s'agit, entre autres, du Plan décennal de logement et de lutte contre l'itinérance de la Ville, du Secrétariat de la lutte contre le racisme et de la stratégie de lutte contre le racisme, du Plan d'action de réconciliation de la Ville d'Ottawa, du Plan relatif aux personnes âgées, des équipes d'intervention dans les quartiers du Service de police d'Ottawa, de l'Équipe d'intervention de Santé publique Ottawa auprès des grappes dans les quartiers, ainsi que de la Stratégie sur la condition féminine et l'équité des genres. Les buts, les stratégies et les résultats proposés tirent donc parti de ce travail en cours tout en visant à chercher à combler les lacunes dans les domaines prioritaires.

Pour faire suite à la recommandation 2, l'élaboration des autres éléments du plan ainsi que sa mise en œuvre seront entreprises sous la direction du directeur général de Services sociaux et communautaires après l'adoption des buts, des stratégies et des résultats proposés dans le présent rapport. Les travaux de cette deuxième phase consisteront à élaborer les autres éléments clés nécessaires à l'administration, à la mise en œuvre, à l'évaluation et au financement du projet de Plan de sécurité et de bien-être dans les collectivités, à savoir une structure de gouvernance, un cadre d'évaluation et de mesure du rendement, ainsi qu'une stratégie financière, comme elle est expliquée en détail ci-dessous. Le personnel rendra compte de l'état d'avancement de ces éléments finaux au Comité permanent et au Conseil appropriés au premier trimestre de 2023.

Répercussions financières

Il n'y a pas d'incidences financières associées aux recommandations du rapport. Au moment d'écrire ces lignes, le gouvernement provincial ne s'était pas engagé à financer ce projet. Toutes les répercussions financières se rapportant à cette phase du projet seront absorbées dans les budgets de fonctionnement 2020 et 2021 de la Direction générale des services de protection et d'urgence. L'ajout de quatre équivalents temps plein permanents assorti d'un budget de 510 000 dollars et d'un budget non lié à la rémunération de 250 000 dollars sera incorporé au budget provisoire de 2022 devant être présenté le 3 novembre.

Le total des investissements municipaux de 34 M\$ qui figurent dans le présent rapport s'inscrit dans les budgets existants.

Consultation et avis du public

Le personnel a tenu deux périodes de consultation auprès du public et des intervenants. La première, qui s'est étalée de mars à juin 2020, a éclairé les priorités du Plan. La deuxième, quant à elle, qui s'est échelonnée de janvier à mars 2021, a permis d'établir les objectifs, les stratégies et les résultats du Plan. Un rapport sur « ce qui a été dit » a été créé pour chaque période de consultation afin de résumer les thèmes clés et apporter un éclairage sur les lacunes et les possibilités du Plan de sécurité et de bien-être dans les collectivités.

On a obtenu des commentaires d'un large éventail de collectivités et d'intervenants afin de s'assurer que le Plan répond aux besoins des résidents d'Ottawa, y compris les Autochtones, les groupes en quête d'équité, les personnes racialisées, les personnes handicapées, les personnes vivant dans la pauvreté, les personnes vivant dans les collectivités rurales, suburbaines et urbaines, les francophones, les personnes 2SLGBTQIA+, les personnes âgées, les immigrants et les réfugiés, les femmes, les jeunes et les entreprises, ainsi que les organismes qui appuient ces groupes et qui collaborent avec eux. Les consultations ont fait suite à l'Optique d'équité et d'inclusion et à la Stratégie d'engagement du public de la Ville d'Ottawa. En outre, le personnel a rencontré le Comité consultatif sur l'accessibilité de la Ville, le Comité consultatif sur les arts, la culture et les loisirs, et le Comité consultatif sur les services en français afin de recueillir des commentaires et de la rétroaction.

Des activités de consultation précises auprès de la collectivité autochtone, dont les nations hôtes, et la population autochtone urbaine, qui comprend les Premières nations, les Inuits et les Métis, ont contribué à établir des relations, à veiller à ce que les activités de communication et de consultation respectent la culture et à recueillir des commentaires sur les stratégies et les mesures à prendre concernant la collectivité autochtone, comme il est décrit en détail dans le rapport.

Le Comité consultatif, le [Conseil d'administration de Prévention du crime Ottawa \(PCO\)](#), s'est réuni neuf fois depuis le lancement de l'initiative Sécurité et bien-être dans les collectivités pour fournir des conseils stratégiques et de la rétroaction sur l'élaboration du Plan de sécurité et de bien-être dans les collectivités provisoire. La rétroaction du Comité consultatif a été incluse dans les recommandations du présent rapport. Le Comité consultatif appuie le Plan de sécurité et de bien-être dans les collectivités proposé, tel qu'il est décrit dans le présent rapport.

BACKGROUND

A community safety and well-being plan is a collective impact plan that addresses the local risks to safety and well-being at the community level and proposes both priorities as well as action items to be undertaken by various governments, institutions, groups, and agencies who are working together in order to mitigate those risks.

The draft Community Safety and Well-Being Plan is evidence-based and complements the work already underway across the city while promoting solutions unique to Ottawa by using existing resources and assets in a more innovative, effective and efficient way. The proposed Plan focuses on local priorities, identifies strategies for these priorities, and sets measurable outcomes. The draft Plan considers long-term, multi-disciplinary efforts and investments to improve the social determinants of health, which are the conditions in which people are born, grow, work, live, and age, such as education, early childhood development, food security, quality housing, among others to reduce the probability of crime, social disorder, and ill-health.

The Ottawa Context

The development of the proposed Community Safety and Well-Being Plan has followed the phased, six-step development approach approved by Council in the October 2019 report [Community Safety and Well-Being Plan Roadmap](#) (ACS2019-EPS-GEN-0011). The development approach is broken down into six cumulative phases as illustrated in

Figure 1. Each stage of the Plan’s development provided opportunities for public engagement and input into the process. The Plan’s development approach also includes a cycle of continuous improvement, by which research and data informed the planning process and the review process allows for continued assessment of the effectiveness of the programs or initiatives and evolve as necessary to address the changing Ottawa context.

Figure 1: Development Approach



As part of the Roadmap report, Council approved eight guiding principles to inform the development of the Community Safety and Well-Being Plan. The guiding principles are as follows and are further defined in Document 1:

- Collaborative
- Collective impact
- Community
- Evidence-Informed
- Inclusive

- Inclusion
- Innovative
- Integrity

These guiding principles were considered throughout the development of the draft Community Safety and Well-Being Plan and will continue to inform the implementation and review process.

The City's role in community safety and well-being planning is to develop partnerships and coordinate this collective impact plan, with future actions under the Plan to be undertaken by the most appropriate department, service, partner, or agency. This means the City of Ottawa may have some actions but will not assume full responsibility for the implementation of the Plan. Furthermore, the Plan will not duplicate any work already underway but rather, will complement, leverage, and build on work already occurring.

Provincial Legislation

The development of the proposed Plan was done in accordance with the Police Services Act. The Act states that Ontario's municipalities must prepare and adopt a community safety and well-being plan. The Provincial deadline for the completion of the final Community Safety and Well-Being Plan was originally set for January 1, 2021. The Provincial government recognized that the Covid-19 pandemic created unprecedented challenges for communities across Ontario, and as a result, established a revised deadline of July 1, 2021. A letter was sent to the Province advising that the City of Ottawa would not meet this deadline, however that staff anticipated completion in the Fall 2021.

The Police Services Act prescribes some of the content of the draft Community Safety and Well-Being Plan, while also recognizing that the planning approach will be unique to each community. The Police Services Act states that every municipality must:

- Prepare and adopt a plan
- Establish an advisory committee with a minimum membership
- Consult with the public and stakeholders
- Consider multiple sources of data and information on risk factors
- Implement the Plan
- Evaluate the Plan

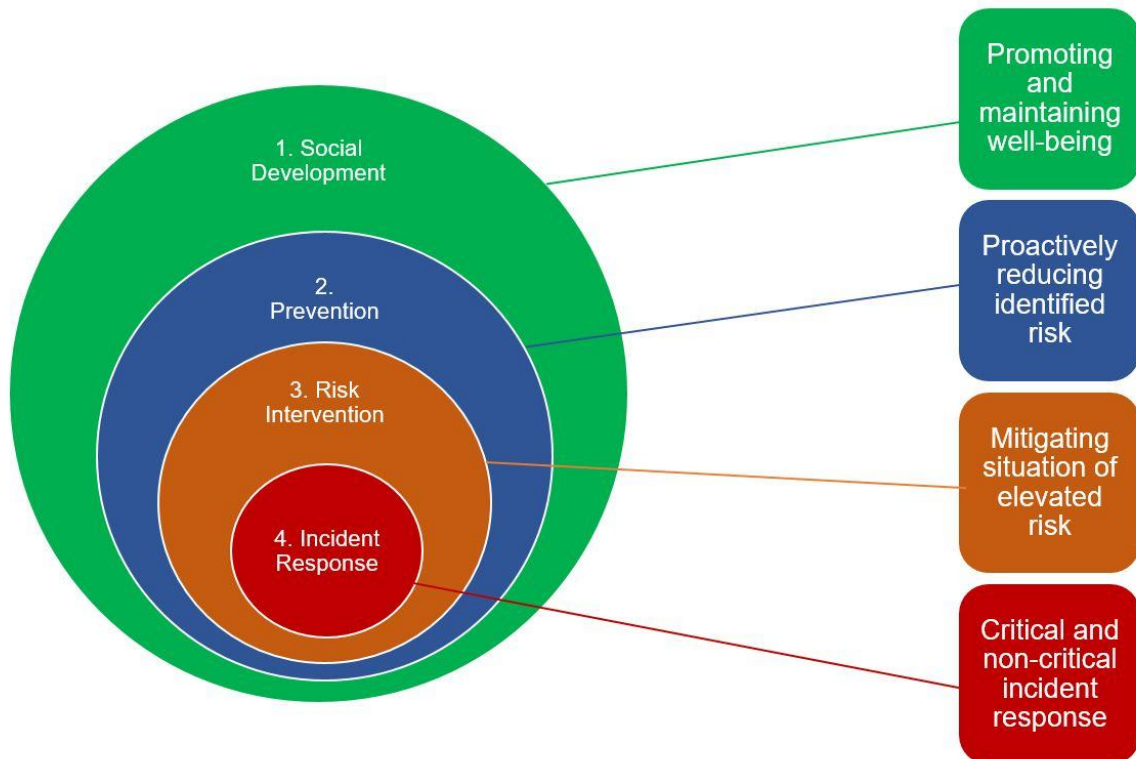
- Publish the Plan

In April 2021, the Province consulted on a proposed regulation ([Proposal Number 21-SOLGEN007](#)) for the Community Safety and Policing Act, 2019 which would require all municipalities to review and, if appropriate, revise its community safety and well-being plan within four years after adoption. While the regulation is not yet in force, staff have incorporated this regulation into the proposed review process for the Plan.

Provincial Planning Framework

In addition, staff considered the [Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario](#) as a direct input into the development of the draft Plan. The Planning Framework outlines four levels of intervention, as outlined in Figure 2. The four levels of intervention include: 1) Social development which focuses on promoting and maintaining well-being; 2) Prevention which focuses on proactively reducing identified risk; 3) Risk intervention which focuses on mitigating situations of elevated risk; and 4) Incident response which focuses on critical and non-critical incident response.

Figure 2: Levels of Intervention



Provincial guidance on community safety and well-being plans recognizes the importance and value of each level of interventions while also noting that community safety and well-being planning is meant to address root causes of crime, disorder, harm, and ill-health. As such, social development initiatives and actions are the likely way to ensure that risks are mitigated. This requires a collaborative and collective action as well as ongoing reflection and analysis of the success of initiatives.

These levels of intervention have been considered in the development of the proposed Plan and will continue to inform the process moving forward.

Council-Approved Priorities

Community safety and well-being plans are complex and include a broad range of topics. During the priority setting phase of the project, 20 areas of focus for the Plan were considered by the community and then subsequently narrowed down to six priorities. These priorities are the most pressing issues that Ottawa residents identified as needing to be addressed first in our community. It is recognized that there are many interconnections between the six priorities that were considered during the development of the Plan.

On October 28, 2020, Council approved these six priorities in the [Community Safety and Well-Being Plan – Interim Report](#) (ACS2020-EPS-GEN-0008), which are as follows and outlined in Figure 3:

- Discrimination, marginalization, and racism
- Financial security and poverty reduction
- Gender-based violence and violence against women
- Housing
- Integrated and simpler systems
- Mental well-being

Figure 3: Community Safety and Well-Being Priorities



Data Collection and Analysis

Data from the following sources has been compiled and analyzed in order to develop the proposed goals, strategies, and outcomes for each priority. Analysis methods for each data source are explained in this section.

Public and Stakeholder Engagement

Staff held two public and stakeholder consultation periods. The first one was from March – June 2020, which informed the priorities for the Plan. The second one was from January – March 2021, which informed the proposed goals, strategies, and outcomes of the Plan. A What We Heard report was created for each consultation period to summarize the key themes and provide insights into the gaps and potential opportunities for the Community Safety and Well-Being Plan.

Collaboration with residents and sector experts, meaningful engagement with community stakeholders and the inclusion of respondents with lived and living experience were the cornerstone of the engagement process. The What We Heard – Goals and Objectives Engagement Summary Report, attached as Document 2,

summarizes the input received in 2020 and 2021 regarding the Ottawa-specific barriers, gaps, and solutions related to the six priorities.

In total, over 1,500 residents and stakeholders contributed their ideas through a variety of engagement opportunities including virtual and telephone conversations, community toolkit submissions, emails, an online survey and forum, and stakeholder and ward councillor meetings. The broad community input received will ensure the proposed Community Safety and Well-Being Plan reflects the needs of all Ottawa residents including Indigenous people, equity seeking groups, racialized people, people with disabilities, people living in poverty, people living in rural, suburban, and urban communities, francophones, 2SLGBTQQIA+ people, older adults, immigrants and refugees, women, youth, and business, as well as organizations that support and work with these groups. The consultations followed the City's Equity and Inclusion Lens and the Public Engagement Strategy. Additional detail on the consultation process is provided in the Consultation section of this report.

In addition, to shape the draft goals, strategies, and outcomes for the draft Plan, staff consulted with approximately 40 internal and external partners to ensure a holistic and cohesive response to intersecting issues, all of which impact the fundamental health and wellness of all Ottawa residents.

Indigenous Engagement

Ottawa is built on unceded Algonquin Anishinaabe territory and honours Algonquin presence and nationhood. The City of Ottawa recognizes and respects the presence and contributions of all First Nations, Inuit, and Métis, including urban Indigenous communities in Ottawa. The City of Ottawa also recognizes the important nature of these relationships and the invaluable contributions that the Indigenous communities provide when discussing community safety and well-being.

An Indigenous-led consultant firm was contracted to facilitate action planning circles for Indigenous residents that will inform both the development of the Community Safety and Well Being Plan as well as the Anti-Racism Strategy given their natural alignment.

This firm began some initial engagement sessions on behalf of the City, hosting five consultation sessions between April and May of 2021, with Algonquin Anishinaabe Host Nation citizens, Métis community members, two Inuit sessions as well as engagement with Indigenous Elders. These sessions revealed complex and often inter-connected

concerns about affordable housing; factors impacting financial security, poverty reduction, and employment equity; the importance of breaking down barriers in order to improve engagement with Indigenous communities; how racism and discrimination impacts access to employment, housing, and social and health services; and the importance of a focus on prevention of gender-based violence and violence against women and children.

To ensure the draft Community Safety and Well-Being Plan responds to the needs of the Indigenous community and ensure the voices of a diversity of Indigenous residents of Ottawa are included in the creation of the Plan, the City will further collaborate with Indigenous partners, stakeholders, and the Indigenous community to explore and define an engagement framework and approach that is grounded in the principles of self-determination that is led and created by Indigenous communities for City staff to implement. This engagement framework and subsequent plan would be informed by First Nations, Inuit, Métis, and urban Indigenous communities.

These discussions will continue as part of the Plan's implementation and evolution. Staff remain committed to working with Indigenous communities throughout the development, implementation, and future revisions of the Community Safety and Well-Being Plan.

The feedback from all engagement activities demonstrates the complexity and connection between issues regarding safety and well-being and confirms that these issues are not only shared responsibilities among all members of the community but also require an integrated approach among partners to tackle their root causes and to address collective goals.

Work Already Underway – Program Mapping and Environmental Scan

One of the core concepts that has been applied to the community safety and well-being planning process is that it will complement the work already underway across the city while promoting solutions unique to Ottawa and using existing resources and assets in a more innovative, effective, and efficient way. Staff conducted an environmental scan and program mapping in an effort to inventory the existing programs and services at both the City of Ottawa and within the community that support the Plan's priorities and the strategic objectives.

The mapping demonstrated considerable work already underway by the City and community across the six Community Safety and Well-Being Plan priorities, as outlined and further described in Document 3. Some of the City initiatives include:

- 10-Year Housing and Homelessness Plan
- Anti-Racism Secretariat and Strategy
- City of Ottawa Reconciliation Action Plan
- City of Ottawa Strategic Plan
- Human Needs Task Force
- Integrated Neighbourhood Service Teams
- Official Plan
- Older Adult Plan 2020 – 2022
- Ottawa Community Action Plan: Comprehensive Mental Health and Substance Use Strategy
- Ottawa Police Service's Neighbourhood Response Teams
- Ottawa Public Health's Neighbourhood Cluster Response Team
- Ottawa Public Health's Reconcili-Action Plan
- Women and Gender Equity Strategy

The environmental scan and program mapping were validated through discussions with City departments to determine where the proposed goals, strategies, and outcomes align with major corporate initiatives in order to avoid duplication of efforts. Community-level plans were also considered, such as Integrated Neighbourhood Service Teams, Ottawa Police Services' Neighbourhood Response Teams, and the Community Development Framework.

Municipal Scan

To inform the community safety and well-being planning process, staff completed a review of those Ontario municipalities that are developing or have completed a community safety and well-being plan. Staff of eleven municipalities were interviewed and provided information to understand their particular governance structures, approved priorities, implementation strategies, and evaluation methods.

Other City Engagement Activities

The Community Safety and Well-Being team also aligned with other engagement activities for projects that intersect with the Council-approved priorities and that occurred during the same timeframe, such as the Anti-Racism Strategy.

Feedback, obtained during previous engagement activities completed by other City departments for related projects, was also analyzed in order to understand any intersections with the Plan's priorities, such as the 10-Year Housing and Homelessness Plan and the Women and Gender Equity Strategy. In total, more than 28 engagement reports were reviewed to extract themes and information to help inform the development of the proposed Community Safety and Well-Being Plan.

Community Safety and Well-Being Advisory Committee

Between November 2018 and October 2021, the [Crime Prevention Ottawa \(CPO\) Board of Directors](#) acted as the Community Safety and Well-Being Advisory Committee to provide strategic advice and feedback into the development of the proposed Community Safety and Well-Being Plan. The Crime Prevention Ottawa Board of Director's Terms of Reference were amended to include its role as the Advisory Committee (ACS2019-CCS-CPS-0005) and expanded its membership to ensure it met the legislative requirements related to the Plan.

The Community Safety and Well-Being team attended nine meetings with the Advisory Committee and communicated by email in order to solicit feedback and input into the development and contents of the proposed Plan as well as provide regular updates. The team also met individually with members of the Advisory Committee at key intervals in the draft Plan's development for more in-depth conversations about specific issues. Feedback from the Advisory Committee has been included in the proposed Plan.

The Advisory Committee supports the proposed Community Safety and Well-Being Plan as outlined in this report. The members view the draft Community Safety and Well-Being Plan as both a foundational strategy and a long-term journey that will leverage the great work that is already happening in the community and will be nimble to react to emerging issues as they arise.

DISCUSSION

A community safety and well-being plan is a community impact, long-term tool to address key local priorities of safety and well-being, address root causes of crime and social conflict, and set out shared goals through multi-sectoral partnerships. This report builds on Council's six priorities to recommend specific goals, strategies, and outcomes for each in order to improve safety and well-being for everyone in Ottawa. The proposed goals, strategies, and outcomes are set out in detail below and outlined in Document 1.

Goals, Strategies and Outcomes

The proposed goals, strategies, and outcomes set out the focus for each of the Plan's six priorities over the next ten years to provide direction for all the partners involved in the Plan's implementation. The proposed goals, strategies, and outcomes will be used to develop detailed action plans for each priority, including identification of the lead organization or group(s) to undertake the actions, development of performance measures, and identification of resource requirements, among other issues. As previously mentioned, while the City has a coordinating, reporting and action role to play in this collective impact plan, future actions will be undertaken by the most appropriate department, service, partner, or agency. This means the City of Ottawa may have some actions but will not assume full responsibility for the implementation of the Plan. Furthermore, the Plan does not duplicate any work already underway but rather, complements, leverages, and builds on work already occurring. As part of the proposed Plan's implementation, it is expected that City departments as well as community agencies, groups and other entities will build on existing work to address these identified gaps while also seeking to be more coordinated and efficient in the delivery of programs and services. Finally, as part of the legislatively required review process, the Plan, including goals, strategies, and outcomes, will be reviewed every four years. Given the 10-year span of the Plan, goals, strategies, and outcomes may evolve or emerging issues may be identified to be addressed. The review process provides a formal opportunity to address these changing realities over time.

The recommended goals, strategies, and outcomes for each priority in the proposed Plan were developed based on the feedback collected during extensive consultation with public and stakeholder engagements. These recommendations have been further formulated with the help of environmental scans, gaps analysis, and data analysis. Where possible, staff have identified existing plans, strategies, and processes that support community safety and well-being objectives. City staff will work cross-

departmentally to ensure this Plan and others are mutually supported and aligned with other Council-approved strategies and plans. The priorities are listed in alphabetical order.

Discrimination, Marginalization and Racism

Public Engagement Feedback

During public engagement activities, staff heard about gaps in accessible resources and services, such as safe housing, addiction supports, and access to affordable counselling. Respondents shared concerns about those most impacted by systemic discrimination having difficulty both accessing and navigating resources and services. Lack of access creates barriers to the system in general and often leaves out those who need services and supports the most.

Staff also heard from participants about the need to invest in people and to recognize that different forms of systemic discrimination need to be addressed in different ways. Participants indicated that a “one size fits all” approach to systemic discrimination will not work as we must consider the different experiences and realities of people and the intersectional nature of systemic discrimination and the varying nature of the systems as well.

Work Already Underway

In December 2019, Council committed funding for the creation of an Anti-Racism Secretariat and \$100,000 for the development of an Anti-Racism Strategy to confront systemic racism by applying an anti-racist approach to the way the City develops policies, makes decisions, evaluates programs, and measures outcomes. The work consists of developing an Anti-Racism Strategy that addresses key areas where Indigenous, Black, Asian, Muslim, Jewish, and other racialized communities face disparities and where the City of Ottawa can make a demonstrable impact to address these inequities. The Anti-Racism Secretariat is taking an intersectional approach by examining the experiences and recommendations of racialized individuals who face other forms of discrimination, including women, youth, newcomers, 2SLGBTQQIA+ people, Francophones, and people living with disabilities. The Strategy will be informed by a broad and comprehensive multi-phase engagement plan to address the six key priority areas employment equity, housing, governance, economic development, health outcomes, and youth development identified by the community.

An Anti-Racism Advisory Table will advise the development of the Anti-Racism Strategy and is comprised of anti-racism leaders from racialized communities who will provide subject matter expertise. The Anti-Racism Advisory Table will raise awareness about systemic and individual experiences of racism, inform actions to effectively address racism, build on the key action items identified through the community action planning sessions, and provide input and feedback into the City's Anti-Racism Strategy. The table will bring forward community perspectives on all aspects of racism, including focused attention on the six priority areas in which the strategy is meant to address.

The Anti-Racism Strategy will be presented to the Finance and Economic Development Committee and Council in the spring of 2022 and will include strategic actions, key performance indicators, and expected outcomes.

In April 2021, Council approved the Women and Gender Equity Strategy, which integrates gender equity into City processes, services, strategies, and policies, to ensure that all residents receive equitable and barrier-free service from the City. This strategy recognizes that women and gender diverse people face barriers to service and opportunities and shows how the City will work to close the gender gap so that everyone, regardless of their gender, age, abilities, religion, race or income, can fully take part in all aspects of life in Ottawa. The strategy is a long-term commitment that will be implemented in a phased approach:

- Phase 1 will take place in 2021 and 2022
- Phase 2 will take place from 2023 to 2025

The strategy was developed in collaboration with a working group made up of more than 15 community organizations, including representatives from Indigenous organizations, community coalitions, service providers, academia, and allies, co-chaired by the City for All Women Initiatives. The strategy was informed by input from a comprehensive public engagement process that began in 2019. Council will be provided with an update on progress made towards its approved Women and Gender Equity Strategy in 2022.

The City of Ottawa Municipal Accessibility Plan outlines the City's plan in meeting its legislated obligations under the Accessibility for Ontarians with Disabilities Act, 2005, and its commitment to implementing additional initiatives to advance accessibility in City services, programs, facilities, and infrastructure. This Plan is updated annually as per the legislative requirements.

Other initiatives, programs, and plans, such as the Equity and Inclusion Lens, the Older Adult Plan, and the Municipal Immigration Strategy, are also important ways the City looks to address barriers and inequities in the system.

Proposed Goals, Strategies, and Outcomes Description

The Community Safety and Well-Being team will work in partnership with the Anti-Racism Secretariat and the Women and Gender Equity Strategy to ensure an anti-discrimination lens is applied to the work of the draft Plan. The proposed Community Safety and Well-Being Plan will work to support other initiatives that exist that address discrimination and systemic discrimination, such as United for All.

The proposed Community Safety and Well-Being Plan will work collaboratively with the existing initiatives, mentioned above, and report through those existing mechanisms wherever possible, and will aim to address any gaps that are not already considered. Should a need arise for a specific goal, strategy or outcome related to this priority within the Community Safety and Well-Being Plan, Council approval will be sought.

Financial Security and Poverty Reduction

Poverty reduction and financial security have many interlinked components and may have different meanings to different individuals but generally can be summarized as the peace of mind felt when an individual is not worried about whether their income can cover their expenses. Poverty reduction and financial security also means that there is enough money saved to cover emergencies and future financial goals. This priority considered issues, such as stability of income, adequacy of income, access to funding (control over one’s own funding or the ability to access the funding required), the ability to provide the necessities of life, and the availability of ongoing financial supplements.

The proposed goals, strategies, and outcomes outlined in Table 1 and further discussed below have been identified for the Financial security and poverty reduction priority.

Table 1: Proposed Financial Security and Poverty Reduction Goals, Strategies, and Outcomes

Goals	Strategies	Outcomes
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Goals	Strategies	Outcomes
1. Develop priorities and actions to address local poverty	1.1 Develop a municipal poverty reduction strategy for Ottawa	<ul style="list-style-type: none"> • Improved employment opportunities • Improved employment supports and services to ensure access to employment and career development • Fewer residents of Ottawa living below the Low Income Cut Off • Improved school attendance and academic achievement for youth
	1.2 Develop a municipal food security strategy for Ottawa	<ul style="list-style-type: none"> • Fewer residents relying on food banks • Ability to access local, culturally appropriate food

Research

Research shows that poverty costs Canada \$72 – 84 billion a year.¹ People living with disabilities are twice as likely to live below the poverty line, and of those 59 percent are women.² Indigenous peoples are overrepresented among the homeless populations in most urban centres. Racialized women are more likely to earn less than others in the workforce.³ Poverty and food insecurity are connected; those experiencing poverty are more likely to experience food insecurity.

“In Ottawa, the median household income in 2019 is estimated at over \$87,000 a year. The largest proportion of households earn between \$40,000 and \$79,000 per year.”⁴ Lone-parent households have increased vulnerability to low income than coupled households. In 2015 across Canada, 34.5 percent of lone mothers and 13.7 percent of lone fathers lived on a low income. As the number of children increases, so do the pressures, including financial pressures, lone parents face.”⁵

The unemployment rate in Ottawa in June 2021 was 7.8 percent.⁶ Precarious employment is also an issue and according to the Province of Ontario, the following groups are overrepresented in precarious jobs:

- “workers with less than high school diploma;

- single parents with children under 25;
- recent immigrants;
- women;
- visible minorities.”⁷

Public Engagement Feedback

During consultations, respondents were asked what conditions and barriers existed in people’s lives or communities that impacted their financial security and the reduction of poverty. Respondents reported a strong connection between poverty reduction and affordable housing. Furthermore, respondents noted the interconnection between cost of living more broadly, including items such as the cost of rent, transportation, food, internet, and heat/utilities, as contributing to overall poverty and financial insecurity.

Members of the public and stakeholders who participated in our engagement provided potential solutions towards reducing financial insecurity and poverty. Most often, the need for universal basic income was cited. The launch of the Canada Emergency Response Benefit and the publicized universal basic income project by the provincial government⁸ made many respondents optimistic about its effect on financial security as well as housing and mental well-being.

Work Already Underway

An important element of the proposed Community Safety and Well-Being Plan is to leverage the significant work that is already occurring at both the municipal level and within the community.

As outlined in document 3, there are several City-led and community-led programs, services, and initiatives to address financial security and poverty reduction in Ottawa. One of the City initiatives is the Integrated Neighborhood Services Team, whose mandate is to establish connections with residents living in Ottawa’s most at-risk neighbourhoods in order to work with the community to address concerns, and to leverage assets, programs, and services. The Integrated Neighbourhood Services Team has a particular focus on employment, skills development, health, and wellness with a particular focus on racialized youth. This initiative represents an investment by the City of \$825,000.

Another community-driven initiative developed by the City is the Neighbourhood Ambassador Program. The program, developed in partnership with the Integrated Neighbourhood Services Team, Ottawa Public Health, and BGCO (formerly the Boys & Girls Club of Ottawa), employs 35 youth to engage in youth outreach activities in 19 priority neighbourhoods. Averaging 2,700 unique interactions with youth and provide engagement opportunities, disseminate COVID-19 information, assist with vaccine registrations, address vaccine hesitancy, provide referral services to City and external partners, and support mental health and well-being in communities. Additionally, the neighbourhood ambassadors collect infrastructure necessities to promote safety and outdoor social recreation activities. This program represents an investment by the City of \$300,000 per annum.

In addition, the Essential Health and Social Supports program helps Ottawa residents who cannot afford to pay for items or services needed to maintain their housing and for health items not available through other programs. The program may help to pay for things such as emergency adult dental care, mobility aids, fuel, gas, and hydro arrears as well as cremations and burials. Essential Health and Social Supports program is a 100 percent City-funded program with an investment of just under \$2 million. Similarly, Home Support Services is another example of an existing initiative offering help with light housekeeping to eligible low-income residents who have a medical need and who have little or no supports in the community. This initiative is jointly funded by the Province and the City, totaling \$3 million; the City's investment is \$600,000.

The City also provides a variety of recreational programming and services to residents in the community as further outlined in document 3. The Ottawa Hand in Hand program is an example of a program offered by the City that offers financial support for residents enrolling in recreation and cultural programming, with a total budgeted investment of \$1,061,000. The City supports residents with financial hardships by providing an EquiPass, and the Community Pass. The City also offer the Taxi Coupon Program which allows ParaTranspo customers to take discounted taxi service as an alternative to ParaTranspo. These programs represent an investment by the City of \$9,947,000.

Another successful initiative is the Youth Futures – Employment Support Program. This is a six-month (March to August) bilingual program that aims to create equitable opportunities for youth facing marginalization and other barriers by providing experiences, skills, and support that lead to success in post-secondary education

and labour markets. The City invests \$466,000 in this program and also offers paid job placements for some of its participants.

Proposed Goals, Strategies, and Outcomes Description

The draft goals, strategies, and outcomes outlined in the proposed Plan will support and leverage existing programs and services as well as address gaps to financial security and poverty reduction that have been identified through the environmental scan, program mapping, public engagement activities, and data analysis.

The proposed goals, strategies, and outcomes reflect that there are systemic inequities where poverty may disproportionately impact some groups over others. These groups could include African, Caribbean, Black communities, people with disabilities, women, gender-diverse persons, immigrants, newcomers, Indigenous peoples, homeless people, and youth. This was considered in the development of strategies for this priority. The proposed goals, strategies, and outcomes are further described in detail below.

Goal 1: Develop priorities and actions to address local poverty

Strategy 1.1: Develop a municipal poverty reduction strategy for Ottawa

Participants in the community consultations told us there are people in our community who cannot afford to buy food when they need it, people who are without access to public transportation for themselves or their children, people who live in rental housing in a state of disrepair or housing that is not affordable, and people who feel excluded from participation in community life due to poverty. Poverty in our city affects us all. The poverty reduction strategy will seek to develop a collaborative approach between the City and community partners to act locally and collaboratively on agreed upon priorities in an effective way to identify concrete actions to reduce poverty.

The strategy will develop local strategic goals on poverty reduction, employment creation, and reducing the challenges faced by those individuals living on low income. The strategy will leverage and support existing poverty reduction initiatives and will ensure mutual support. There is a direct connection between the poverty reduction strategy and the food security strategy.

Outcomes:

- Improved employment opportunities

- Improved employment supports and services to ensure access to employment and career development
- Fewer residents of Ottawa living below the Low Income Cut Off
- Improved school attendance and academic achievement for youth

Strategy 1.2: Develop a municipal food security strategy for Ottawa

Participants in the community consultations told us there are people in our community who cannot afford to buy food when they need it and there is a direct connection to poverty. Safe, healthy, culturally appropriate food is a critical component to poverty reduction but was identified as needing its own unique strategy. The food security strategy will seek to develop a collaborative approach between the City and community partners to act locally and collaboratively on agreed upon priorities is an effective way to identify concrete actions to reduce food insecurity. The strategy will develop local strategic goals to address food related issues. The strategy will leverage and support existing food security initiatives and will ensure mutual support. There is a direct connection between the poverty reduction strategy and the food security strategy.

Outcomes:

- Fewer resident of Ottawa relying on food banks
- Ability to access local, fresh, and culturally appropriate food

Gender-based Violence and Violence Against Women

Gender-based violence refers to harmful acts directed at an individual or a group of individuals based on their gender. It is rooted in gender inequality, the abuse of power, and harmful norms. The term is primarily used to underscore the fact that structural, gender-based power differentials place women, girls, and gender-diverse persons at risk for multiple forms of violence.⁹

Violence against women is defined as any act of gender-based violence that results in, or is likely to result in, physical, sexual, or mental harm or suffering to women and girls, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life. Violence against women encompasses but is not limited to physical, sexual, and psychological violence occurring in the family or within the general community, and perpetrated or condoned by the State.¹⁰

The negative effects of gender-based violence reach far beyond the individuals who directly experience them. Violence can have long-lasting and negative health, social and economic effects that span generations, which can lead to cycles of violence and abuse within families and sometimes whole communities.¹¹

The proposed goals, strategies, and outcomes outlined in Table 2 and further discussed below have been identified for the Gender-based violence and violence against women priority.

Table 2: Proposed Gender-based Violence and Violence Against Women Goals, Strategies, and Outcomes

Goals	Strategies	Outcomes
1.Ensure every survivor in Ottawa is able to access and benefit from services and supports	1.1 Increase awareness and supports of programs and services for survivors	<ul style="list-style-type: none"> • Improved awareness of services and supports for survivors • Improved access to services and supports for survivors • Improved system navigation of services and supports
2. Create a City where everyone is engaged and committed to taking action to prevent gender-based violence and violence against women	2.1 Increase awareness and access to culturally appropriate, accessible education and supports	<ul style="list-style-type: none"> • Reduction in the number of people experiencing gender-based violence and violence against women
3. Provide alternatives to reporting for survivors	3.1 Increase capacity for community accountability mechanisms	<ul style="list-style-type: none"> • Raised awareness of alternatives to reporting for survivors

Research

Women and gender diverse persons have been disproportionately impacted by Covid-19. Emerging data shows that since the outbreak of COVID-19, reports of violence against women, and particularly domestic violence, have increased in several countries as security, health, and money worries create tensions and strains accentuated by the cramped and confined living conditions of lockdown.¹²

Public Engagement Feedback

During consultations, respondents advised that male dominated sectors create toxic environments that result in safety concerns for women. Further, when women are out in public, they continue to feel isolated and afraid of men. Respondents indicated these fears not only arise in passing encounters or with known acquaintances, but also arise when women deal with authority figures. For example, participants recounted encounters with police or by-law that they felt were misogynistic and oppressive and left them feeling ashamed or scared, and without any recourse or options.

Much of the programs and supports for survivors of gender-based violence and violence against women services are Provincial. The City supports these Provincial programs and services. For example, should the shelters reach capacity, the City will support and find appropriate housing. The City may also provide financial assistance, emergency supports and other services as required by the survivor of violence.

Work Already Underway

As outlined in document 3, there are several City-led and community-led programs, services and initiatives that are available in Ottawa that address the Gender-based violence and violence against women priority. Ottawa Public Health provides information, resources and increases awareness on Injury and Violence Prevention. As part of this programming, gender-based violence and violence against women is considered. Ottawa Public Health provides health information on its website, supports social media promotion and support for anti-gender-based violence and violence against women campaigns, such as the Moose Hide Campaign and supports and partners with Ottawa Coalition to End Violence Against Women (OCTEVAW) initiatives.

Additionally, Crime Prevention Ottawa partners with several community initiatives including The Fourth R, Unsafe at Home Ottawa, ManUp!, and Project SoundCheck as

highlighted in document 3. These programs provide education to the public and provide a place for survivors of violence to turn.

Proposed Goals, Strategies, and Outcomes Description

The draft goals, strategies, and outcomes outlined in the proposed Plan will support and leverage existing programs and services and address gaps that have been identified through environmental scan, program mapping, public engagement activities and data analysis.

The proposed Plan acknowledges that there are systemic inequities where gender-based violence and violence against women disproportionately impacts some groups over others. These groups include African, Caribbean, Black communities, people with disabilities, women, gender-diverse persons, immigrants, newcomers, Indigenous peoples, and youth. This was considered in the development of strategies for this priority. The draft Community Safety and Well-Being Plan has ensured the intersectionality of different social identities is considered. In addition, the draft Plan ensures alignment with the key principles of the [Women and Gender Equity Strategy](#).

Goal 1: Ensure every survivor in Ottawa is able to access and benefit from services and supports

Strategy 1.1: Increase awareness and supports of programs and services for survivors

This strategy will involve grouping community expertise and support by mapping out existing services and supports available to survivors, developing ways to share this information with service providers, residents and survivors. In addition, this strategy will identify and map systems outside the gender-based violence and violence against women programs and services, such as employment and banking among others, to understand how those services can support survivors throughout the journey to healing and stability. Mapping will also identify gaps by geography and population in services and supports and will look for ways to make services more accessible. This will include exploring how existing infrastructure can be deployed to raise awareness about services and support survivors in accessing them. It will also look at current formal and informal pathways that residents use to access existing services and determine barriers that slow or halt access.

This strategy will centre on the needs of the survivor: how survivors access systems, how to create programs and services that are trauma-informed and culturally appropriate, how to create a space where a survivor may be willing to share their experience and seek support and ultimately, to ensure existing and new programs and services meet the needs of survivors.

Outcomes:

- Improved awareness of services and supports for survivors
- Improved access to services and supports for survivors
- Improved system navigation of services and supports

Goal 2: Create a city where everyone is engaged and committed to taking action to prevent gender-based violence and violence against women

Strategy 2.1: Increase awareness and access to culturally appropriate, accessible education and supports

Participants in the community consultations have identified barriers in the availability of supports and resources focused on preventive measures to reducing the number of people who experience gender-based violence and violence against women. Both formal and non-formal education streams are important areas for normative change and have the potential to address gender inequalities and prevent violence. Education must start from a young age and continue through adulthood to help individuals understand a healthy relationship, self-worth, self-image and how to engage in bystander intervention to help prevent violence and support survivors. In order to capitalize on existing community resources and identify areas for further development, the City will work with community-based and other stakeholders working on prevention of gender-based violence and violence against women and review best practices in prevention to determine what opportunities and good practices can be advanced.

Outcomes:

- Reduction in the number of people experiencing gender-based violence and violence against women

Goal 3: Provide alternatives to reporting for survivors

Strategy 3.1: Increase capacity for community accountability mechanisms

We heard from stakeholders and residents that reporting violence to police and the subsequent process can be difficult and often retraumatizing. To complement the criminal justice system form of accountability, this strategy will support capacity development in the community to develop and establish alternative community accountability mechanisms for survivors that do not wish to report to the police. This would include a review of other practices, and mapping of alternative practices and approaches to accountability in Ottawa and beyond, including the role municipalities, community groups and other institutions are taking in supporting restorative and transformative justice.

Outcome:

- Raised awareness of alternatives to reporting for survivors

Housing

Public Engagement Feedback

During our engagement activities, the most common concern expressed by members of the public and stakeholders for the Housing priority was the lack of affordable housing and the direct impact this has on the lives of individuals. Respondents reported that the lack of access to affordable housing acts as a barrier to improving their lives as well as the lives of individuals in their communities.

Work Already Underway

On January 29, 2020, Council declared an Affordable Housing and Homelessness Emergency and Crisis. This represents a call to action and sets the foundation for increased efforts to improve housing conditions through the City's 10-Year Housing and Homelessness Plan, the Official Plan, inclusionary zoning, and the 15-minute neighbourhood concept, as well as related projects such as the regulatory regimes approved by Council through the Rental Accommodations Study.

Additionally, on March 10, 2021, Council approved the City's first long range financial plan for Housing Services at the City; a comprehensive funding strategy to implement the 10-Year Housing and Homeless Plan objectives. The plan approved an increase to

the City's annual contribution for affordable housing to \$20.6 million, which includes \$14.6 million for the Affordable Housing capital program and an estimated \$6 million in development charge exemptions annually. The increases to this program would be approved as part of the annual budget process each year for the next nine years and will provide predictable funding to fulfil the City's 10-Year Housing and Homelessness Plan objectives. The approved plan also directs staff to pursue additional capital funding and permanent, stable operating funding from the federal and provincial governments to fund their share of the plan over the next 10 years.

As an example, the Rapid Housing Initiative funding from the federal government (\$31.9 million) has allowed for more, much needed, affordable housing units to be built in Ottawa.

Of the 1,730 affordable housing units in various stages of development across the City, a total of 232 supportive housing units and 229 affordable housing units will be completed by end of 2022. The following supportive housing units are located across the City of Ottawa and are currently in development, to be completed by end of 2022:

- 29 units on Lisgar Street and 40 units on Carling Avenue with John Howard Society
- 57 units on Merivale Road, 48 units on Murray Street, 42 units on Montreal Road, and 8 units on Castlefrank Road with Shepherds of Good Hope
- 8 units on Florence Street with the Ottawa Mission

Proposed Goals, Strategies, and Outcomes Description

The proposed Community Safety and Well-Being Plan will work collaboratively with these existing initiatives and will aim to address any gaps that are not already considered. As such, the Housing priority will not include specific goals, strategic objectives, or outcomes but rather will support those existing initiatives.

Integrated and Simpler Systems

Integrated and simpler systems, in the context of the draft Community Safety and Well-Being Plan, means the processes, methodologies and policies needed to help government, organizations, and service agencies work collaboratively to create more streamlined systems. Considerations could include inter-agency collaboration, stability

of funding to support programs and services, affordability of services, data sharing, communications, and policy alignment.

The proposed goals, strategies, and outcomes outlined in Table 3 and further discussed below have been identified for the Integrated and simpler systems priority.

Table 3: Integrated and Simpler Systems Goals, Strategies, and Outcomes

Goals	Strategies	Outcomes
1. Improve access to services	1.1 Integrate and streamline systems navigation	<ul style="list-style-type: none"> • Streamline application processes • Improved access to the right programs and services to fit their needs
	1.2 Adapt communications to be more understandable and accessible to the community	<ul style="list-style-type: none"> • More informed public • Improved access to communication materials • Increased and improved communications that specifically address different audiences
2. Promote data sharing	2.1 Develop a data governance model	<ul style="list-style-type: none"> • Improved data sharing among community organizations • Increased sharing of information while maintaining privacy and confidentiality • Improved quality of data • Improved reporting
3. Improve effectiveness of community grant funding	3.1 Develop collaborative funding approaches and build community capacity	<ul style="list-style-type: none"> • Funding to support long term community initiatives • Build community capacity and skills development • Improve community collaboration

Public Engagement Feedback

Throughout engagement on this priority, common themes raised by participants included the need for centralized directories that contain information capable of informing residents about what services they can access, and where they access them, as well as prioritizing access based on level or urgency of need. Respondents said that these centralized directories should be easy to navigate and be provided through different media. They also emphasized the importance of making resources accessible to those who do not have the means to access the information via the internet.

Work Already Underway

As outlined in document 3, there are several City-led and community-led programs, services and initiatives that are available in Ottawa that address the Integrated and simpler systems priority. One program led by the City of Ottawa is the Open Ottawa portal. The portal allows residents, developers and stakeholders to access specific data sets through the portal for free. The Open Ottawa platform provides data sets on a wide range of categories, such as environment, transportation, parks and recreation, infrastructure, health and safety, City Hall and local government, business and finance, and arts and culture. Context is provided for each data set to assist in understanding the data. The public is able to use the data for their own purposes, such as reports, and applications. Existing data is updated regularly, and new data sets are added whenever possible. The Open Ottawa portal and the lessons learned from this system will be used to inform the data governance model proposed as a strategy for this priority. The strategy will leverage and build on this important existing work.

Additionally, the City of Ottawa's Community Funding Program invests in non-profit community social service agencies to help maintain a strong social infrastructure of community services that will respond to community needs, provide equitable access to programs and services, build community development through collaboration, and support the inclusion of people who experience marginalization.

In 2019, City Council approved an updated Community Funding Framework to better meet needs in the community, while offering flexibility to address emerging needs. Beginning January 2022, the Community Sustainability Fund, a five-year renewable funding term, will replace the current Renewable Funding program, and continue to maintain critical services in the City of Ottawa's social service sector.

Funding priorities for the Sustainability Fund focus on equitable services, activities, and systems that address the root causes of poverty and increase access for food security, mental well-being, and social inclusion. Funding will also be provided to agencies or coalitions that work at a system level to address equity within the social service sector.

Additionally, Sustainability Funding addresses the unique and intersectional needs of equity deserving communities throughout the city. Priority populations for the Sustainability Fund include Indigenous peoples, 2SLGBTQQIA+ community, Black and racialized communities, Francophones, immigrants, older adults, people living in poverty, people living with disabilities, rural residents, women, and youth.

The updated community funding framework will work with the social service sector to enhance collaboration and service coordination among agencies and coalitions to facilitate a more efficient response in addressing needs in the community.

Similar to the intent of changes made to the Community Funding Framework, Human Service Integration is about breaking down silos and barriers to connect and wrap services around individual and families to meet their comprehensive needs. It focuses on a common client and a shared accountability to achieve sustainable and positive outcomes for the people we serve. It involves creating a coordinated system of services through the implementation of administrative and operational strategies to simplify and streamline the client experience.

The Community and Social Services department offers human and social services in collaboration with community partners to enhance the well-being of individuals, families, and communities. The department is committed to delivering accessible and integrated services that reduce systemic and equity barriers.

In line with the Plan's priority to integrate and simplify systems, the Community and Social Services department has established a Human Services Integration team. This team will examine programs and services within the department and prototype innovative opportunities for integration including simplified access and pathways, streamlined processes and holistic case management. The overarching goal is to achieve positive outcomes for individuals and families through the creation of a Community and Social Service department person-centred human service integration strategy to drive and enable integrated and streamlined human service delivery where individuals and families can easily access services when and where they need them the most.

The Human Services Integration team will work together across departments, alongside provincial counterparts and in collaboration with community partners to develop the future mandate for Human Services Integration.

Proposed Goals, Strategies, and Outcomes Description

Given the unique nature of this process priority, the draft goals, strategies, and outcomes outlined in the proposed Plan will support the important work that is already underway and leverage existing programs and services, like those highlighted above, and address gaps that have been identified through the environmental scan, program mapping, public engagement activities and data analysis. The proposed goals, strategies, and outcomes of this priority aim to ensure more coordination and efficiency in program and service delivery while also addressing identified gaps.

The proposed Plan acknowledges that there are inequities in systems that may disproportionately impact some groups over others. These groups could include African, Caribbean, and Black communities, people with disabilities, women, francophones, gender-diverse persons, immigrants, newcomers, Indigenous peoples, and youth. This was considered in the development of proposed strategies for this priority.

Goal 1: Improve access to services

Strategy 1.1: Integrate and streamline systems navigation

Ottawa residents benefit from the support available from countless agencies, organizations, and service providers to address community safety and well-being issues. Unfortunately, the breadth of services available can often be overwhelming to residents and results in inefficient and frustrating experiences. Residents would benefit from systems navigation support to help identify the right programs and services to fit their needs, find culturally sensitive and trauma-informed services, streamline application processes, integrate health and social services, remove barriers, and improve efficiency, and provide a warm handshake connecting people to the services that they are looking for. Residents have also asked for coordinated service delivery, where they can access wrap-around services, including services that are both directly related and peripheral to the issue that needs to be addressed. The following populations needs, and experiences will be reviewed in particular as they have identified specific barriers to accessing and navigating systems:

- Newcomers or immigrants to Canada
- People with disabilities
- African, Caribbean, and Black communities
- Francophones
- Youth
- Women and gender diverse persons

Outcomes:

- Streamline application processes
- Improved access to the right programs and services to fit their needs

Strategy 1.2: Adapt communications to be more understandable and accessible to the community

Communications and information regarding programs and services to residents of Ottawa need to be provided in plain language and multiple languages other than English and French and should be sensitive to emerging trends in socially accepted terminology. Communications must also be culturally sensitive to respect the ways and tone of targeted audiences and communities. All communications must be accessible in multiple formats to ensure access to people with different disabilities. Particular attention should be paid to ensure that key information is not just translated but is appropriately adapted into languages, such as Somali, Arabic, Spanish, and Inuktitut.

Outcomes:

- More informed public
- Improved access to communication materials
- Increased and improved communications that specifically address different audiences

Goal 2: Promote data sharing

Strategy 2.1: Develop a data governance model

Quality data is vital to develop and deliver effective programs and services for residents that meet their needs. Data is also a key ingredient to support successful funding

applications and to report on the success of completed projects. A data governance structure would allow agencies to collaborate on joint collection, infrastructure, analysis, sharing, maintenance, and disposal of data. It would improve service delivery, reduce overlap, remove barriers, streamline data management and reporting, and improve collaboration. Disaggregated data is required to better identify variances or trends across different groups to ensure equity in the system. Disaggregated data will also allow City staff, agencies, and community groups to understand who uses their services and programs, as well as the barriers and the impacts to those who use their services, programs, and initiatives. Particular attention will be paid to ensuring gender and equity data is gathered and reviewed moving forward.

Outcomes:

- Improved data sharing among community organizations
- Increased sharing of information while maintaining privacy and confidentiality
- Improved quality of data
- Improved reporting

Goal 3: Improve effectiveness of community grant funding

Strategy 3.1: Develop collaborative funding approaches and build community capacity

Funding providers often focus on supporting new initiatives. However, once the initial funding window is over, the initiative too often ends due to lack of sustainable funding. Funding is needed to support the operations of on-going community initiatives. Funding is also required to support evolving communities, such as newcomers and those who often do not meet the funding criteria due to lack of experience, capacity or charitable status. New approaches could be explored on how to provide funding as a foundation for emerging groups to begin to build capacity, develop staff in the short term and set them up for success with subsequent funding applications and more complex initiatives. Incentives will be considered to allocate funding to initiatives that include collaboration with multiple community agencies. Efficiencies can also be achieved by transitioning grant applications and reports to an online portal to eliminate paper waste and streamline the process.

Outcomes:

- Funding to support long term community initiatives
- Build community capacity and skills development
- Improve community collaboration

Mental Well-Being

Mental health is a state of well-being in which people can realize their own abilities, cope with the normal stresses of life, work productively and contribute to their community, whereas mental illness is a diagnosed disorder that affects the way a person thinks, feels and/or behaves.¹³

Experiences early in life can have a significant impact on mental health and illness as brain development begins during pregnancy and progresses significantly during early childhood. In the context of the Mental well-being priority, mental health and mental illness are considered as are the spectrum of substance use, harm reduction, stigma, and discrimination. Many factors can influence mental health and well-being, and a person’s mental health can change over time depending on circumstances.

The proposed goals, strategies, and outcomes outlined in Table 4 and further discussed below have been identified for the Mental well-being priority.

Table 4: Mental Well-Being Goals, Strategies, and Outcomes

Goals	Strategies	Outcomes
1. Improve access to mental well-being and substance use supports and services	1.1 Work with partners to explore safer alternatives for mental health crises response	<ul style="list-style-type: none">• Fewer mental well-being crisis situations are handled by the Ottawa Police Service• More follow-up and monitoring to offer ongoing support• More mental well-being crisis situations are mitigated before reaching a crisis point• Increased access to harm reduction and overdose prevention supports and services

Goals	Strategies	Outcomes
	1.2 Facilitate access to services and supports	<ul style="list-style-type: none"> • Improved system navigation for people to access service and supports for mental well-being, problematic substance use and substance use disorders. • Improved access to mental well-being and substance use, such as harm reduction services and supports. • Trauma-informed and anti-stigma training for city staff providing front line and support services • Trauma-informed and culturally appropriate services provided • Improved interactions with mental health care providers with a particular focus on the African, Caribbean, and Black community, youth, and Indigenous community
2. Promote mental well-being in a stigma-free environment	2.1 Foster supportive environments to form connections	<ul style="list-style-type: none"> • More residents feel safe, connected, supported, and comfortable accessing services in the community, and in particular, youth, African, Caribbean, and Black community, and Indigenous populations

Research

Ottawa Public Health presented an update entitled [Ottawa Public Health's 2019-2022 Strategic Plan: Strategic Priority Relating to Mental Health and Substance Use Health](#), to the Board of Health on September 20, 2021. In this report, updates were provided on mental health and substance use during the Covid-19 pandemic. “In both June (2021) and October (2021) 40% of people report their mental health as ‘fair or poor’, compared

to 9% pre-pandemic.”¹⁴ The report also outlines that Ottawa residents’ coping mechanisms are challenged, and that residents do not know where to go when they need support. Ottawa Public Health demonstrates that visible minority or racialized community members, people living with a disability, women, people that are new to Canada, people with a household income under \$60,000, people under 45 years of age and parents are reporting more difficulty than others.¹⁵

Substance use statistics are highlighted in the same report. There has been a significant increase in suspected and confirmed drug related overdose deaths in Ottawa in 2020. “Suspected drug related overdose deaths increased from 124 in 2019 to 218 in 2020, a 75% increase. Confirmed opioid overdose-related deaths in Ottawa approximately doubled from 65 in 2019 to 124 in 2020. These counts represent a subset of the 218 deaths reported above.”¹⁶

Public Engagement Feedback

During consultations, participants were asked about issues and gaps pertaining to mental well-being. Many commented on the lack of availability or accessibility to resources. Examples consisted of long waitlists for mental health or related services, difficult navigation of the mental health system, affordability/cost-prohibitive factors to obtain services and resources, or no existing service to begin with, all of which contribute to the gap between individuals and the help they need. Additionally, respondents reported that individuals who are in need and at-risk are conflicted when the only immediate call available to them is Ottawa Police Services as they do not want to criminalize a mental health crisis.

The key concerns identified for this priority are alternatives for mental health crises response; increased awareness of available programs and services; improved access to programs and services for mental health and harm reduction services; improved training on trauma informed approaches and anti-stigma; and addressing connections in stigma-free environments.

Work Already Underway

An important element of the proposed Community Safety and Well-Being Plan is to leverage the significant work that is already occurring at both the municipal level and within the community.

As outlined in document 3, there are several City-led and community-led programs, services and initiatives that address Mental well-being in Ottawa. Two programs offered by the City are the residential services homes and adult day programs. The residential services homes (domiciliary hostels) offer long-term residential living environments that are safe and supporting to adults to require some supervision and services to maintain their independence. Residents are typically living with a psychiatric, development or physical illness and/or disability. This program is 100 percent funded by the Province at a value of \$9.2 million. The adult day programs are community-based support services to provide supervised programming for adults to achieve and maintain their maximum functioning and to provide respite and information for caregivers. The investment by the City in the adult day programs is \$3.7 million.

Ottawa Public Health also offers a wide range of programs, services and initiatives for mental health and substance use health. Ottawa Public Health's Mental Health strategy works to increase positive mental health, coping strategies, resilience, help seeking behavior, increase awareness of services and supports, as well as reduce stigma and prevent suicide in Ottawa. There is also a particular focus on African, Caribbean, Black and racialized communities, youth, older adults, faith communities, community leaders and caregivers. Ottawa Public Health also provides the backbone support to the Ottawa Community Action Plan, a collaborative, network-based strategy with an overarching goal of reducing harms from substance use and promoting wellness.

Ottawa Public Health also offers the Have that Talk series, the safeTALK suicide prevention training and in partnership with Suicide Prevention Ottawa educates community leaders, conducts research and expands suicide prevention efforts.

Ottawa Public Health also offers a site needle and syringe program, a naloxone and harm reduction program and has a supervised consumption site to reduce harms from substance use and promote substance use health. These programs offer support to the community and those who use substances.

Ottawa Police Services and Coordination of Mental Health Strategies

In the Ottawa Police Service's 2021 budget, Ottawa Police Services Board approved funding for a new mental health strategy. On January 25, 2021, the Ottawa Police Services Board approved the [Consultation Approach for Mental Health Response Strategy](#), which outlines the development of an arm's length Guiding Council, made up

for representatives of the community to gather and share information, consult the public, and drive the initiative forward.

Both the issues and the potential solutions addressing mental health, substance use and addiction issues in our community are supported by many different service providers, community groups, and public institutions. Any work and solutions must be managed collaboratively with all stakeholders and residents in a coordinated way to ensure there is a continuum of care and that services are complementary in order to meet the needs of the people experiencing mental health and addiction issues in Ottawa. It is imperative that all viewpoints from diverse communities and constituencies are incorporated in various solutions under consideration, including people who have direct lived experience with mental health and addictions.

As a result, on May 26, 2021 Council approved a motion (Motion 54/4) directing the City Manager, in consultation with relevant parties, to develop a recommended path forward to coordinate the City's future efforts related to mental health with those being led by the Ottawa Police Services Board and ensure no duplication of efforts.

The Guiding Council, originally established by the Ottawa Police Service, was approached to expand its mandate to encompass the Mental well-being priority. The Guiding Council has agreed to this expanded mandate and associated membership and is in the process of finalizing its Terms of Reference and membership based on this expanded scope.

However, the Guiding Council has indicated that crisis intervention will be the focus for its first year and has identified a high-level plan that will be refined once the membership of the Guiding Council is finalized.

For year one, the mandate of the Guiding Council is to establish a strategy to support an enhanced, or new, mental health and addiction crisis response system that will improve the outcomes for those experiencing crisis related to mental health and substance use in the City of Ottawa. The Guiding Council has advised that this will be achieved through:

- Relationship building and engagement with key stakeholders
- Coordination and strategy development
- Specific actions, such as pilot projects

The Guiding Council has set the following as its short-term outcomes:

- Increase the range of responses to mental health and addiction crises including community, service providers, and public service responses resulting in a decrease in the response of police
- Provide clarity to the roles and responsibilities of Ottawa police within the new models of response to crisis intervention in the community
- Working with Ottawa communities, identify training, education and skills required to increase the ability of the Ottawa Police Service to respond to mental health and addiction crises, in a respectful and safe manner and when the crisis is linked to criminal activity

As noted above, the Guiding Council is currently finalizing its Terms of Reference and membership. Once finalized, they will refine the medium- and long-term outcomes as well as specific measurement capabilities to ensure pilots project and initiatives can be measured and monitored for effectiveness.

It is important to note that significant consultation has already occurred in the development of the Community Safety and Well Being plan as it relates to mental well-being. Staff have received substantial input on the proposed goals, strategies, and outcomes, detailed below. The proposed goals, strategies, and outcomes will be shared with the Guiding Council for use in subsequent planning cycles and any updates from the Guiding Council will be brought forward for City Council consideration during the regular reporting for the Community Safety and Well Being Plan.

Proposed Goals, Strategies, and Outcomes Description

The draft goals, strategies, and outcomes outlined in the proposed Plan will support ongoing work and leverage existing programs and services, and also address gaps that have been identified through the environmental scan, program mapping, public engagement activities, and data analysis.

The proposed Plan acknowledges that there are systemic inequities where mental well-being may disproportionately impact some groups over others. These groups could include African, Caribbean, Black communities, people with disabilities, women, francophones, gender-diverse persons, immigrants, newcomers, Indigenous peoples, homeless people, and youth. Awareness of these systemic inequities has driven the development of strategies within this draft Plan.

It is recognized that a community development, place-based approach is particularly important for marginalized groups whose mental health challenges are due in part to systemic inequities and have not been well served by the traditional mental health system. This approach to mental well-being recognizes that mental health and well-being require more than just a clinical mental health approach. Community development approaches provide important mental health interventions including peer supports, place-based community programming, service coordination and collaboration, and system change. This has been considered in the development of strategies and will be further explored in the development of detailed actions for each strategy.

The proposed goals, strategies, and outcomes outlined below take a holistic approach in that they incorporate protective factors such as a sense of belonging and strong social connections between individuals and communities. These protective factors promote positive mental health and reduce the health and social harms of substance use.

Goal 1: Improve access to mental well-being and substance use supports and services

Strategy 1.1: Work with partners to explore safer alternatives for mental health crises response

Collaborate with community experts and partners to identify alternative approaches to mental health crisis response. Support partner and community efforts in the development of a coordinated approach for individuals who are at elevated risk for a mental health crisis or overdose.

This coordinated approach will bring together members from various disciplines, with the ability to respond quicker to crisis situations, make referrals and provide follow-up support.

Outcomes:

- Fewer mental well-being crisis situations are handled by the Ottawa Police Service
- More follow-up and monitoring to offer ongoing support
- More mental well-being crisis situations are mitigated before reaching a crisis point

- Increased access to harm reduction and overdose prevention supports and services

Strategy 1.2: Facilitate access to services and supports

Collaborate with partners and the community to evaluate and map existing pathways to ensure evidence-based, trauma-informed, and culturally responsive ways to access the care they need. This will include developing strategies which will leverage digital platforms, and multi-language supports to provide free/low-cost/subsidized mental well-being services and consider place-based options. Agencies will engage people with living experience and expertise and apply lessons learned from the Human Needs Task Force’s COVID-19 pandemic response, and other programs and services to leverage best and promising practices to deliver non-stigmatizing, coordinated services along with improving warm transfers and creating one-stop assessment and referral services.

Outcomes:

- Improved system navigation for people to access service and supports for mental well-being, problematic substance use, and substance use disorders.
- Improved access to mental well-being and substance use, such as harm reduction services and supports.
- Trauma-informed and anti-stigma training for city staff providing front line and support services
- Trauma-informed and culturally appropriate services provided
- Improved interactions with mental health care providers with a particular focus on the African, Caribbean, and Black community, youth, and Indigenous community

Goal 2: Promote mental well-being in a stigma-free environment

Strategy 2.1: Foster supportive environments to form connections

Reduce stigma related to people affected by mental illness, experiencing challenges from substance use, or living with a substance use disorder, increase awareness of community resources and services, and develop skills to build resiliency.

Promote community-based services that offer both formal and informal supports, including placed based supports in areas experiencing the highest inequities. These services and supports would address upstream protective factors that promote and

protect mental health and well-being, and ones that respond to people who are experiencing a mental health crisis or have overdosed. In collaboration with partners and stakeholders, and through an integrated approach, promote existing community spaces that offer safe, stigma-free environments where holistic needs impacting mental well-being can be assessed, appropriate referrals can be made, and residents can access coordinated services, learn new skills, build resiliency, and grow new relationships. Accessible and inclusive services should include a variety of choices, such as drop-in, phone, and online options. This strategy aims to:

- Enhanced promotion of existing mental health, harm reduction and substance use resources and services
- Work in partnership with community agencies and health organizations to identify what supports are needed to promote stigma reduction and mental well-being in their community.
- Collaborate with community partners to raise awareness and promote support and services available to individuals and families in the community.
- Build on existing initiatives to continue to find collaborative and innovative approaches to promote and build resiliency for residents in the areas of mental well-being, address problematic substance use and substance use disorders, reduce stigma, and increase social connection supports.

Outcomes:

- More residents feel safe, connected, supported, and comfortable accessing services in the community, and in particular, youth, African, Caribbean, and Black people, and Indigenous populations.

Evaluation and Performance Measurement Framework

The Police Services Act requires that all community safety and well-being plans set out measurable outcomes (Section 146 (1), Police Services Act). As such, staff have begun work on an evaluation and performance measurement framework, as further set out below, to address this legislative requirement. As noted in the Next Steps section of this report, the full evaluation and performance measures framework will be developed as part of future work for the plan’s finalization, and staff will report back on this item with specific recommendations.

It is expected that the evaluation framework will support the proposed Plan and build on the work the City is already doing around data and data disaggregation as well as support the proposed strategy of a data governance model (outlined under the Integrated and simpler systems priority). This data governance model will likely be a key element for the Plan's implementation, given that quality data is vital to develop and deliver effective programs and services that meet the needs of residents. A data governance structure would allow agencies to collaborate on joint collection, infrastructure, analysis, sharing, maintenance and disposal of data. It would improve service delivery, reduce overlap, remove barriers, streamline data management and reporting, and improve collaboration. Disaggregated data is required to better identify variances or trends across different groups to ensure equity in the system. Disaggregated data will also allow City staff, agencies, and community groups to understand who uses their services and programs, as well as the barriers and the impacts to those who use their services, programs, and initiatives, thus, ensuring an intersectional lens is applied to the draft Community Safety and Well-Being Plan initiatives. Particular attention will be paid to ensuring gender and equity data is gathered and reviewed moving forward.

The development of an effective data governance model will allow performance measures to incorporate intersectionality within the evaluation and performance measurement framework. That will allow Council and the community to have more nuanced reflections on how effective programs are for a number of communities – and where they are not as effective. Recognizing that this will take some time, the evaluation and performance measurement framework will try to offer measures that allow an intersectional lens to the degree possible, understanding that these measures will evolve with the quality of data staff will be gathering once the data governance model is in place.

In addition to the data governance model, the overall draft evaluation and performance measurement framework for the proposed Plan will also recommend specific measures that will form important tools in assessing the success of the proposed Community Safety and Well-Being Plan from different perspectives and provide objective feedback.

Staff have also begun work to determine how the City can address the broad systemic issues that impact community safety and well-being, and which indicators can assist in that process. Some consideration is being given to developing or using measures that are well established and validated, that can be produced on an on-going basis so that

changes can be monitored over time, and that are valuable, meaningful, and relevant for Ottawa's local situation, among other criteria. This work will continue as the next phase for the Plan's final development and implementation. It is expected that particular attention will be paid to disaggregated data so to identify opportunities to address inequities in the systems. This work will be done in partnership with the community.

Finally, the development of an evaluation and performance measures strategy for the plan will also take into consideration that community safety and well-being planning takes a social determinants of health approach. Social determinants of health refer to a specific group of social and economic factors within the broader determinants of health. These relate to an individual's place in society, such as income, education, or employment. Experiences of discrimination, racism and historical trauma are important social determinants of health for certain groups, such as Indigenous Peoples, 2SLGBTQIA+ and Black Canadians.¹⁷

Next Steps

Further to Recommendation 2, the implementation of the Plan's will be undertaken under the direction of the General Manager of Community and Social Services following the adoption of the goals, strategies, and outcomes proposed for each of the Plan's priorities in this report.

Work in this second phase will consist of developing the remaining key elements required for the administration, implementation, evaluation, and funding of the draft Community Safety and Well-Being Plan, namely a governance structure, an evaluation and performance measurement framework with appropriate indicators, and a financial strategy, as further set out below. Given that the remaining elements of the draft Plan vary in terms of work completed to date, it is recommended that the General Manager of Community and Social Services report back to the appropriate Standing Committee of Council on the progress of these remaining elements of the proposed Plan as soon as feasible.

It is noted that work has already begun within the Emergency and Protective Services department on these remaining elements. It is expected that following adoption of this report, this ongoing work will transition to the Community and Social Services department with staff collaborating for the necessary knowledge exchange and information sharing to ensure continued progress during this next phase. To undertake this work requires backbone support, and as such a request for four permanent full-time

equivalents with a budget of \$510,000 and non-compensation budget of \$250,000 will be included in the 2022 Draft Budget to be tabled on November 3. Specifically, the following work will continue:

Development of a governance structure

Good governance is essential to the success of the proposed Community Safety and Well-Being Plan to ensure that all can work together towards common goals. To date, the Advisory Committee for the Plan, consisting of the Crime Prevention Ottawa Board of Directors, has provided advice, guidance, and input to staff at key milestones of the Plan's development, including input on individual reports for a planning path and the Plan's priorities that were considered by the Community and Protective Services Committee and Council in 2019 and 2020, respectively.

It is anticipated that the future governance structure will be developed so as to reflect and support the multi-faceted nature of community safety and well-being planning through its initial implementation and over time, as well as reflect the particular nature of the Plan as a collective impact instrument by ensuring appropriate multi-sectoral and lived and living experience representation. The future governance structure will also be able to assist Council in ensuring that the Council's investments in existing programs, services, and initiatives within the City continue to be included and leveraged in the proposed Plan's implementation and evolution to support and advance Council's priorities for improved community safety and well-being.

At a minimum, the Plan's governance structure will require an advisory committee with prescribed representation that meets the requirements of the Police Services Act. Preliminary research of other Ontario municipalities such as Peel Region, Halton Region, and the municipalities of London and Hamilton indicates that most municipalities established a new advisory committee from the outset of the development process to meet legislative requirements, to ensure diverse representation and foster relationship-building and development, and to gain and provide insight across intersecting safety and well-being priorities at the community level with the ability to evolve membership over time. Furthermore, other municipalities such as York, Toronto, and Thunder Bay are setting up working groups or action teams to develop and implement actions and initiatives for their plans. Lastly, most municipalities reviewed have put into place administrative support for their plans within the municipality's structure, in order to ensure key processes are established so that ongoing work on the Plan's goals and actions is properly planned, input and data is collected and shared,

milestones for progress reporting are created, and appropriate reports are provided to committees and Council, among other things.

Work in the next phase of the proposed Plan's finalization will build on this preliminary research and data to develop a governance structure with suitable elements and processes that both ensure accountability to Council and include appropriate representation from key City departments as well as members of the public, community agencies, institutions, and other entities. In terms of community representation in particular, future work will apply an intersectional lens and consider a wide range of experiences including but not limited to diversity in race, gender, disability, religion, geography, language, and age. Assessment of the necessary groups and structures within this governance structure will be undertaken along with consideration of appropriate selection and eligibility requirements, costs and expenses, terms of reference, any required delegated authority, and internal reporting processes, among other key operational and administrative requirements, and will form part of staff's recommendations for the governance structure.

Development of an evaluation and performance measurement framework

As noted above in this report, Provincial legislation requires that all community safety and well-being plans set out measurable outcomes. Staff are working towards a framework will allow the measurement and the evaluation of the changes in the community as a result of the proposed goals, strategies, and outcomes for each of Council's priorities for community safety and well-being, as noted above in this report.

Work has already occurred to begin the development of an evaluation framework that addresses the complexity of issues and the interconnection in each of the priorities. In particular, work is underway to develop a set of baseline indicators in relation to each of the proposed goals, strategies, and outcomes with input from key partners, such as Ottawa Public Health, Ottawa Police Services, and universities. As noted above in this report, a key aspect of future work in this area will be the development a data governance model that will support the work of the evaluation framework by developing strategies to address gaps in data, ensure disaggregated data is available and ensure an intersectional lens is applied to all data collected for the proposed Community Safety and Well-Being Plan.

Further work is also required in this area to adequately address the intersectionality of data sources to ensure that strategies address inequities in the systems and do not

create any additional barriers. In addition, it is expected that the evaluation and performance measurements framework will be structured so as to evolve over time as particular action items and initiatives are undertaken. Such a strategy will assist in determining the overall effectiveness of the proposed Plan and its areas of focus as well as the investments made by Council in terms of existing programs, services, and initiatives.

Development of a financial strategy

The next phase of work will include the development of a financial strategy for implementation of the proposed Plan. As has been previously reported, no new funding was provided for community safety and well-being planning, nor has any provincial project-specific funding been provided to municipalities in this regard.

This report outlines the existing funding and investments already made by Council for ongoing or planned programs, service and initiatives across the City that intersect with community safety and well-being. Ongoing work will identify gaps and assess where additional resources may be required for the implementation of actions or initiatives derived from the proposed goals, strategies, and outcomes for each of the Plan's priorities. Staff will report back with recommendations for funding opportunities in relation to these actions and initiatives. Work will also continue to identify funding strategies including use of work within existing resource and budgets, City budget requests, grants from other levels of government, and grants and sponsorships from private organizations, among others. Initiatives to be delivered both by City departments and by external entities will be considered as part of this assessment, where possible. This will form part of staff's recommendations on the overall financial strategy for the proposed Plan.

It is expected that work regarding a financial strategy for the proposed Plan will be ongoing as additional actions and initiatives are developed and implemented, and as the proposed Plan evolves over time.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the report recommendations. The provincial government has not committed to providing any funding relating to this project at this time. Any financial impacts associated with the development phase of the project have been absorbed within the 2020 and 2021 Operating Budgets of the Emergency

and Protective Services department. The addition of four permanent full-time equivalents with a budget of \$510,000 and non-compensation budget of \$250,000 will be included in the 2022 Draft Budget to be tabled on November 3.

The total of \$34 million of municipal investments have been listed in this report is within existing budgets.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendations of this report.

As set out in the [Community Safety and Well-Being Plan – Interim Report](#) (ACS2020-EPS-GEN-0008) and the legal implications set out therein, the recommendations seek to fulfill the legislative requirements for the development and implementation of the Community Safety and Well-Being Plan, and membership of the advisory committee as required by the *Police Services Act*.

COMMENTS BY THE WARD COUNCILLOR(S)

This report is city-wide in nature.

ADVISORY COMMITTEE(S) COMMENTS

Information on the Community Safety and Well-Being Plan process and engagement opportunities was shared with the Accessibility Advisory Committee, the Arts, Culture and Recreation Advisory Committee and the French Language Services Advisory Committee over the course of the Plan's development. In addition, facilitated consultations were held with the advisory committees on the dates noted below, and their input was incorporated into the overall data collected through the engagement process:

- February 11, 2021: French Language Services Advisory Committee
- February 23, 2021: Arts, Culture and Recreation Advisory Committee
- April 6, 2021: Accessibility Advisory Committee

CONSULTATION

The Community Safety and Well-Being Plan is a community plan and as such meaningful engagement with a broad audience is a cornerstone of the Plan's development. The Community Safety and Well-Being team applied the Equity and Inclusion Lens and the Public Engagement Strategy when designing the engagement

and outreach activities. Advertising and promotion of the engagement activities have been multi-channelled, inclusive, and accessible.

Staff held two public and stakeholder consultation periods. The first one was from March – June 2020 (What We Heard – Priority Setting Engagement Summary), which informed the priorities for the Plan. The second one was from January – March 2021 which informed the proposed goals, strategies, and outcomes of the Plan. A What We Heard report was created for each consultation period to summarize the key themes and provide insights into the gaps and potential opportunities for the Community Safety and Well-Being Plan.

Collaboration with residents and sector experts, meaningful engagement with community stakeholders and the inclusion of respondents with lived and living experience, were the cornerstone of the engagement process. The What We Heard – Goals and Objectives Engagement Summary Report, attached as Document 2, summarizes the input received in 2020 and 2021 through on the Ottawa-specific barriers, gaps, and solutions related to the six priorities.

The second engagement period activities provided multiple engagement opportunities for the public and stakeholders to share their ideas toward the development of strategies and actions for each of the Community Safety and Well-Being priorities. Activities were available between January 18 and March 5, 2021. The Community Safety and Well-Being team aligned with other engagement activities that intersect with the Community Safety and Well-Being priorities and that occurred during the same timeframe, such as the activities of the Anti-Racism Secretariat.

In total, over 1,500 residents and stakeholders contributed their ideas in the two consultation periods noted above through a variety of engagement opportunities including virtual and telephone conversations, community toolkit submissions, emails, an online survey and forum, and stakeholder and ward councillor meetings. The broad community input received will ensure the Community Safety and Well-Being Plan responds to the needs of all Ottawa residents including Indigenous people, equity seeking groups, racialized people, people with disabilities, people living in poverty, people living in rural, suburban and urban communities, francophones, 2SLGBTQQIA+ people, older adults, immigrants and refugees, women, youth, and business, as well as organizations that support and work with these groups.

Between 2019 and 2021, the Community Safety and Well-Being team hosted over 86 meetings with approximately 234 organizations represented. Inputs from these stakeholders, as well as residents, ward councillors and the Community Safety and Well-Being Advisory Committee has been critical in guiding and informing the development of the Community Safety and Well-Being Plan and supporting documents.

Due to the COVID-19 pandemic, most engagement activities took place in the virtual environment. Virtual community conversations allowed participants to share their idea in a facilitated small group setting. Stakeholder conversations focused on organizations, coalitions, and other entities with connections to diverse groups within the community as well as agencies which might take on a leadership role for future Community Safety and Well-Being Plan actions. The City for All Women Initiative (CAWI) was contracted to host additional stakeholder engagement activities in the community with a diverse cross-section of demographic groups.

The Community Safety and Well-Being team also engaged several of the City's Advisory Committees:

- Accessibility Advisory Committee
- Arts, Culture and Recreation Advisory Committee
- French Language Services Advisory Committee

Online engagement through the Community Safety and Well-Being website included an online survey and a forum to discuss lived and living experience. The website also offered a map feature to gather input of where residents and stakeholders experienced gaps in services related to the Community Safety and Well-Being priorities. To engage with those who had limited access to the internet, alternative methods, such as phone and email, were also available. The Community Safety and Well-Being Community Toolkit allowed stakeholders and community groups to promote and host their own engagement event. Toolkit resources included a facilitator guide, slide deck and factsheets.

The engagement activities were promoted through a comprehensive communications strategy including social media posts and ads. Monthly newsletter stories and the Community Safety and Well-Being website kept residents and stakeholders informed as the project evolved and encouraged participation in engagement activities. All materials were available in English and French.

Engagement activities were advertised through a citywide distribution list of local service providers, organizations, and elected officials. Care was taken to ensure that this distribution included organizations and stakeholders connected with a wide range of demographics and vulnerable populations. This information was included in stakeholder newsletters, email messages and webpages. Additionally, staff advertised to the public through corporate channels such as social media and the project website.

The Advisory Committee, the [Crime Prevention Ottawa \(CPO\) Board of Directors](#), met nine times since the inception of the Community Safety and Well-Being initiative to provide strategic advice and feedback into the development of the Community Safety and Well-Being Plan. The members view the Community Safety and Well-being Plan as both a foundational strategy and a long-term journey that will leverage the great work that is already happening in the community and will be nimble to react to emerging issues as they arise. Feedback from the Advisory Committee has been included as part of the recommendations of this report. The Advisory Committee supports the proposed Community Safety and Well-Being Plan as outlined in this report.

Indigenous Engagement

Ottawa is built on unceded Algonquin Anishinaabe territory and honours Algonquin presence and nationhood. The City of Ottawa recognizes and respects the presence and contributions of all First Nations, Inuit, and Métis, including urban Indigenous communities in Ottawa. The City of Ottawa also recognizes the important nature of these relationships and the invaluable contributions that the Indigenous communities provide when discussing community safety and well-being.

An Indigenous-led consultant firm was contracted to facilitate action planning circles for Indigenous residents that will inform both the development of the Community Safety and Well Being Plan as well as the Anti-Racism Strategy given their natural alignment.

This firm began some initial engagement sessions on behalf of the City, hosting five consultation sessions between April and May of 2021, with Algonquin Anishinaabe Host Nation citizens, Métis community members, two Inuit sessions as well as engagement with Indigenous Elders. These sessions revealed complex and often inter-connected concerns about affordable housing; factors impacting financial security, poverty reduction, and employment equity; the importance of breaking down barriers in order to improve engagement with Indigenous communities; how racism and discrimination impacts access to employment, housing, and social and health services; and the

importance of a focus on prevention of gender-based violence and violence against women and children.

To ensure the draft Community Safety and Well-Being Plan responds to the needs of the Indigenous community and ensure the voices of a diversity of Indigenous residents of Ottawa are included in the creation of the Plan, the City will further collaborate with Indigenous partners, stakeholders and the Indigenous community to explore and define an engagement framework and approach that is grounded in the principles of self-determination that is led and created by Indigenous communities for City staff to implement. This engagement framework and subsequent plan would be informed by First Nations, Inuit, Métis, and urban Indigenous communities.

These discussions will continue as part of the Plan's implementation and evolution. Staff remain committed to working with Indigenous communities throughout the development, implementation and revisions of the Community Safety and Well-Being Plan.

The feedback from all engagement activities demonstrates the complexity and connection between issues regarding safety and well-being and confirms that these issues are not only shared responsibilities among all members of the community but also require an integrated approach among partners to tackle their root causes and to address collective goals.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with the recommendations of this report. Accessibility has been considered throughout the development of the Community Safety and Well-Being Plan. Staff consulted with the Corporate Accessibility Office. Information was shared with the Accessibility Advisory Committee on how to participate in the engagement activities, and an update on the Community Safety and Well-Being Plan was presented to the Accessibility Advisory Committee in June 2020. The Accessibility Advisory Committee participated in a facilitated consultation with the Community Safety and Well-Being team on April 6, 2021 and the feedback was included in the engagement data analyzed for this report. It is anticipated that staff will continue to engage with the Accessibility Advisory Committee as staff move into implementation of the Community Safety and Well-Being Plan.

INDIGENOUS GENDER AND EQUITY IMPLICATIONS

Indigenous, gender and equity-deserving groups have been considered throughout the development of the Community Safety and Well-Being Plan. For public engagement activities summaries, please see the Consultation section of this report and Document 2. For considerations for the Plan, please see the proposed Goals, Strategies, and Outcomes section of this report.

RISK MANAGEMENT IMPLICATIONS

The risk implications associated with this report have been identified and explained in the report and are being managed by the appropriate staff.

RURAL IMPLICATIONS

There are no specific rural implications associated with the recommendations in this report. Rural communities were considered and addressed as part of the public engagement strategy.

TERM OF COUNCIL PRIORITIES

The [2019 – 2022 Term of Council Priorities](#) (ACS2019-ICS-ST-0003) sets a vision for the City where Ottawa is not only the best place in Canada in which to live, work and study, but is also a destination capital known around the world. Ottawa's Community Safety and Well-Being Plan is identified as an action under Thriving Communities as part of the Strategic Priorities of Council.

SUPPORTING DOCUMENTATION

Document 1 – Community Safety and Well-Being Plan Goals, Strategies, and Outcomes

Document 2 – What We Heard Report – Phase 2 Engagement Activities

Document 3 – Overview of Existing City and Community-Led Initiatives

DISPOSITION

Upon approval by Council, the General Manager of Emergency and Protective Services will forward the approved Community Safety and Well-Being Plan to the Solicitor General (Ontario) as required under the Police Services Act.

The General Manager of Community and Social Services will undertake the next steps as outlined in the report and will also implement any direction received as part of the consideration of this report.

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- ¹ Canada without Poverty, [Top 10 Reasons Why Poverty must be Eliminated in Canada | Canada Without Poverty \(cwp-csp.ca\)](#), 2021
- ² Canada without Poverty, [Just the Facts - Poverty in Canada \(cwp-csp.ca\)](#), 2021
- ³ Canada without Poverty, [Just the Facts - Poverty in Canada \(cwp-csp.ca\)](#), 2021
- ⁴ Housing Branch, Community and Social Services, [10-Year Housing and Homelessness Plan – Needs Assessment](#), December 2019
- ⁵ Housing Branch, Community and Social Services, [10-Year Housing and Homelessness Plan – Needs Assessment](#), December 2019, p.15
- ⁶ Ottawa Business Journal, <https://www.obj.ca/article/local/ottawa-gatineau-unemployment-rate-edges-78-june>, July 9, 2021
- ⁷ Province of Ontario, [The Changing Workplaces Review – Final Report](#), 2019
- ⁸ The Ontario Universal Basic Income pilot project was ended by the Provincial government in March 2019.
- ⁹ UN Women, [Frequently asked questions: Types of violence against women and girls | UN Women – Headquarters](#), 2021
- ¹⁰ UN Women, [Frequently asked questions: Types of violence against women and girls | UN Women – Headquarters](#), 2021
- ¹¹ Government of Canada, [About gender-based violence - Women and Gender Equality Canada](#), 2021
- ¹² UN Women, [Covid-19 and Ending Violence Against Women and Girls](#), 2021
- ¹³ Ottawa Public Health, Promoting Mental Health in Ottawa, 2018
- ¹⁴ Ottawa Public Health, [Ottawa Public Health’s 2019-2022 Strategic Plan: Strategic Priority Relating to Mental Health and Substance Use Health](#), September 2021
- ¹⁵ Ottawa Public Health, [Ottawa Public Health’s 2019-2022 Strategic Plan: Strategic Priority Relating to Mental Health and Substance Use Health](#), September 2021
- ¹⁶ Ottawa Public Health, [Ottawa Public Health’s 2019-2022 Strategic Plan: Strategic Priority Relating to Mental Health and Substance Use Health](#), September 2021, p.43
- ¹⁷ Government of Canada, [Social determinants of health and health inequalities](#), 2020