



Ottawa's Community Safety and Well-Being Plan 2021-2031

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Emergency and Protective Services Department

Accessible formats and communication supports are available, upon request



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Acknowledgements

Building safe and healthy communities is a shared responsibility. The success of the Community Safety and Well-Being Plan relies on collaboration with community partners and residents. The Plan creates a model that will enhance our ability to respond to issues in a coordinated manner and builds on many successful efforts that contribute to a strong sense of community safety and well-being in Ottawa.

The City of Ottawa thanks the [Crime Prevention Ottawa \(CPO\) Board of Directors](#) for acting as the Community Safety and Well-Being Advisory Committee during the Plan's development. Members and staff of the Advisory Committee freely shared their strategic advice to support the development of Ottawa's first Community Safety and Well-Being Plan. Their dedication, thoughtful input, and guidance are greatly appreciated.

We also express our heartfelt gratitude for the passion, expertise and commitment of our residents, community stakeholders and city staff who contributed to the Community Safety and Well-Being Plan. Their generous sharing of feedback through our engagement activities was essential in shaping Ottawa's first Community Safety and Well-Being Plan.

Working together, we make Ottawa a safe, inclusive, and connected community where all residents thrive. We are grateful to be sharing this process with so many dedicated individuals.





Ottawa Demographics

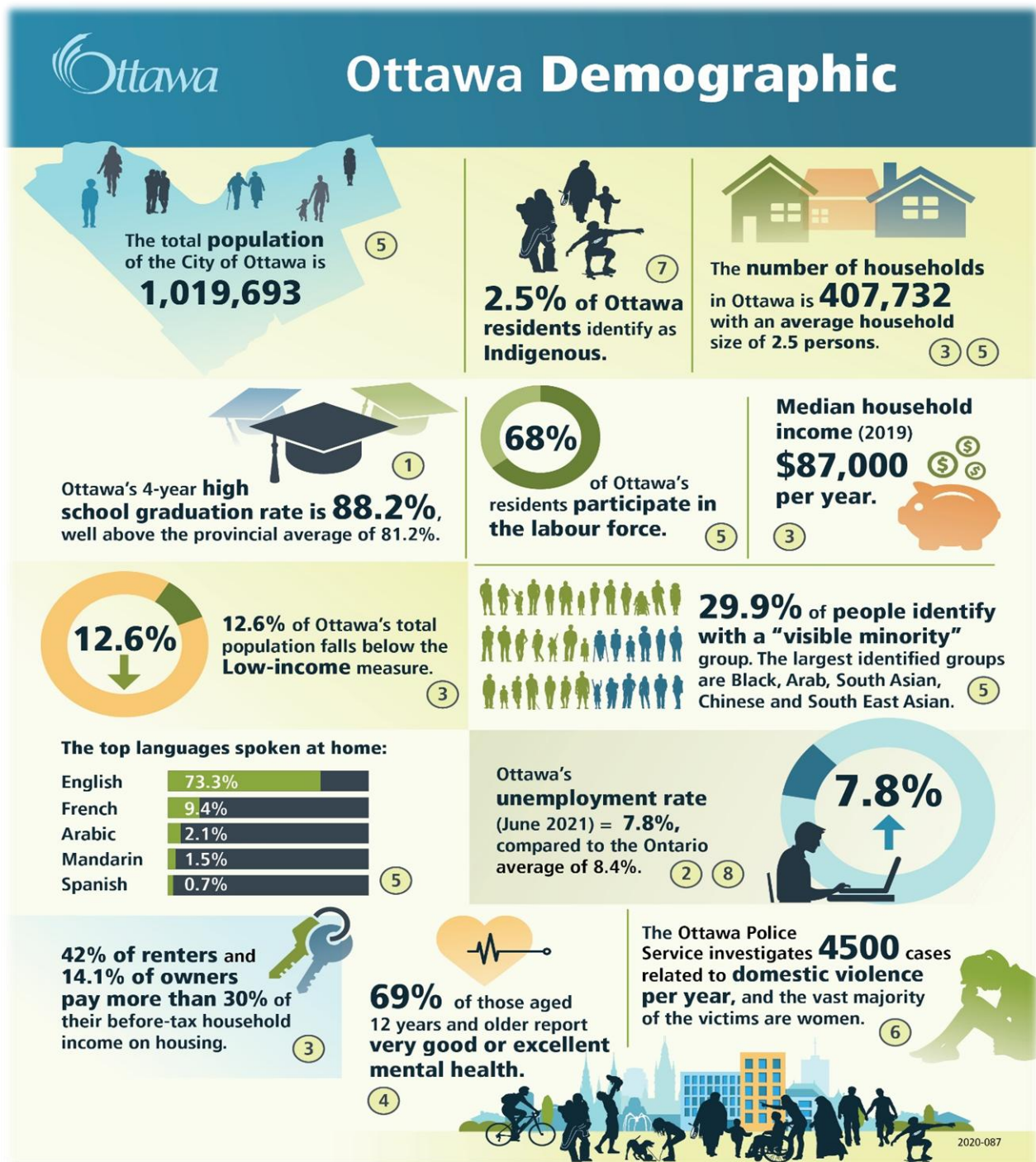
We recognize that Ottawa is located on unceded territory of the Algonquin Anishinaabe Nation. We extend our respect to all First Nations, Inuit, and Métis peoples for their valuable past and present contributions to this land.

Ottawa is a large and diverse city. At 2,796 square kilometres, Ottawa is larger than the cities of Toronto, Montréal, Vancouver, Calgary and Edmonton combined. Ottawa nurtures a bilingual community (English and French) and boasts a large rural land base (80 percent of the city).

Below are some statistics which provides a high-level demographic profile of Ottawa.¹²³⁴⁵⁶⁷⁸ Additional data related to community safety and well-being in Ottawa is presented in the [Ottawa By the Numbers](#) 2020 report.



Figure 1: Ottawa Demographic Infographic





Building a Community Safety and Well-Being Plan

What is a Community Safety and Well-Being Plan?

The 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 Plan considers long-term, multi-disciplinary efforts and investments to improve the social determinants of health, such as the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, and so on, and thereby reduce the probability of crime, social disorder, and ill-health. Appendix 1 provides definitions of these and other terms used through the Plan.

Why a Community Safety and Well-Being Plan?

Community Safety and Well-Being plans are provincially legislated for municipalities in Ontario under the *Police Services Act*. The legislation provides direction on the development of the Plan but stresses the importance of municipalities focusing on the issues that are most relevant to them. The Province outlines that risk factors across the social determinants of health should be considered.

As such, factors such as poverty, unemployment and underemployment, inadequate housing, mental well-being (including mental health, social isolation, and substance use), gender-based violence, systemic discrimination, racism, and marginalization are barriers that increase the likelihood that communities will experience unsafe and unhealthy situations.



Vision, Mission and Guiding Principles

Figure 2: Vision, Mission and Guiding Principles



See appendix 2 for definitions of the guiding principles.

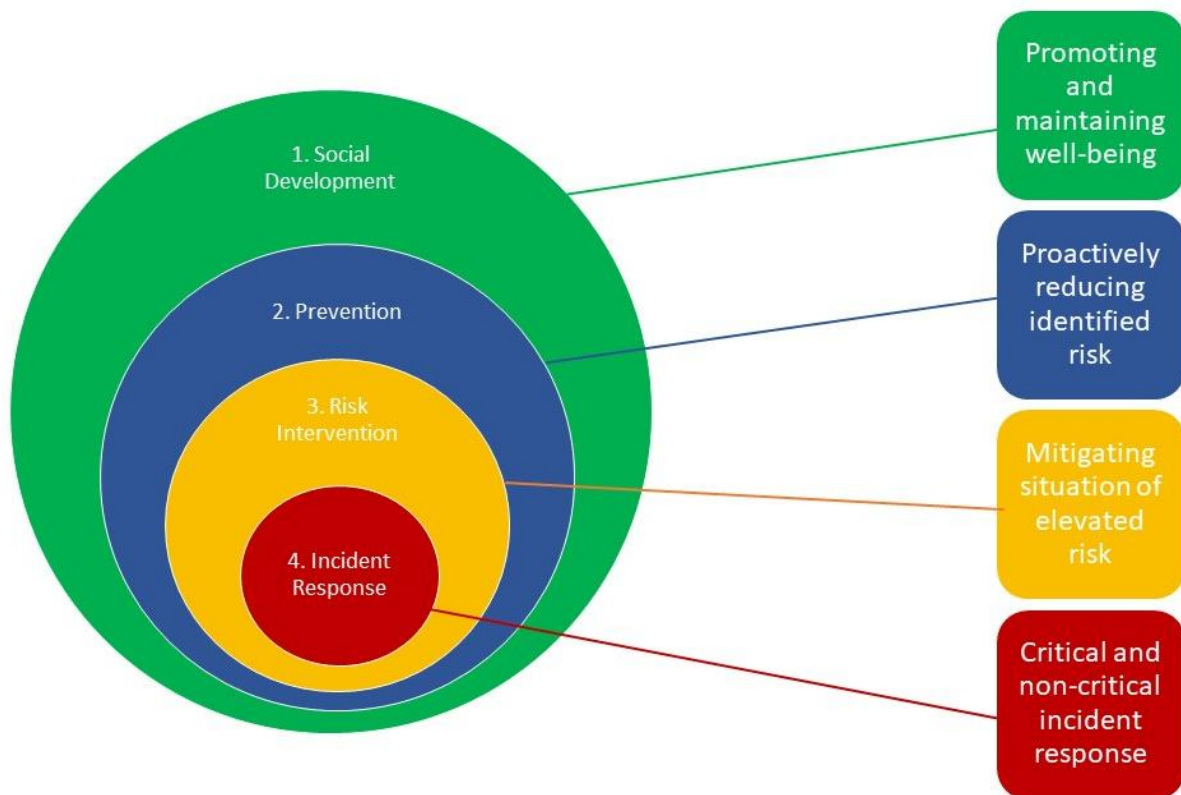


Our Approach

Provincial Planning Framework

The [Ministry of the Solicitor General outlines a planning framework](#) to support municipalities in developing a comprehensive approach to mitigate harm and promote safety and well-being. The four key levels of intervention, as seen in Figure 3 and as described below, guide the Plan’s development and will continue to be key inputs into Ottawa’s Community Safety and Well-Being Plan as it evolves.

Figure 3: Provincial Planning Framework - Four Levels of Intervention



Social development: Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness.

Prevention: Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.





Risk intervention: Identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required.

Incident response: Requires intervention by first responders such as police, paramedics, and other emergency services.

Ottawa’s Community Safety and Well-Being Plan consists of strategies that fall within the four levels of intervention, while focusing our collective efforts on social development and prevention. Ultimately, the goal is to reduce the need for incident response for downstream issues.

Development Approach

A phased development approach to the Plan’s creation included six cumulative phases, with each providing more information to narrow the focus and develop a realistic and measurable plan. It is important to note that public and stakeholder engagement is a central element to the process.

Figure 4: Ottawa Development Approach





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.

Applying an Intersectional Lens

Applying an intersectional lens is a cross-cutting consideration throughout the Community Safety and Well-Being Plan. The Plan acknowledges that there are systemic inequities that disproportionately impact some groups over others and that some have specific barriers to access.

The Community Safety and Well-Being Plan ensures that the intersectionality of different social identities will be considered throughout the development and implementation of the Plan. In addition, as part of an intersectional lens there was consideration of anti-racist, anti-oppressive and culturally safe approaches to our work.

Collective impact approach

The Community Safety and Well-Being Plan takes a collective impact approach. This form of collaboration brings people together in a structured way to focus on a common agenda and plan of action to address a complex social problem. The approach engages residents, community organizations, agencies, service providers and all levels of government to work collaboratively in the development and implementation of the Community Safety and Well-Being Plan.

The collective impact approach is characterized by five core elements that facilitate effective cross-sector collaboration and the implementation of the resulting community impacts. The five elements are:

- **Common agenda:** all participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
- **Shared measurement:** all participants agree on how to measure and report on progress, with a short list of common indicators identified to drive learning and improvement.
- **Mutually reinforcing activities:** a diverse set of stakeholders, typically across sectors, coordinate a set of differentiated and mutually reinforcing activities.





- **Continuous communications:** All players are engaged in frequent, structured communication to build trust, assure mutual objectives and create common motivation.
- **Backbone support:** Dedicated staff provide support and key functions for the sustained operation of the collective impact initiative.

Community Engagement

Two formal consultation periods with residents and stakeholders in 2020 and 2021 sought community perspectives through a wide variety of engagement methods such as virtual conversations, community toolkit submissions, emails, an online survey and stories. The engagement process provided an opportunity for the community to ensure that the Community Safety and Well-Being Plan focuses on the priorities of Ottawa residents.

Stakeholder conversations gathered input from organizations, coalitions, and other entities with connections to diverse groups within the community as well as agencies that may take on a leadership role for future Community Safety and Well-Being Plan actions.

Opportunities for discussion, engagement and learning are important to the Community Safety and Well-Being Plan development. As such, staff were available for more informal discussions and learning opportunities throughout the development of the Plan.

Detailed information about the formal consultation periods can be found on the [Community Safety and Well-Being website](#):

- [Phase 1 - What We Heard Report](#)
- [Phase 2 - What We Heard Report](#)

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.



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.

Data Collection

Community safety and well-being is broad and multi-faceted. It encompasses many areas and intersects with many sectors. A combination of research, a review of existing data and community reports, and input from residents and community stakeholders was used to identify where to focus collaborative efforts for this first iteration of the Plan.

Data and research inputs includes:

- [Perception Polling](#) of residents provided an assessment of how respondents perceive community safety and well-being in Ottawa.
- The [Ottawa By the Numbers Report](#) presents demographic information and data related to community safety and well-being topics and supplemented our understanding of current state and trends in Ottawa.
- An environmental scan and program mapping inventoried the existing programs and services within the community that support the various aspects of community safety and well-being.
- An inventory of related initiatives, research and programs provided context of the existing landscape to ensure that the Plan will complement the work already underway across the city while promoting solutions that are unique to Ottawa.
- A review of Ontario and Canadian municipalities that have completed a community safety and well-being plan or similar type of plan.





- Previous engagement activities completed by other City departments were analyzed to extract themes and information to help inform the development of the Plan.

Community Safety and Well-Being Plan Priorities

The concept of a Community Safety and Well-Being Plan is complex and could include a broad range of topics. During the priority setting phase of the project, 20 areas of focus were considered by the community and then subsequently narrowed down to six priorities. These priorities address 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 priorities.

The six Community Safety and Well-Being Plan priorities, in alphabetical order, are:

- 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 5: Community Safety and Well-Being Plan Priorities





Ottawa's Community Safety and Well-Being Plan 2021-2031

Ottawa's Community Safety and Well-Being Plan is an iterative community plan. The Plan will shape short, medium, and long-term actions to be implemented over the next ten years. Annual progress reports will be presented to Council. In order to be responsive and to ensure it evolves to continue to meet emerging needs in Ottawa, the Plan will be updated every four years.

Discrimination, Marginalization and Racism

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

The Community Safety and Well-Being Plan will work collaboratively with these existing initiatives and report through those existing mechanisms wherever possible. As a result, there are no specific standalone goals, strategies or outcomes for this priority.





Financial Security and Poverty Reduction

Through engagement with residents and stakeholders, data analysis and research, the goals, strategies, and outcomes outlined in Table 1 have been identified for the Financial security and poverty reduction.

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

Goals	Strategies	Outcomes
Goal 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





Gender-based Violence and Violence Against Women

The Community Safety and Well-Being Plan will ensure that intersectionality of different social identities be considered throughout the development and implementation of the Plan. In addition, the Community Safety and Well-Being Plan will ensure alignment with the key principles of the [Women and Gender Equity Strategy](#).

Through engagement with residents and stakeholders, data analysis, and research, the goals, strategies, and outcomes outlined in Table 2 have been identified for the Gender-based violence and violence against women priority.

Table 2: 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	3.1 Increase capacity for community accountability	<ul style="list-style-type: none"> Raised awareness of alternatives to reporting for survivors





Goals	Strategies	Outcomes
survivors	mechanisms	

Housing

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 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. The Community Safety and Well-Being Plan will work alongside these existing initiatives and their partners 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 of existing initiatives.





Integrated and Simpler Systems

Through engagement with residents and stakeholders, data analysis, and research, the goals, strategies, and outcomes outlined in Table 3 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 • Increased and improved communications that specifically address different audiences • 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
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





Mental Well-Being

Through engagement with residents and stakeholders, data analysis, and research, the goals, strategies, and outcomes outlined in Table 4 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
	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





Goals	Strategies	Outcomes
		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





Appendices

Appendix 1: Definitions

A recognition that substance use exists on a spectrum. This principle acknowledges that there are both harms and benefits to substance use and as such, focuses on reducing potential harms and maximizing potential benefits rather than pursuing no use of substances for everyone across the board. Substance use can range from no use, beneficial use, consuming substances within the low-risk guidelines, use where problems occur, to a diagnosable medical condition referred to as a substance use disorder. The goal remains to decrease harms from substance use by decreasing use across the population and supporting people wherever they are along the spectrum of use with the ultimate goal being to promote health and achieve wellness ([Health Officers Council of British Columbia, 2005](#)).

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

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

Barrier: Obstacles that prevent or limit the access and participation of certain groups in programs, services, or processes. They can be hidden, invisible, or visible and physical, attitudinal, social, financial, geographic or systemic ([City of Ottawa Women and Gender Equity Strategy, 2021](#))

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



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

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

Discrimination: Differential treatment on the basis of personal characteristics such as race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion), sex, sexual orientation, gender identity, gender expression, age, marital status, same-sex partnership status, family status, or disability that results in disadvantages in the provision of housing, health care, employment, and access to goods, services, and facilities ([City of Ottawa Women and Gender Equity Strategy, 2021](#)).

Discrimination, Marginalization and Racism: Discrimination, marginalization and racism can be described as the unjust or unequal treatment of different categories of people, as insignificant, especially on the grounds of race, age, sexuality, financial status or gender. It can lead to hate messaging/hate speech, discriminatory practices, under representation in positive outcomes (such as leadership roles, graduation), and over representation in negative outcomes (such as incarceration, illness, violence, drop out, eviction) ([Community Safety and Well-Being Plan Roadmap, 2019](#)).

Equity-Deserving Groups: This Strategy uses the term “equity-deserving groups,” instead of “equity-seeking groups”. As explained by Professor Tettey “... those on the margins of our community, [...], deserve equity as a right. They should not be given the burden of seeking it and they should not be made to feel that they get it as a privilege from the generosity of those who have the power to give it, and hence the power to take it back” ([University of Toronto, 2019](#)).

Financial Security and Poverty Reduction: Poverty and financial security have many interlinked components and different meanings but can be summarized as the peace of mind felt when an individual is not worried about whether their income can cover their expenses. It also means that there is enough money saved to cover emergencies and future financial goals ([Community Safety and Well-Being Plan Roadmap, 2019](#)).



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

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

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

Gender Diversity: An umbrella term that is used to describe gender identities that demonstrate diversity beyond the binary framework of male/ female ([A Gender Agenda, 2021](#)).

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

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

Gender Lens: A process of assessing the implications for women and other gender groups of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make everyone’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation ([City of Ottawa Women and Gender Equity Strategy, 2021](#)).



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

Gender-Sensitive Data Systems: The collection, analysis and use of data disaggregated by gender and other intersectional identities with the aim to identify trends and specific issues regarding policies, practices and service provision that affect each gender group in City departments ([City of Ottawa Women and Gender Equity Strategy, 2021](#)).

Harm reduction: Is an evidence-based, client-centered approach that seeks to reduce the health and social harms associated with substance use and have a positive impact on individual and community wellness. It is a health-oriented approach that focuses on positive change and achieving wellness without judgement, coercion, discrimination, or requiring that a person stop using drugs as a condition of support. Harm reduction encompasses a range of health and social services and practices that include, but are not limited to, needle and syringe programs, supervised consumption services, naloxone kit distribution, teaching about safer drug use, and connecting people to other health and social services ([Canadian Mental Health Association, 2021](#); [Harm Reduction International, 2021](#)).

Housing: The basic definition of housing is a shelter, lodging, or dwellings provided for people. Housing considerations may include:

- Inadequate or appropriateness of housing
- Lack of access to housing
- Affordability of housing
- Access to stable housing
- Suitability of housing
- Homelessness
- Access to/availability of resources, professional services and social supports



- Well maintained and healthy housing
- Responsive and responsible landlords ([Community Safety and Well-Being Plan Roadmap, 2019](#)).

Indicator: An observable, measurable piece of information about a particular outcome that shows the extent to which the outcome has been achieved. Indicators are generally used to measure program/project outputs to identify the changes they create. They can be quantitative (numbers, statistics) such as the percentage of the population with a post-secondary degree, or they can be qualitative (judgments, perceptions) such as how locals feel about the risk of violence in their community. They can also measure changes at several different levels, including individual, family, neighbourhood, community, and regional. ([Ministry of the Solicitor General, Community Safety & Well-being Framework, p.39](#))

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

Integrated and Simpler Systems: “Integrated and Simpler Systems” in the context of the Community Safety and Well-Being (CSWB) Plan includes the processes, methodologies and policies needed to help government, organizations and service agencies work collaboratively to create a more streamlined system. Considerations could include inter-agency collaboration, stability of funding to support programs and services, affordability of services, data sharing, communications and policy alignment ([Community Safety and Well-Being Plan Roadmap, 2019](#)).

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

Mental Health and mental illness: Mental health and mental illness are distinct, as mental health refers to the spectrum of emotions, thoughts and feelings that everyone experiences, whereas mental illness is a diagnosed disorder that affects the way a person thinks, feels and/or behaves (2). Poor mental health may sometimes lead to mental illness, as poor physical health can lead to physical illness, but not all those with poor mental health suffer from a mental illness, nor do all those with a mental illness have poor mental health. ([Promoting Mental Health in Ottawa, 2018](#))



Mitigate: Mitigation is when measures are put in place to lessen the negative effects of a policy or program on certain groups ([City of Ottawa Women and Gender Equity Strategy, 2021](#)).

Older Adults: refers to a stage of life rather than a specific age-based category of people (though this would certainly include individuals in their fifties and up) ([Older Adults, Equity and Inclusion Lens Snapshot, 2016](#)).

Performance measure: A performance measure is a numeric description of an agency's work and the results of that work. Performance measures are based on data and tell a story about whether an agency or activity is achieving its objectives and if progress is being made toward attaining policy or organizational goals ([Performance Measure Guide, State of Washington, Office of Financial Management, 2009](#)), State of Washington, Office of Financial Management, 2009).

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

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

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

Sex-Disaggregated Data: It is the data cross-classified by sex, presenting information separately for men and women, boys and girls. When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities ([City of Ottawa Women and Gender Equity Strategy, 2021](#)).

Social determinants of health: Refers 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, LGBTQ and Black Canadians. ([Social determinants of health and health inequalities - Canada.ca, 2020](#)).

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

Stigma: Stigma are the negative stereotypes that individuals and society share about people, such as those living with mental illness, problematic substance use or substance use disorders. Discrimination are the behaviours that lead to social isolation and unfair treatment. Both stigma and discrimination prevents people from reaching out for help, limiting the support they receive from others ([Promoting Mental Health in Ottawa, 2018](#)).

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





Appendix 2: Guiding Principles

Collaborative: We support each other. We work together through meaningful engagement. We trust and respect each other. We take a City-wide view of the challenges and opportunities we face. We value everyone's opinion and ideas.

Collective impact: We believe in the importance of working together towards common goals. We understand that our strength is in our collective action and in adapting to meet community needs.

Community: We care about and contribute to the broader safety and well-being of the community. We consider the whole community, and the community is at the heart of our decision-making. We recognize the diversity of our community and understand Ottawa is a "community of communities." We strive to make Ottawa an amazing place for all to live, work, visit, invest, play and enjoy.

Evidence-Informed: Our decisions are informed by the most current and valid empirical research, data and practice. We develop policies, programs, initiatives and strategies based on current and valid empirical research and practice and measure consistently to continue to inform decision making.

Inclusive: We honour and value that Ottawa is a diverse community with people from all different walks of life and places. We include and respect all people and treat everyone fairly and equitably. We value lived experience and respect the range of views from all perspectives.

Inclusion: We believe in the importance of all voices and aim to ensure that all individuals and groups are able to participate. We look to improve access to systems, services and programs for all people in Ottawa.

Innovative: We welcome change. We look for leading-edge initiatives and welcome new approaches, creative ideas and original thinking. We are committed to continuous improvement and building better solutions to existing needs, unarticulated needs and new requirements through an ongoing community development approach. We recognize all experiences as important learning objectives.

Integrity: We are honest. We are accountable for our decisions and will fulfill our commitments. We are forthright in our communications. We understand and comply with all laws, regulations and policies.



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- ¹ [School Board Progress Reports to the Province of Ontario](#)
 - ² [Ottawa Business Journal - Ottawa-Gatineau unemployment rate](#)
 - ³ [Needs Assessment \(Housing Branch, Community and Social Services, December 2019\)](#)
 - ⁴ [Ottawa Public Health, Status of Mental Health in Ottawa, 2018](#)
 - ⁵ [2020 Environics Analytics](#)
 - ⁶ [Ottawa Coalition to End Violence Against Women](#)
 - ⁷ [Ottawa Public Health, Socio-demographic Data and Population Projections](#)
 - ⁸ [Ontario Unemployment Rate](#)

