

Collective Actions for Impact

2023–2024 Progress Report on the Community Safety and Well-Being Plan



June 2025

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Land Acknowledgement

We recognize that Ottawa is located on the unceded territory of the Anishinabe Algonquin Nation.

The people of this Nation have lived on this territory for millennia.

We recognize and honour their presence and stewardship, which continue to nurture this land.

We also honour the diverse urban Indigenous communities of First Nations, Inuit and Métis peoples in Ottawa and extend our gratitude for their vital contributions to this community, past and present.

We recognize the continuous and intergenerational impacts of colonization on Indigenous peoples and communities.

We commit to continually educate ourselves, and to develop and maintain respectful, reciprocal relationships with the Host Anishinabe Algonquin Nation and urban Indigenous people in Ottawa.

We commit to working together towards safety and well-being.



Community Safety and Well-Being Plan 2021–2031

Ottawa residents identified the following six community priorities as the most pressing issues that need to be addressed in our community.

1

Discrimination, Marginalization and Racism

In partnership with the Anti-Racism Secretariat and the Women and Gender Equity Strategy, an anti-discrimination lens is a cross cutting theme in the CSWB Plan.

2

Financial Security and Poverty Reduction

- CSWB Plan Goal 1: Develop priorities and actions to address local poverty

3

Gender-Based Violence and Violence Against Women

- CSWB Plan Goal 1: Ensure every survivor in Ottawa is able to access and benefit from services and supports
- CSWB Plan Goal 2: Create a City where everyone is engaged and committed to taking action to prevent gender-based violence and violence against women
- CSWB Plan Goal 3: Provide alternatives to reporting for survivors

4

Housing

CSWB Plan will amplify and work in unison with existing 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 the Council approved Rental Accommodations Study.

5

Integrated and Simpler Systems

- CSWB Plan Goal 1: Improve access to services
- CSWB Plan Goal 2: Promote data sharing
- CSWB Plan Goal 3: Improve effectiveness of community grant funding

6

Mental Well-Being

- CSWB Plan Goal 1: Improve access to mental well-being and substance use supports and services
- CSWB Plan Goal 2: Promote mental well-being in a stigma-free environment



Collective Impact Approach

Collective impact brings people and organizations together to solve complex social issues. Collective impact initiatives implement five conditions which are critical for their success shown in the diagram below.

This approach is currently used by a third of members in [Tamarack Institute's Cities Ending Poverty initiative](#), including Nelson, British Columbia and Winnipeg, Manitoba, which the City of Ottawa is also a part of. It helped inform the design and development of the Community Safety and Well-Being Plan and will continue to drive implementation of the priorities and goals outlined within.





Collective Action in Progress

As a result of the plan's collective impact approach, the the Community Safety and Well-Being Office made significant progress in 2023–2024 towards the goals of the Plan, implementing strategic actions across all priority areas. In some cases, it also led to new initiatives and an expansion of the Plan priorities:

- Community-led Poverty Reduction Strategy Advisory Group ([page 8–9](#))
- Council endorsement of a Poverty Reduction Strategy ([page 8–9](#))
- Gender-Based Violence and Violence Against Women sector forum ([page 10–11](#))
- Community-led Gender-Based Violence and Violence Against Women Advisory Group ([page 10–11](#))
- Service gap analysis in the downtown core ([page 14](#))
- Pilot launch of Alternate Neighbourhood Crisis Response in Centretown ([page 17](#))
- Merger of Crime Prevention Ottawa with the CSWB Plan ([page 18–19](#))
- Expansion of the CSWB Plan to include a seventh priority, youth social development ([page 18–19](#))
- CityStudio Ottawa ([page 22](#))

The remainder of the document describes, in more detail, each priority area and the significant process achieved in 2023–2024 towards the goals of the Plan.



Priority 1: Discrimination, Marginalization and Racism

Discrimination, marginalization, and racism is a cross-cutting lens that is applied across all Community Safety and Well-Being Plan's priorities to recognize that residents' realities are shaped by their intersectional identities like race, gender, or other identities. The work under this priority aligns with the City's [Women and Gender Equity Strategy](#) and the [Anti-Racism Strategy](#).

Several concrete steps were taken in 2023–2024 to ensure a discrimination, marginalization and racism lens was integrated.



Financial Security and Poverty Reduction: The Poverty Reduction Strategy

The Poverty Reduction Strategy Acknowledges that Black and racialized communities, especially those who are women and newcomers, are at a higher risk of poverty. In response the Strategy:

- Engaged diverse voices and perspectives of persons with lived and living experience of poverty.
- Included specific priorities and sub-priorities that aim at addressing barriers facing equity-denied populations, such as developing anti-racism and equity workplace policies, supporting targeted programs that provide skills development and entrepreneurship opportunities for Black and racialized youth.
- The City of Ottawa's Integrated Neighbourhood Services Team in collaboration with the African, Caribbean & Black (ACB) Wellness Resource Centre launched the Financial Literacy Program in 2024 for Black youth to break systemic economic barriers, empower future leaders, and address the urgent need for financial education in marginalized communities. The program is designed to break inter-generational poverty, address systemic inequities, build confidence and capacity, and support mental wellness through culturally relevant education.



Mental Well-Being

- Developed a discrimination, marginalization, and racism framework to ensure the Safer Alternative Response model, which is non-police, community-led mental health crisis response project was culturally sensitive, and trauma informed.
- Specific measures were taken to ensure project staff, including skilled crisis teams, reflected the people they served, with equity indicators integrated into the prototype's evaluation framework.
- Teams involved received training on equity and culturally-sensitive responsiveness.
- Ongoing engagement with persons with lived and living experience provided meaningful insights for the design of the model.



Gender-Based Violence and Violence Against Women

Launched a community-led Gender-Based Violence and Violence Against Women Advisory Group that focused on addressing systemic barriers and inequalities faced by marginalized groups, especially Black, racialized, immigrants, newcomers and 2SLGBTQQA+. The group included diverse voices and representation and acknowledges overlapping discrimination and privilege to better understand the Ottawa context.

Priority 2: Financial Security and Poverty Reduction

Goal 1: Develop priorities and actions to address local poverty

As directed by the Community Safety and Well-Being Plan, the Community Safety and Well-Being Office undertook the development of a Poverty Reduction Strategy for Ottawa.

In 2021, [Tamarack Institute's](#) Cities Ending Poverty initiative, the [Coalition of Community Health and Resources Centers](#), [Ottawa Community Food Partnership](#), [Ottawa Food Bank](#), and the CSWB Office came together to facilitate the development of Ottawa's Poverty Reduction Strategy. In April 2023, the Community Safety and Well-Being Office established an expanded Poverty Reduction Strategy Advisory Group with membership from multiple sectors to provide strategic advice and guidance over the Strategy design.

To accomplish this goal, the CSWB Office and the expanded Poverty Reduction Strategy Advisory Group undertook extensive engagement:

Engaged **354** residents

70+ organizations

3 community roundtables

2 community listening sessions

30 internal engagements with City staff

To advance the work, Ottawa City Council approved the following short-term actions for 2025–2026:



Host community-led food forum



Create food security working group



Increase funds to mentorship programs for Indigenous, Black, racialized and newcomer youth



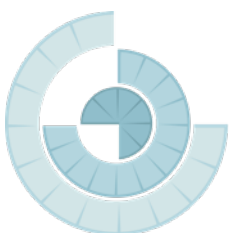
Coordinate income and employment measures



Assess labour market and workforce needs

In addition, a one-time funding opportunity to support a community-based partner to hire a tax clinic coordinator was approved by Ottawa City Council. This coordinator will work to improve tax clinic offerings and efforts to identify a sustainable solution to support individuals and families file their taxes.

The Poverty Reduction Strategy is formed of five strategic pillars, 10 priorities and 26 sub-priorities.



**Poverty
Reduction
Strategy**

To know more about the Strategy:
[RISE UP: A Collective Impact Approach
to Reduce Poverty 2025–2029](#)



Priority 3: Gender-Based Violence and Violence Against Women

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

The Community Safety and Well-Being Office in collaboration with [Unsafe at Home Ottawa](#) and the [Ottawa Coalition to End Violence Against Women \(OCTEVAW\)](#), contracted an Ottawa-based firm to conduct an [asset mapping study](#) to identify what resources and supports currently exists in Ottawa.



- The study aimed to identify opportunities and gaps in services for survivors as well as actions that can be taken through a collective impact approach, emphasizing the City's role as an advocate, funder, and capacity builder.

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

To build momentum and collaboration, the Community Safety and Well-Being Office alongside community partners accomplished the following activities:



Established a community-led Advisory Group (AG) co-chaired by OCTEVAW and Unsafe at Home Ottawa. The Advisory Group consists of members representing organizations and community members from across Ottawa including persons with lived and living experience.



Offered backbone and financial supports for the AG to host a VAW sector wide forum entitled, Together for Change: Shaping Collective Response to Gender-Based Violence and Violence Against Women on April 12, 2024.

More than 90 sector organizations and experts in GBV/VAW attended.



Continued efforts to support Ottawa City Council fight GBV and intimate partner violence, as expressed through [Motion No. 2023-10/05](#) that passed in March 2023 through advocacy, memos and [updates](#) on sector progress.

Resources were developed in support of 311, Housing Services and Employment and Social Services (ESS) to provide trauma-informed service to GBV-VAW survivors.

Supported the GBV sector in Ottawa with three year funding to coordinate and create sustainable and effective community-based collaborations.

The commitment to eliminating gender-based violence and violence against women, including intimate partner violence, remains strong. The Community Safety and Well-Being Office will continue to provide backbone support to the Advisory Group and support the development of a three-year action plan for the sector using a collective impact approach in late 2025.



Meaningful progress has been made on addressing challenges faced by the housing and homelessness sector.

Priority 4: Housing

The Community Safety and Well-Being Office continues to work closely with Housing and Homelessness Services to complement their work already underway while promoting solutions unique to Ottawa and using existing resources and assets in innovative, effective, and efficient ways.

Although the housing and homelessness sector continues to encounter significant challenges, including escalating housing costs and an unprecedented demand on the shelter system, measurable progress has been achieved in addressing these issues. The [10-Year Housing and Homelessness Plan 2020–2030 \(10-Year Plan\)](#) has remained the strategic foundation, with Annual Progress Reports highlighting key accomplishments toward its objectives.

2025 presents the opportunity to undertake a refresh of the 10-Year Plan, ensuring it remains aligned with the evolving needs of our community. The goal of the updated plan is to articulate a clear, responsive strategy that reflects current priorities and resonates with partners across sectors. This process will be co-designed in collaboration with key collaborators and will proceed through four defined phases: current state assessment, engagement and consultation, strategy development, and implementation and monitoring. The finalized plan will be brought forward for consideration by Committee and Council in the first quarter of 2026.



10 Years

Time frame of the Housing and Homelessness Plan

Priority 5: Integrated and Simpler Systems

Goal 1: Improve Access to Services

To improve service delivery for our residents, the integrated and simpler systems priority focuses on the processes, methodologies and policies needed to improve access to services. There are two key areas where this work is being explored:



Downtown Coordination

- A focal area for this work has been the outreach service coordination in the downtown core.
- Through the Ottawa-Ontario deal, the Community Safety and Well-Being Office, partnered with the Ottawa Police Service through the Public Safety Initiative, and secured \$7.6 million over three years (2024–2027) from the Ministry of the Solicitor General to deliver the Downtown Safety Outreach Partnership.
- The Partnership will focus on the following:
 - Provide innovative service delivery options
 - Better coordination of outreach and city services with community partners
 - Strengthened communications



Breaking Barriers

The City's Silo-Buster Group is comprised of strategic advisors, service area experts and individuals who identify as change champions within the Community and Social Services Department. Since its formation in 2021, the Silo-Busters have worked to share knowledge, made connections and leveraged opportunities to collaborate, removed barriers at a systems level and fostered an integration mindset while transportation is underway across the department and in the service areas.





Priority 6: Mental Well-Being

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

In July 2023, Ottawa City Council approved funding for a Safer Alternate Response for Mental Health and Substance Use Crises Prototype ([ACS2023-CSS-GEN-010](#)), marking a significant step forward in addressing mental well-being in the community. Ottawa City Council's decision was guided by robust research led by the [Ottawa Guiding Council for Mental Health and Addictions](#).





The Community Safety and Well-Being Office partnered with [Centertown Community Health Centre](#) and [Somerset West Community Health Centre](#) to lead the mobile crisis service and [Community Navigation of Eastern Ontario](#) (CNEO/211 East) to lead in the call diversion (non-911 number) function.

The main functions of the service:

- Offer mobile support for individuals experiencing mental health or substance-related crises, which emergency responders may not be appropriate.
- Bring community members, organizations and institutions together to support and connect people in crisis.

The Safer Alternative Response model was officially named Alternate Neighbourhood Crisis Response (ANCHOR), in 2024.

Through the efforts of the Community Safety and Well-Being Office, and in partnership with the Ottawa Police Service, the City secured \$9 million from the Ministry of the Solicitor General to deliver ANCHOR over three years (2024–2027).

During its first 11 weeks, ANCHOR has had an impact, receiving over 1,300 calls. To learn more, see the [summary infographic](#).



1,310

Total calls received successfully by ANCHOR

626

Number of times calls were dispatched to ANCHOR Crisis Response Teams

Calls by Intake Source

84.27%

2-1-1

Community Navigation of Eastern Ontario/211 Eastern Ontario (CNEO/211)

9.92%

9-1-1

Ottawa Police Service (OPS)

2.60%

Other Sources (e.g. ANCHOR partners)

3.21%

Unknown

Update to the Community Safety and Well-Being Plan's Priorities

Expansion and Youth Social Development Priority

In October 2024, Council approved a report containing an update to the Community Safety and Well-Being Plan, incorporating the former Crime Prevention Ottawa.



Key recommendations from this report include:

Establishing a seventh priority titled Youth Social Development.

Revising the Integrated and Simpler Systems priority to introduce new goals focused on priority neighborhoods and collaborative risk interventions.

Amending the Community Funding Framework to include a Community Safety and Well-Being funding stream, which involves transferring \$700,000 from Crime Prevention Ottawa into this fund.

Adding two new resident member positions to the Community Safety and Well-Being Advisory Committee.



Funding Youth Social Development

In the Fall of 2024, Community Safety and Well-Being and Community Funding partnered to open a funding allocation process that awarded \$1.5 million for program and project funding to advance the Youth Social Development priority and work in priority neighbourhoods:

193 applications received

28 project approved

\$825,000 awarded

The Youth Social Development priority also complemented the \$6.7 million funding received from Public Safety Canada for the Priority Neighbourhood Youth Initiative.

This funding supports the:

- Development and delivery of culturally relevant and responsive prevention intervention initiatives addressing risk factors associated with gun and street violence, including mentoring, counselling, skills development and recreational opportunities
- Outreach and recruitment of preventative initiatives and intervention participants
- Development of a plan to sustain successful preventative initiatives and interventions
- Alignment with Anti-Racism Strategy and Community Safety and Well-Being Plan

Data and Evaluation, Funding and CityStudio Ottawa

Performance Measurement Framework

The Performance Measurement Framework ([ACS2023-CSS-GEN-009](#)) provides a clear view of how various initiatives align with and contribute to the Community Safety and Well-Being Plan's strategic priorities.

The Performance Measurement Framework includes three pillars that guide reporting:

1

The evidence-based pillar focuses on collecting routine data that reflect indications of well-being in Ottawa and informs priority-specific research within the Plan.

2

The activity and performance pillar evaluates the overall value of the Plan by tracking progress against key priorities in both the 2024–2026 Community and Social Services Department Strategic Plan and the 2023–2026 City Strategic Plan.

3

The priority-specific projects pillar is dedicated to program and project evaluations, assessing the key performance indicators tied to individual initiatives. Together, these pillars provide structure for measuring and communicating the impact of the Plan's efforts.

The Performance Measurement Framework enables the Community Safety and Well-Being Office to demonstrate the collective impact's accountability to address the complexity and level of details of the implementation action planning and result realization.



Community Safety and Well-Being Fund

On December 8, 2021, City Council approved \$2.1 million to support the Community Safety and Well-Being Plan through the Community Funding Framework. In accordance with Ottawa City Council Motion No. 67/6, the funding agreements aim to enhance existing community-based programs that have previously demonstrated their success in one or more of the following areas:



Delivering culturally appropriate programs to racialized youth with the aim of increasing employment, mentorship opportunities, and skillsets

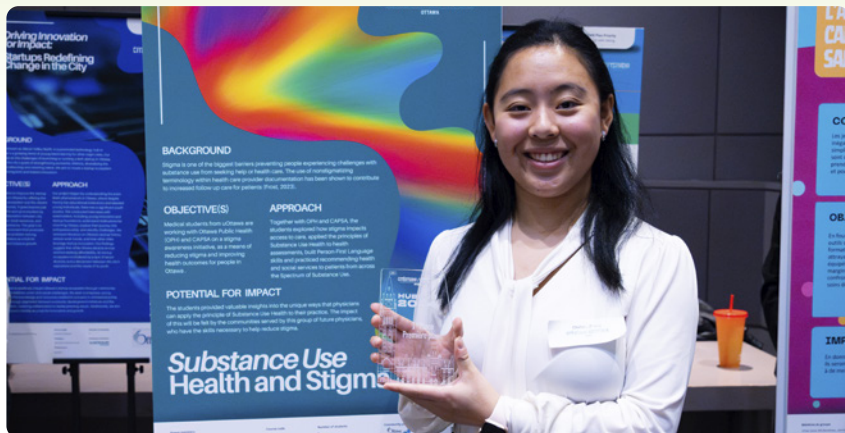


Programs that promote mental health, offer crisis support and outreach services in ways that are culturally appropriate to clients



Culturally safe programs that focus on mental health services for the Indigenous population in Ottawa and incorporate actions to prevent violence against Indigenous women and girls

This Community Safety and Well-Being Fund is a three year agreement that began in July 2022. A total of 19 applications from 18 agencies were approved.



The CityStudio partnership is open to all City departments.

CityStudio Ottawa

In November 2023, the City of Ottawa announced the expansion of its innovative partnership in the global community-campus initiative, [CityStudio Ottawa](#). The CityStudio partnership is open to all City departments and continues to highlight the City's dedication to collaboration with educational institutions and promoting innovation and civic engagement.



To date, CityStudio Ottawa has:

1,000

Students engaged

70

Projects contributed to

50

Courses influenced

The Community Safety and Well-Being Office's involvement in CityStudio has led to positive collaboration with post-secondary students that has directly contributed to research, new ideas and contributions towards achieving the goals of the Plan.

CityStudio is dedicated to collaboration with educational institutions and promoting innovation and civic engagement.



Stay Connected

To learn more about the City of Ottawa's Community Safety and Well-Being Plan, [subscribe to our newsletter](#) or send us an email at cswb/sbec@ottawa.ca.





