



The City of Ottawa's Anti-Racism Strategy

2023–2028



[Click to start](#)

Contents

Land Acknowledgement	2	A Call to Action	24
Honouring the Anishinabe Algonquin Nation, First Nations, Inuit and Métis.....	2	Vision of the Strategy.....	24
Acknowledgements	3	Guiding Principles That Support the Strategy.....	25
A Message from the Mayor of Ottawa	4	The Anti-Racism Action Plan	27
A Message from Council Liaison for Anti-Racism and Ethnocultural Relations Initiatives, City of Ottawa	5	Governance.....	28
Executive Summary	7	Housing.....	29
Introduction	10	Economic Development.....	30
Racism in Ottawa	13	Health Outcomes.....	31
Reported Hate Crimes in Ottawa.....	14	Children and Youth Development.....	33
Anti-Indigenous Racism.....	15	Achieving Racial Equity in the Workplace.....	34
Anti-Black Racism.....	16	Institutional Practices.....	35
Anti-Asian Racism.....	17	Strategy Implementation	37
Antisemitism.....	18	Phase 1.....	37
Islamophobia.....	19	Phase 2.....	37
How the Strategy was Developed	21	ARS Accountability Framework.....	37
Anti-Racism Advisory Table.....	22	Strategy Mid-Term Review and Reporting.....	37
		Who is Accountable for Implementing the Strategy?.....	38
		The Journey Ahead.....	38
		Summary of Recommendations and Actions	40
		Glossary	61
		References	64



Land Acknowledgement

Honouring the Anishinabe Algonquin Nation, First Nations, Inuit and Métis

Ottawa is built on unceded Anishinabe Algonquin territory. The people of the Anishinabe Algonquin Nation have lived on this territory for millennia. Their culture and presence have nurtured and continue to nurture this land.

The City of Ottawa honours the people and land of the Anishinabe Algonquin Nation.

The City is home to vast and diverse Indigenous communities. The City of Ottawa honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

Acknowledgements

The City of Ottawa's first Anti-Racism Strategy would not have been possible without the tremendous efforts, time, commitment, and collaboration of many partners, community organizations, and leaders within Indigenous, Black and other racialized communities. They worked in partnership with City leadership, Indigenous, Black, and other racialized staff and consultants.

We acknowledge, with gratitude, their contributions and meaningful input into the development of this Strategy.

Special thanks to over 1,000 individuals, including Indigenous, Black and other racialized community members, and City staff. They took the time, and had the courage, to share their voices and experiences through our community engagement action planning sessions and townhalls.

The City would also like to thank the Anti-Racism Advisory Table for their advice and expertise in shaping the Strategy and priority actions. The members include: Najma Ali, Sahada Alolo, Zuhair Alshaer, Grace Bibombe, Carey Calder, Sharon Deng, Papa Ladjiké Diouf, Rajendranauth Doobay, Ruby Edet, Manock Lual, Hindia Mohamoud, Michael Polowin, Susan Ragheb, Awale Robleh, Jacklyn St-Laurent, and Tina Walter.

The City would like to extend special gratitude to our consultant supports:

- QuakeLab Inc. – Sharon Nyangweso and Harar Hall – for planning, coordinating, and facilitating the Anti-Racism Advisory Table
- Mante Molepo – Founder and Principal Consultant of Mante Molepo Consulting for facilitating the internal and external townhall sessions; and the internal Anti-Racism Planning Table

- Thank you to both consultant teams for their guidance with the content development of the Strategy and accompanying Action Plan

Finally, thanks to the City staff, past and present, who contributed their leadership and subject matter expertise in drafting the Strategy.

A Message from the Mayor of Ottawa

I am very proud to launch the City of Ottawa's first Anti-Racism Strategy. We know that systemic racism is experienced at an individual, organizational and structural level, creating overlapping layers of unfair barriers for Indigenous, Black and other racialized communities.

As an organization, the City of Ottawa is committed to building an inclusive workplace where all employees feel welcome, respected, and valued. This five-year Strategy will guide the City toward applying an anti-racism approach in how we plan, make decisions, and evaluate outcomes in our policies, programs and services.

I want to thank Councillor Rawlson King for his tireless work as the Council Liaison for Anti-Racism and Ethnocultural Relations Initiatives. The development of this Strategy began in 2019 with a proposal by Councillor King to establish an Anti-Racism Secretariat at the City of Ottawa. The original proposal started substantive and informed discussions on the experiences of systemic racism and expectations for the City to take actions in the short and long-term.

I also want to thank the Anti-Racism Advisory Table for partnering with the City on this important initiative as well as the thousands of Ottawa residents, community partners, subject matter experts, and City of Ottawa staff whose lived experiences helped inform this Strategy.

We know this journey will not be easy and that real change will take time.

As Mayor of Ottawa, I am committed to working with City Council and all our community partners to remove systemic barriers and inequities experienced by Indigenous, Black and other racialized communities. I know if we work together, we can achieve an Ottawa as an anti-racist city where everyone, regardless of their ethnic or racial background can feel safe and has the opportunity to realize their full potential.

Mayor Mark Sutcliffe



A Message from Council Liaison for Anti-Racism and Ethnocultural Relations Initiatives, City of Ottawa

I am extremely pleased that over the past three and a half years, the City has moved rapidly to implement new anti-racism measures. This included securing funds in the 2020 City budget during the 2018-2022 Term of Council to create an Anti-Racism Secretariat to address systemic racism in our community and within the City as an organization.

The Anti-Racism Secretariat has focused on addressing systemic racism and racial barriers in City of Ottawa policies, strategies, services and workplaces. The Secretariat works to apply an anti-racism lens to the policies the City develops, so the decisions the City makes and the services it provides are delivered to all residents equitably. It works to ensure meaningful strategies are developed concerning employment equity and economic development in order to level the playing field.

I am quite proud of the work that the Anti-Racism Secretariat undertook, in consultation with hundreds of residents, to create the City's first Anti-Racism Strategy in 2022 that outlines a blueprint to address racial disparities that impact Indigenous, Black and other racialized communities. The City's Anti-Racism Strategy aligns with the work of the City of Ottawa's Women and Gender Equity Strategy and the Municipal Reconciliation Action Plan. The Strategy recognizes that to combat racism and discrimination, it is not sufficient to simply equip people with knowledge and tools. It is also important that we expose and address all forms of racism, whether overt and covert, interpersonal and institutional, current and historical, persistent and nascent, to aid in the advancement of equal opportunities when Ottawa residents deal with their municipal government.



Rawlson King
Council Liaison for
Anti-Racism and
Ethnocultural Relations
Initiatives
City Councillor,
Rideau-Rockcliffe Ward



The Strategy will enable substantive action that will meaningfully and measurably address the multiple barriers and disadvantages that many people in our city face. We heard very clearly from Ottawa residents that they wanted issues of racial inequity addressed in governance, housing, economic development, health, children and youth development, the workplace and institutional practices. The five-year Anti-Racism Strategy provides 28 recommendations and 132 actions to proactively identify and remove systemic barriers from City policies, programs and services to help realize racial equity. Implementation of the Anti-Racism Strategy will lead to data-based, practical actions which will enable systemic and structural change to create new models for diversity, equity and inclusion.

It is very important that the City take a lead role in ending all forms of discrimination and oppression in order to create an Ottawa where all residents are treated with dignity and respect. I am extremely optimistic that we can be successful in this worthy and moral endeavour.

Rawlson King

Council Liaison for Anti-Racism and
Ethnocultural Relations Initiatives

City Councillor, Rideau-Rockcliffe Ward

Executive Summary

Over the past few years, Ottawa as a city has committed to creating **a city that is anti-racist**, where systemic racism is no longer a barrier to an individual's access to safety, resources and opportunities. To achieve this goal, the City established the Anti-Racism Secretariat in 2020 who began the work on an anti-racism strategy to confront racism. Confronting racism means responding to acts of violence, discrimination, and hatred, continually engaging and fostering meaningful relationships with Indigenous, Black, and other racialized communities, and examining and addressing imbalances of influence and power through policy and cultural change.¹ In June of 2022, Ottawa's City Council committed to the work of confronting racism when they approved the City's first Anti-Racism Strategy.²

To ensure the Strategy heard directly from those in Ottawa affected by racism, building partnership with the community was the most important part of the process in creating the Strategy. In 2021, the City began work on

a multi-stage engagement plan with Ottawa residents from Indigenous, Black and other racialized communities. The City gathered extensive input to develop this Anti-Racism Strategy. This was done through public consultations, facilitated discussions, online surveys, roundtables, and townhalls. Input came from community partners, subject matter experts, and City of Ottawa employees. Their voices can be found in this document as well as our **What We Heard Report**. Anti-Indigenous racism, Anti-Black racism, Anti-Asian racism, Antisemitism, and Islamophobia, among others, are real forms of racism that affects Ottawa's residents in many ways both in acts of hate, as well as, through systemic barriers. This public engagement allowed the City to gain a better understanding of the effects of systemic racism on Indigenous, Black and other racialized communities. The Anti-Racism Strategy is the result of this work.



The City of Ottawa's Anti-Racism Strategy is a five-year plan. It will identify and remove systemic barriers in City policies, programs, services, and spaces. The goal is to ensure full participation, inclusion, and a sense of belonging for all residents in Ottawa. This Strategy will set the foundation for anti-racism work in Ottawa and includes 28 recommendations and 132 actions. They will address seven priority areas identified by the community:



Governance



Housing



Economic Development



Health Outcomes



Children and Youth Development



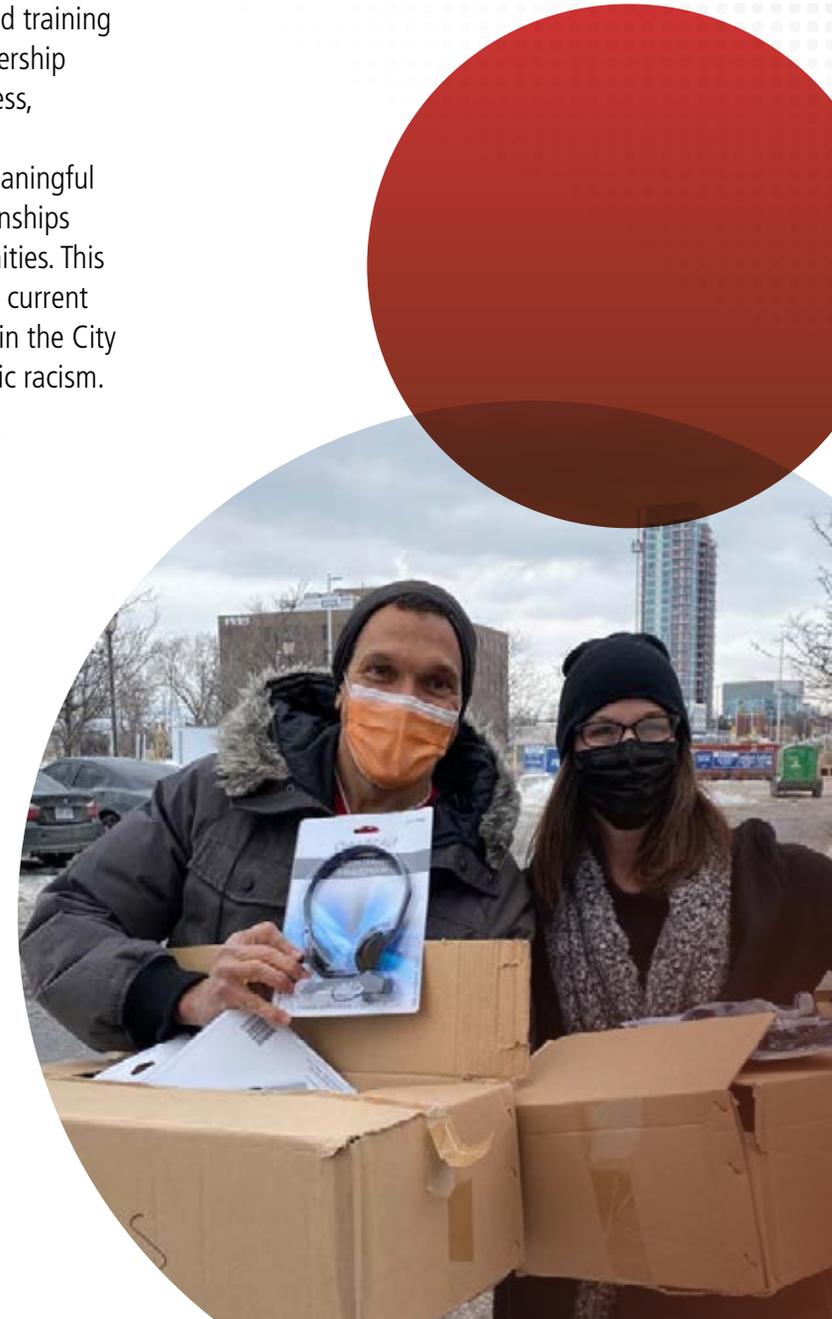
**Achieving Racial Equity
in the Workplace**



Institutional Practices

Over the next five years, the City will focus on raising awareness of the barriers that Indigenous and racialized staff and communities face. The City will provide extensive education and training at all levels to ensure Council, City leadership teams and staff have the skills, awareness, knowledge, and ability to address racial inequities. The City will also develop meaningful approaches to engage and build relationships with Indigenous and racialized communities. This will ensure the Strategy is responsive to current and emerging societal issues. Everyone in the City has a role to play in confronting systemic racism.

The Anti-Racism Strategy is a first step in creating an anti-racist City.



Introduction



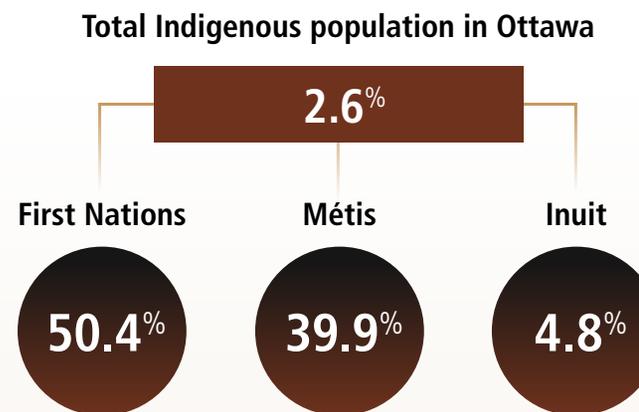
Introduction

Ottawa is the nation’s capital and home to a rich diversity of racial and ethnic identities, cultures, and as many as **100 nationalities**. More than **70 languages** are spoken throughout the city.³ Ottawa is the **second largest destination for immigrants** to Ontario, where **one in four** Ottawa residents identify as an immigrant.³ The diverse communities contribute to Ottawa’s economic growth and prosperity, and to its vibrant social and cultural life.

According to the 2021 Census conducted by Statistics Canada, **32.5 percent** of the 1,017,449 Ottawa residents **self-identified as racialized**, an **increase from 26 percent** in 2016.⁴ It is estimated that by 2031, more than **one in three** residents of Ottawa will be racialized.⁵ From the 32.5 percent of racialized individuals in Ottawa, the most frequently reported racialized communities include:⁴



Indigenous peoples in Ottawa make up **2.6 percent** of the total population.⁶ Of the Indigenous population in Ottawa, **50.4 percent** were First Nations people, **39.9 percent** were Métis, and **4.8 percent** were Inuit.⁶





Despite Ottawa's rich cultural, linguistic, and racial diversity, many Indigenous and racialized communities experience inequitable outcomes and opportunities.

For many people, racism means individual acts, such as racial slurs, or the use or display of racist symbols. However, racism is also deeply embedded in our society, including our institutions, laws, policies and practices. It often operates in ways that are invisible or implicit at the individual, institutional and structural levels. These levels of racism function as an all-encompassing system, in which everyone is implicated.⁷

The City of Ottawa recognizes that systemic racism harms everyone. It limits social prosperity and economic sustainability. It stifles innovation and creativity. It systemically creates barriers for individuals to fulfil their potential. It affects both the physical and mental health and well-being of members in our community.

Through this Strategy, the City commits to:

- Eliminate structural barriers which limit access to safety and opportunities for Indigenous, Black and other racialized communities
- Address the intersectional impacts of racism
- Reject racist and discriminatory behaviours and beliefs

“Anti-racism education is about recognizing, through teaching, the [meaning] of race while examining the links between racism today and Canada's history of colonialism. Racism is not only about individual acts of prejudice, violent attitudes, negative perceptions, and stereotypes that people may have.”

Ottawa Resident

- Respond to and denounce acts of racial violence, hatred and discrimination
- Continually engage and foster relationships with Indigenous, Black and other racialized communities to co-develop solutions that benefit the community
- Use an intersectional and data informed approach to evaluate outcomes
- Accountability and a participatory process

The Strategy aims to make Ottawa an anti-racist city, where systemic racism is no longer a barrier to an individual's access to safety, resources and opportunities.

Racism in Ottawa



Racism in Ottawa

Racism is a system of power relations. This system is based on a socially constructed idea of race. Systemic racism happens when organizational policies, directives, practices or structures exclude, disadvantage or marginalize Indigenous, Black and all other racialized groups. It also shows up in the beliefs, attitudes and actions of people who support or perpetuate racist ideas or racist policies, consciously or unconsciously.⁸

The first step to address racism is to acknowledge its existence. We are often conditioned not to talk about race and racism, and to ignore race. As a municipality, we cannot fully confront systemic racism until we all understand how colonialism and racism dehumanize and marginalize Indigenous, Black and other racialized communities.

As part of its commitment to confront systemic racism, the City recognizes that:

Racism is rooted in historical and contemporary contexts.

Confronting racism in the City requires fundamental shifts in organizational culture, policy development, resource allocation and decision-making, among other areas.

The City is accountable to all residents of Ottawa and must publicly report on its actions to address systemic racism.



Reported Hate Crimes in Ottawa

Over the past few years, there has been an increase in acts of hate and hate crimes in Canada.⁹ In 2020, Canadian police forces reported 2,669 criminal incidents that were motivated by hate.⁹ This is the largest number recorded since comparable data has become available.⁹ Since the beginning of the COVID-19 pandemic, racialized communities experienced an 18 percent increase in the frequency of harassment or attacks based on race, ethnicity or skin colour.⁹

The City of Ottawa is not immune. In 2021, there was an increase of almost 44 percent in hate-motivated incidents reported in Ottawa.¹⁰

The Ottawa Police Service Hate and Bias Crime Unit investigated 340 reported incidents in 2021 with Jewish, Black, 2SLGBTQQIA+, Arab, Muslim and East and South Asian people among the most victimized groups.¹⁰

In 2022, the total number of hate and bias crimes reported increased by 13 percent to 377 incidents in Ottawa.¹¹ These hate crimes were primarily motivated by race, national or ethnic origin, disability and sexual orientation.¹¹ However, these numbers do not provide us with a full picture as hate crimes are extremely underreported.¹¹

Total number of hate crimes reported in Ottawa¹²

95 in 2017

104 in 2018

110 in 2019

181 in 2020

340 in 2021

377 in 2022

Anti-Indigenous Racism

The ongoing race-based discrimination, negative stereotyping, and injustice experienced by Indigenous Peoples within Canada stem from the legacy of Canada's colonial policies and practices. These colonial policies and practices establish and perpetuate power imbalance, systemic barriers, intergenerational trauma and inequitable outcomes.¹³

The City acknowledges that Ottawa is built on unceded Anishinabe Algonquin territory. It honours Algonquin presence, nationhood, and land. It recognizes a vibrant urban Indigenous community of diverse First Nations, Inuit, and Métis Peoples. The City respects the self-determination and sovereignty of Indigenous peoples and lands and strives to better understand how to acknowledge these in its actions and decision-making.

Anti-Indigenous racism is unique as it stems from the legacy of colonialism and is tied to systemic issues that remain unresolved. These include dispossession of land and assimilation policies and practices restricting the transmission of language, culture and ceremonial practices.

Addressing anti-Indigenous racism cannot be done in isolation from other work around Indigenous governance, sovereignty, self-determination, land and Indigenous rights.

The City will work through its new Indigenous Relations Branch to establish a mechanism to better engage Indigenous communities around all these areas.

As a municipality, we have made the commitment to:

1. Continue to foster meaningful relationships with the Anishinabe Algonquin Nation and with urban Indigenous communities
2. Uphold the rights enshrined in the United Nations Declaration on the Rights of Indigenous Peoples¹⁴
3. Uphold constitutionally protected Aboriginal and Treaty Rights
4. Implement the recommendations of the Truth and Reconciliation Commission¹⁵ and the National Inquiry into Missing and Murdered Indigenous Women and Girls¹⁶

The Anti-Racism Secretariat will support the Indigenous Relations Branch to co-develop with Indigenous communities an inclusive approach to engagement. The approach aims to determine how best to understand and address anti-Indigenous racism from the communities' perspectives in recognition of the unique nature of anti-Indigenous racism and specific experiences in the Ottawa area. Community voices including Elders, knowledge keepers, youth, urban Indigenous residents, citizens of the Algonquin Nation, and urban Indigenous service providers and community leaders will shape the Indigenous focused anti-racism strategy.



Anti-Black Racism

Anti-Black racism is prejudice, attitudes, beliefs, stereotyping and discrimination that is directed at peoples of African descent. It is rooted in their unique history and experience of enslavement and racial segregation. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, such that anti-Black racism is either functionally normalized or rendered invisible to the larger Canadian society. Anti-Black racism continues to have harmful effects on Black populations across Canada, including in Ottawa.¹⁷

Systemic racism:

“The African, Carribean, and Black community is tired of being studied and consulted, and not seeing results.”

Ottawa Resident



The Black community is the largest racialized population in Ottawa.⁴ It represents more than 25 percent of the total racialized population.⁴ Ottawa’s Black community is diverse, with varying histories and multiple identities. The Black community includes peoples of African descent, African-Canadians, and Afro-Caribbeans.

Given the history and legacy of anti-Black racism in Canada, municipalities must be explicit and deliberate to identify and dismantle its existence. Community members and City employees called on the City to:

- Name and acknowledge anti-Black racism
- Prioritize strategies on anti-Black racism
- Set specific targets for members within Black communities

The City is committed to ongoing dialogues with diverse Black communities, and aims to build and strengthen relationships with youth, people living with disabilities, 2SLGBTQIA+, immigrants, and refugees and the many other interconnected social identities within Black communities.





Anti-Asian Racism

In Canada, anti-Asian racism refers to historical and ongoing discrimination, negative stereotyping, and injustice experienced by peoples of Asian descent, based on assumptions about their ethnicity and nationality.

Asian communities have been present in Canada since the 18th century.¹⁸ Racism against Asian Canadians has manifested through discriminatory voting laws, exclusionary immigration policies and forced relocation and internment, among others. For example, throughout the 19th century and the first half of the 20th century, most Canadians of Asian heritage were denied the right to vote in federal and provincial elections.¹⁹

The City acknowledges that peoples of Asian descent and members of the Asian community have a wide range of social identities, and experience various forms of racism. Although anti-Asian racism has existed for a long time,

the 2003 SARS outbreak and the COVID-19 pandemic amplified anti-Chinese, anti-East or anti-Southeast Asian sentiment.⁹ Based on Ottawa Police reports, West Asian, East Asian and South Asian peoples have been among the groups most victimized by hate crimes in Ottawa.¹¹ The number of hate-related incidents in Ottawa against Asian Canadians increased by 600 percent from 2019 to 2020.²⁰ A 2021 analysis of police-reported hate crimes found that when compared to statistics from 2019, hate crimes against East Asian and Southeast Asian populations increased by 301 percent in 2020.²¹

The City remains committed to establishing relationships with Asian community leaders to co-develop actions in addressing Anti-Asian racism, using a multi-generational, intersectional approach.

Antisemitism

Antisemitism is latent or overt hostility, or hatred directed towards, or discrimination against, individual Jewish people for reasons connected to their religion, ethnicity, and their cultural, historical, intellectual, and religious heritage.²²

Canada has the fourth largest Jewish community in the world, with a population of over 390,000.²³ During the period from the early 1880s to the early 1960s, antisemitism was ingrained in the fabric of Canadian society, imposed and practiced openly, usually without hesitation, qualifications or shame.²³

On November 7, 2018, the Prime Minister of Canada, Justin Trudeau, delivered a formal apology in the House of Commons for Canada's antisemitic immigration policy during the Second World War that denied entry to many Jewish people fleeing the war. He also apologized to the Jewish people who were falsely imprisoned in Canada during World War II.²⁴

As a part of the City's community consultations, the City held sessions with Jewish residents. We had numerous discussions with community partners, including local rabbis and leaders from Jewish organizations. During these consultations, participants noted that safety and security were key issues. There have been an increasing number of hate crimes directed towards Jewish communities and synagogues.²⁴ In 2021, the B'nai Brith 2021 Audit of Antisemitic Incidents revealed a sixth consecutive year increase in antisemitic hate-crimes in Canada: a 7.2 percent increase in incidents with 2,799 occurring in total of antisemitic hate crimes.²³

The City acknowledges that members from Jewish communities are subject to discrimination and racism. While the actions of the Anti-Racism Strategy will benefit all residents, further work is needed to address the specific barriers experienced by Jewish residents. This includes identifying actions to address antisemitism.



Islamophobia

Islamophobia is anti-Muslim racism, which has been increasing in many Western societies, including Canada.²⁵ The tragic and fatal event at a Quebec City Mosque on January 29th, 2017, drew attention on the alarming presence of Islamophobia in Canada.²⁶ Islamophobia is stereotypes, prejudice, fear, or acts of hostility directed towards individual Muslims or followers of Islam in general. This includes individual acts of intolerance and racial profiling at an institutional, systemic, and societal level.¹

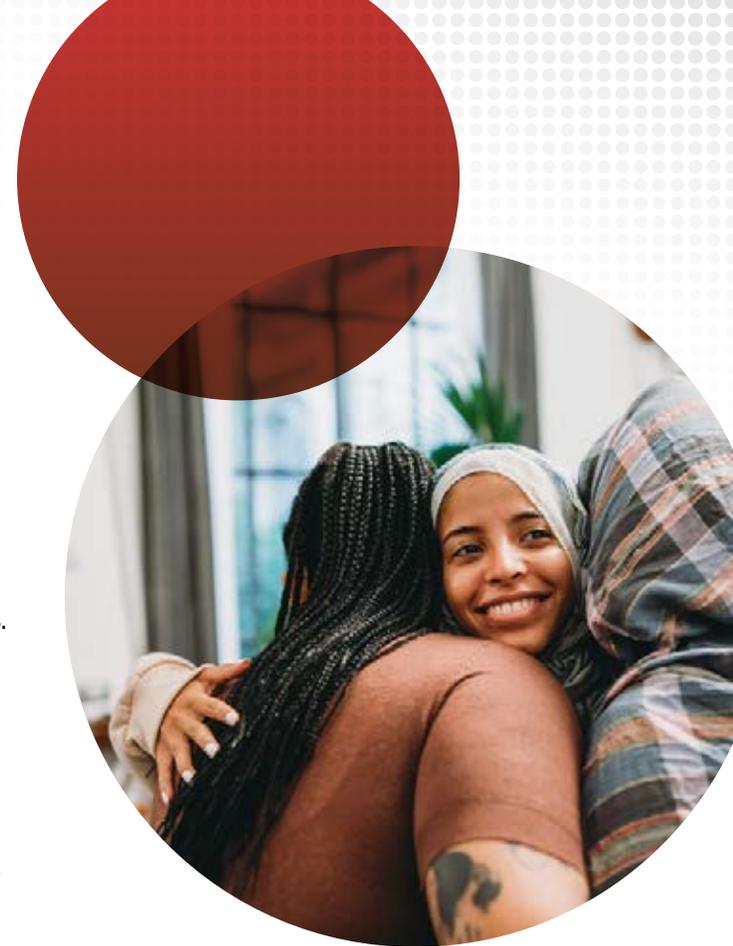
During the engagement process, members of the Ottawa Islamic community described how Muslim youth feel isolated and are subject to Islamophobic attacks and stigma. They also suffer magnified mental health impacts because of the COVID-19 pandemic.²⁷ During the engagement process, members of the community described how certain job requirements create significant barriers to employment for Black Muslim youth. In addition, Muslim women wearing a hijab experience discrimination and prejudice, and face difficulties finding employment.²⁸

Community members also described the need for the City to provide accessible information on sexual health for Black Muslim youth, and accessible reproductive healthcare for

Muslim women. Participants from the Muslim community also expressed a need for financial literacy courses, and support for entrepreneurship, especially for newcomers.²⁸

Muslim youth expressed a need for culturally responsive recreational activities. There is also a need for increased representation of staff and coaches from the Muslim community, to foster a more welcoming environment within City services.

Participants also recommended that the City work with community partners to develop summer camps and other programs for Muslim youth. These would be developed with social service centres and Muslim centres, including Mosques. Many of these recommendations have been integrated within the health outcomes and youth development pillars of the Anti-Racism Strategy's action plan.



The City acknowledges the unique ways in which racism is experienced within Indigenous, Black, Asian, Latinx, Muslim, Jewish, and other racialized communities. A tailored approach is required to address the systemic barriers and inequities these communities experience. The City engaged extensively with a diversity of community members and stakeholders. This helped us to understand the barriers experienced by Indigenous, Black and other racialized communities, and guide the development of our first Anti-Racism Strategy.

How the Strategy was Developed



How the Strategy was Developed

The City's first Anti-Racism Strategy was approved by Council in June 2022.² The Strategy is a first step towards creating a city where everyone feels safe, and regardless of their ethnic or racial background can access resources and opportunities to realize their full potential. The Strategy aims to center the voices of Indigenous, Black and other racialized communities in building collaborative relationships with

community leaders and community organizations for the implementation of the Strategy.

To understand the barriers unique to Indigenous, Black, and other racialized communities and ensure their voices were heard, the City conducted extensive engagement with diverse community members and stakeholders to guide the development of the first Anti-Racism Strategy for the City of Ottawa. A broad and comprehensive multi-phase engagement plan was implemented

to ensure residents and community partners/ stakeholders could participate in identifying concrete actions towards removing systemic barriers in City programs, services and policies within the priority areas.

Throughout the engagement, the City heard from more than 1,293 voices from City staff and our community during an 18-month period.

Timeline of Engagement²⁸



Anti-Racism Advisory Table

In 2021, The City of Ottawa convened the Anti-Racism Advisory Table to help inform the creation of the Anti-Racism Strategy. The Anti-Racism Advisory Table consisted of twenty-three (23) members, including sixteen (16) members from the community and seven (7) employees of the City of Ottawa. The mandate of the Anti-Racism Advisory Table was to work collaboratively in raising awareness about systemic and individual experiences of racism; bring forward community perspectives; advise and build on the actions identified during the engagement sessions to effectively confront racism within the six priority areas in which the Strategy is meant to address. These areas of focus include employment equity, housing, governance, economic development, health outcomes, and youth development.

Throughout the implementation of the Strategy, the Anti-Racism Advisory Table will continue to play an advisory role to the City. They will bring forward community perspectives to ensure the relevance and responsiveness of the actions. They will advise the City on how to respond to emerging issues, ensuring that the Strategy is adaptive to societal realities and employs the lived experiences of Indigenous, Black and other racialized communities in our city.



A Call to Action



A Call to Action

The Anti-Racism Strategy confronts racism at all levels within the City including individuals and their set of beliefs and actions, policies and practices, grounded in Canada's history of colonialism and racism.²⁹ Racism is a system, in which everyone is implicated.

The Anti-Racism Strategy is more than a document outlining the City's commitment to anti-racism. It is a call to action for all people of Ottawa to work together to understand systemic barriers that Indigenous, Black and other racialized communities face. It is a call to action for all of us to remove these systemic barriers.

Vision of the Strategy

The Anti-Racism Strategy contributes to the City of Ottawa's vision for a municipality where each person regardless of their ethnic or racial background can access resources and opportunities to realize their full potential.

The Strategy aims to make Ottawa **an anti-racist city**, where systemic racism is no longer a barrier to an individual's access to safety, resources and opportunities.

“Anti-racism is a journey of knowing who we are, how we got here and how we get to a place where we relate to each other as human beings. Changing the world/systems starts with self. As we learn and practice to be anti-racists, our society will become one in which living is not a privilege.”

Pei-Ju Wang, Anti-Racism Specialist, City of Ottawa



Guiding Principles That Support the Strategy

Focus on Systemic Racism:

Identify and remove systemic barriers

The City focuses on identifying and removing systemic barriers and root causes of racial inequities across the corporation.

An Intersectional Approach:

Acknowledge the many dimensions of social identity

Race, gender, sexual orientation, disability, class, and religion, among others, do not exist in isolation. Together, they produce unique and distinct experiences.

A Systems-Wide Approach:

Ensure that anti-racism permeates all levels of the corporation.

An anti-racism approach is integrated into everything we do at the City, as a service provider, funder, employer, and consumer.

A Data-Driven and Evidence-Based Approach:

We will use data to identify and respond to racism.

We will collect and analyze race-disaggregated and other socio-demographic data to inform our work and monitor effectiveness of our anti-racism initiatives.

Engaging Indigenous, Black and other Racialized Communities:

Lived experiences will inform our anti-racism initiatives.

We will collaborate and repair relationships with Indigenous, Black and other racialized communities to advance anti-racism.

Leadership, Transparency and Accountability:

Clear roles and responsibilities to advance anti-racism are imperative to achieving racial equity.

As leaders, we demonstrate our commitment to anti-racism and mobilize employees and partners to take actions and support anti-racism efforts.

We Respond to Incidents of Racism:

People must feel they can speak up and be heard without reprisal.

We will institute a robust mechanism to monitor, report and resolve complaints related to racism with a culturally responsive and trauma-informed approach.

Awareness and Capacity Building:

An anti-racist organization is grounded in knowledge of systemic racism.

We will create space for ongoing awareness-raising and education to build skills, knowledge and competencies to embed anti-racism work across the corporation.

Commitment to Racial Healing:

The City acknowledges the historical and contemporary contexts of colonialism and racism in Canada.

We are committed to repairing and strengthening relationships with Indigenous, Black and other racialized communities, through truth, reconciliation and community healing.

The Anti-Racism Action Plan



The Anti-Racism Action Plan

“The New Anti-Racism Strategy serves as a charter that filters all actions and policies by the City of Ottawa to ensure that our city is fair, equitable, and accessible to all of its citizens.”

Rajen Doobay Msc.,B.A., B.Ed. OCT, Anti-Racism Advisory Table Member



Racism affects all aspects of our lives. With the help of our community, seven priorities were identified in the City’s first Anti-Racism Strategy: Governance, Housing, Economic Development, Health Outcomes, Children and Youth Development, Achieving Racial Equity in the Workplace and Institutional Practice.

The Anti-Racism Strategy is one of several strategies and plans that the City of Ottawa has developed and committed to towards achieving equity, diversity and inclusion. This Strategy aligns

with City’s Women and Gender Equity Strategy, Corporate Diversity and Inclusion Plan, and other commitments towards adopting an intersectional approach to policy, planning and services.

This Strategy emphasizes listening and learning to build awareness and capacity within the organization. It responds to recommendations raised through community consultations on racial equity, and will be built upon and broadened over time.





Governance

Committees and governance bodies provide advice to the City or make decisions that have a direct impact on the lives of Ottawa residents. Inclusion of Indigenous and racialized people from diverse intersectional identities in governance structures was consistently raised by participants during consultation.

What We Heard

Community members recommended that the City:

- Ensure meaningful and substantive representation in governance structures
- Promote governance and representation opportunities directly to Indigenous and racialized communities
- Involve Indigenous and racialized communities in planning and facilitating their access to governance processes
- Ensure that engagement is diverse, accessible, and participatory

Our Approach

The City of Ottawa is committed to increasing representation from Indigenous, Black and other racialized communities in our committees, commissions, agencies, and boards. To achieve this goal, the City will increase transparency.

We will create innovative ways to engage with Indigenous and racialized communities, remove barriers to participating in governance processes and structures.

Recommendations

- 1 Increase awareness, education and transparency in the City's governance processes, structures, appointments and elections process.
- 2 Ensure equitable opportunities for Indigenous, Black and other racialized communities to participate in the City's governance and decision-making processes.
- 3 Remove identified barriers (where possible under the Municipal Elections Act)³⁰ for Indigenous, Black and other racialized communities to participate in the electoral process.

“The City needs to improve the way it communicates information to residents especially those who do not speak English, on City and Council governance.”

Ottawa Resident





Housing

Racial and other socio-economic disparities for access to safe, adequate and affordable housing continue to be a reality in Ottawa. A 2020 survey by Ottawa Public Health indicated that the percentage of people reporting difficulties paying for basic living costs (housing, food or utilities) was notably highest for people in households earning under \$60,000 per year, people not born in Canada, people who identified as racialized, people who identified as 2SLGBTQQIA+, and people with disabilities.³¹

What We Heard

Limited access to affordable, welcoming and inclusive housing options were among the highest priorities identified by most participants.

Our Approach

In response to the housing crisis, the City of Ottawa has developed a 10-year Housing and Homelessness Plan (2020-2030)³² and is collaborating on several different initiatives with the community. This aims to improve the housing system and support services for people in need. Housing Services has established the Black-Led Family Housing Pilot to increase the supply of affordable rental homes for families who self-identify as Black. Zoning bylaws are being re-examined to address inequities in affordable housing, mobility, access, and health hazards.

“Lack of space or availability means you always have to be nice to landlords and they don’t always have to comply with regulations.”

Ottawa Resident



Recommendations

- 4 Allocate dedicated housing funding for Indigenous, Black and other racialized communities across the City of Ottawa.
- 5 Increase access to affordable housing or housing supports for Indigenous, Black and other racialized communities.
- 6 Apply a culturally responsive approach to housing services and supports.



Economic Development

Economic development in Ottawa encompasses the growth of businesses and a strong and stable job market across diverse industries. Economic development relies on economic inclusion, which is the ability for people to fully participate in the economy.

What We Heard

We heard through our engagement that racialized residents of Ottawa (particularly immigrants and newcomers who are highly educated) continue to face barriers to economic participation and inclusion. This includes limited opportunities to:

- Access capital
- Acquire economic wealth
- Gain necessary knowledge and experience to establish and grow businesses
- Join or create well-established support networks

Community consultations recommended accessible business development and mentorship programs for Indigenous and racialized communities. They also recommended that the City apply an equity lens to its contract allocations.

Our Approach

The City is developing a new Economic Development Strategy, with key commitments to support economic development initiatives for Indigenous and racialized entrepreneurs and businesses.

“I want the City to develop ways to financially support businesses led by marginalized individuals, so that they can eventually develop their own strong, independent economy.”

Ottawa Resident



Recommendations

- 7 Develop strategies that provide information, resources and support to Indigenous, Black and other racialized communities on the economic opportunities in Ottawa.
- 8 Increase opportunities for Indigenous, Black and other racialized-owned businesses to be more competitive and to succeed.
- 9 Identify and remove systemic barriers that Indigenous, Black and other racialized communities and suppliers face in City procurement.
- 10 Increase the City’s use of Indigenous, Black and other racialized-owned businesses in procurement.



Health Outcomes

What We Heard

Racism, discrimination and stigma have direct links to poor mental and physical health outcomes. Indigenous and racialized residents in the City of Ottawa reported how daily experiences of racism and microaggressions negatively affected their health and well-being. They also reported that a lack of access to culturally responsive and relevant health information (and professionals) had similar effects. These racial inequities were worsened by COVID-19.³¹

Community consultations recommended:

- Increased funding
- Enhanced accessibility
- Culturally responsive support
- Proactive approaches to mental health and wellness
- More culturally responsive mental health services and information
- Service delivery in a variety of languages
- Public awareness campaigns to address microaggressions, mental health, stigma, and cultural competency

Our Approach

While the City of Ottawa does not directly provide health services to its residents, we coordinate and contribute to many health-related initiatives through Ottawa Public Health and through funding community and social services.



“Food is healthcare, food is medicine. Without healthy, culturally appropriate, locally sourced food, health outcomes are lessened.”

Ottawa Resident



Recommendations

- 11** Collect and publicly report on race-disaggregated and other socio-demographic data, to inform and improve access to health services.

- 12** Improve quality and accessibility of culturally responsive health services for Indigenous and racialized communities.

- 13** Strengthen partnerships with community organizations working to improve health outcomes for Indigenous, Black and other racialized communities.

- 14** Improve the quality and availability of City-funded health and community services for Indigenous and racialized communities.

- 15** Strengthen data collection and leadership representation in community organizations serving Indigenous, Black and other racialized communities.

- 16** Improve access and availability of culturally relevant food programming for Indigenous, Black and other racialized communities.

- 17** Improve social services and supports offered to seniors from Indigenous, Black and other racialized communities.

- 18** Improve supports to address needs expressed by those from Indigenous, Black and other racialized communities living with disabilities.



Children and Youth Development

What We Heard

During our community consultations, issues were raised on the disparities that affect the well-being and mental health of youth. These include housing, limited resources, digital inequities, distance from work or to services/resources, costs of transportation, financial barriers, long waitlists for services, and a need for welcoming city facilities.

Our Approach

The City of Ottawa recognizes the importance of supporting Indigenous and racialized youth. The City offers a range of recreational, employment, and mentorship programs for youth to support their growth and development. Among these are Youth Futures, Youth Zone, the Service Knowledge Industry Learning and Leadership Program, and the Neighbourhood Ambassador Program. The City will support Indigenous and racialized children and youth by:

- Creating and increasing recreational, educational, career, and governance opportunities
- Communicating these opportunities in media that reach a diverse youth audience
- Addressing systemic racism that youth experience when accessing City programs and services

“Consult youth about what youth might need, and support them in making it happen. They are the experts in their own lives.”

Ottawa Resident



Recommendations

- 19 Create a mechanism for Indigenous, Black and other racialized youth to inform City programs, services and initiatives.
- 20 Create accessible programs and services that offer educational, employment and mentorship opportunities for Indigenous, Black and other racialized youth.
- 21 Work with Indigenous and racialized youth and external partners (including community agencies, grassroots groups, other governments, and businesses) to create and sustain leadership opportunities.
- 22 Increase culturally appropriate and responsive supports in the workplace for Indigenous, Black and other racialized children.



Achieving Racial Equity in the Workplace

What We Heard

During our consultations with City staff, we heard that experiences of racism in the workplace are affecting the staff's performance and well-being. Leaders and staff are seeking training, tools and common language to address racism. We heard about a need to improve representation of Indigenous, Black and other racialized communities at the supervisor level and above. There is also a need and desire for supportive mentorship and career planning for Indigenous and racialized staff. We also heard a need for clear processes to name and address incidents of racism in the workplace.

Our Approach

Through our Corporate Diversity and Inclusion Plan, the City aims to achieve a workforce that reflects the Ottawa community, where all employees have a sense of belonging. This is achieved through a series of actions. These include a new strategic hiring process – Leverage Equity to Achieve Diversity and Inclusion Targets (LEAD IT) to address bias in hiring practices, particularly at the leadership level.

“I worry that people in charge think because we have the ARS [Anti-Racism Secretariat] that they'll take care of everything, but it starts with each one of us and it's up to us to implement the changes... it should be on all employees, not up to one department and office.”

City of Ottawa Staffer



Recommendations

- 23 Establish foundational and ongoing learning to develop racially responsive leadership.
- 24 Establish understanding of anti-racism principles, through training, dialogue, and ongoing learning.
- 25 Apply a trauma-informed approach to discussions about race and racism in the workplace.
- 26 Develop, implement and review corporate measures and decision-making processes. This will enable the successful integration of anti-racism practices within the workplace.
- 27 Enhance workplace resources and processes to ensure the success and well-being of Indigenous, Black and other racialized employees. This will occur throughout each level of the employment lifecycle: recruitment and hiring, onboarding, retention, learning and development, performance management, succession planning, mentorship and promotion.



Institutional Practices

What We Heard

There are a number of actions that cut across the corporation in response to general community feedback, or the rise in overt symbols of hate, discrimination and racism in our city.

Our Approach

The City will conduct a comprehensive review of existing policies and programs to remove any racial biases. Additionally, the City will meaningfully engage with Indigenous and racialized communities in the planning process of future policies and programs.

“How do we help our staff believe that the measures we are taking will actually make the difference that is promised?”

City of Ottawa Staffer



Recommendations

28

Implement policy changes using an anti-racism approach within City systems, structures and responses.



Strategy Implementation



Strategy Implementation

This Strategy will be implemented following a phased approach as follows:

Phase 1

In the first phase (2023–2025), the City will focus on raising awareness of the barriers that Indigenous, Black and other racialized staff and communities experience. The City will also ensure the collection of race-disaggregated and other sociodemographic data such as gender, to establish a baseline from which we can measure the impact of future actions. The City will establish meaningful engagement and relationship building with Indigenous, Black and other racialized communities. Phase 1 will include the implementation of action items related to all seven priority areas: Governance, Housing, Economic Development, Health Outcomes, Children and Youth Development, Achieving Racial Equity in the Workplace and Institutional Practices.

Phase 2

In the second phase (2025–2028), the City will continue with the implementation of the actions for the seven priorities. This phase will follow a mid-term review on the progress made through the implementation of Phase 1.

ARS Accountability Framework

The Anti-Racism Secretariat will work closely with City departments and the community to develop an accountability framework for Phase 1 (2023–2025) which will include detailed strategic actions, annual targets and key performance indicators.

Strategy Mid-Term Review and Reporting

In order to demonstrate transparency and track progress of this Strategy, the Anti-Racism Secretariat will draft annual reports to the Senior Leadership Team and Council. These reports will be publicly available on the City's website. In addition, the City will conduct a mid-term review of this Strategy following the completion of Phase 1. The purpose of the mid-term review is to evaluate our progress to date, to share challenges and opportunities we encountered, and to course correct or pivot where required.

Who is Accountable for Implementing the Strategy?

The success of this Strategy and action plan relies on the collective efforts of everyone. This includes your City Council, community organizations, City leadership teams and staff, and individuals living and working in Ottawa.

The City's Senior and Departmental Leadership Teams will champion the work of the Strategy and ensure all leaders are guided by Servant Leadership principles to advance racial equity in the workplace and in the community. The City will produce comprehensive annual reports to City Council, including actions undertaken by each department. These reports will be published on the [Anti-Racism Strategy](#) webpage.

As the work begins in 2023, look to our [Engage Ottawa](#) page to see how you can contribute to the work of implementing the Strategy. Additionally, engage with your elected councillors and City Staff and ask for progress updates on the Strategy.

The Journey Ahead

The journey towards racial equity is a long one with many of us entering at different points, with varying experiences. No matter where we are situated on this continuum, we must all remain steadfast in our commitment to advance racial equity through awareness, humility and courage. We must listen to the voices and learn from lived experiences of Indigenous, Black and other racialized communities. We must work with allies to address systemic racism in municipal policies, services and programs and the City's workforce. We must continue working with other levels of government, institutions and community partners to advance anti-racism work. This Strategy solidifies the City's responsibility and commitment to narrowing racial divides.

Your input matters and we invite you to engage with us by reaching out to antiracism@ottawa.ca or visiting our [Engage Ottawa](#) page as we all embark on the journey towards racial equity.

“Anti-racism – everyone’s business. Racial discrimination affects us all! The onus should not be on Indigenous, Black, and racialized people to demand an equitable society.”

Sahada Alolo, Anti-Racism Advisory Table Member



Summary of Recommendations and Actions



Summary of Recommendations and Actions

The Strategy includes **28 recommendations** and **132 actions**. They will address seven priority areas identified by the community. These tables provide a reference that details the actions required to implement all of the recommendations in the Strategy.

Seven Priority Areas



Governance



Housing



Economic Development



Health Outcomes



Children and Youth Development



**Achieving Racial Equity
in the Workplace**



Institutional Practices

List of Department Abbreviations

CMO	City Manager's Office
CSSD	Community and Social Services
EPS	Emergency and Protective Services
FCS	Finance & Corporate Services
OCC	Office of the City Clerk
OPH	Ottawa Public Health
PRED	Planning, Real Estate and Economic Development Department
RCFS	Recreation, Cultural and Facility Services

Table 1: Summary of Actions – Governance

1 Recommendation 1: Increase awareness, education and transparency in the City’s governance processes, structures, appointments and elections process.

	Action	Department
1.1	Create a City Governance Guide on the electoral process and the City’s governance processes and share through targeted outreach and engagement with Indigenous, Black and other racialized communities.	OCC
1.2	Invite the City Manager to speak to Indigenous and racialized communities (including at the Anti-Racism Advisory Table) about governance and municipal processes.	CMO OCC
1.3	Identify the cost and feasibility of multilingual election-related communication materials and voting tools and make recommendations as part of the 2026 Elections report, where permitted by the Municipal Elections Act, 1996.	OCC
1.4	Enhance awareness and access to the City Archives and the role it plays in documenting and preserving evidence of decision-making at the City – in fostering community memory and in making records available to the public.	OCC
1.5	Increase the diversity of community records held by the City Archives to better reflect Indigenous, Black and other racialized communities in Ottawa.	OCC

2

Recommendation 2: Ensure equitable opportunities for Indigenous, Black and other racialized communities to participate in the City's governance and decision-making processes.

	Action	Department
2.1	As part of the 2022-2026 Governance Review, update the Appointment Policy and recruitment strategy to apply an anti-racism and gender lens and ensure equitable representation of Indigenous, Black and other racialized communities for Council-appointed citizen members on the City's agencies, boards commissions and advisory committees.	OCC, CSSD, CMO
2.2	Establish a "Diversity on Boards" campaign to attract Indigenous, Black and other racialized residents to learn more about the City's public appointments opportunities.	OCC, CSSD, CMO
2.3	Promote the City's public appointments opportunities on program advisory bodies through the "Diversity on Boards" campaign to ensure that Indigenous, Black and other racialized residents have opportunities to participate in City agencies, boards and commissions.	OCC, CSSD, CMO
2.4	Track, monitor and report on the representation of diverse Ottawa communities on City agencies, boards and commissions.	OCC
2.5	Establish ongoing dialogues with Indigenous, Black and other racialized communities to identify and remove barriers to participation in City's governance bodies.	CSSD
2.6	Establish opportunities for Indigenous and racialized youth to access mentorships and paid City internships with the Integrated Neighborhood Services Team and Office of the City Clerk to gain exposure to City council processes.	CSSD, OCC, FCS
2.7	Advertise and explain the selection processes for the Community Safety and Well-Being Plan governance structure to Indigenous, Black and other racialized communities.	CSSD
2.8	Ensure representation of Indigenous, Black and other racialized communities in the Community Safety and Well-Being Plan Advisory Committee and Action Teams.	CSSD
2.9	Increase awareness of the City cultural calendar among staff doing engagement. Share and promote the calendar throughout the organization, at the beginning of the year for planning meetings and outreach, and when considering the meeting schedule of Council and its Committees.	CMO, OCC

3

Recommendation 3: Remove identified barriers (where possible under the Municipal Elections Act)³⁰ for Indigenous, Black and other racialized communities to participate in the electoral process.

	Action	Department
3.1	Engage with Indigenous, Black and other racialized communities to identify barriers to participate in the municipal election process and make recommendations to address barriers experienced by these communities through the 2026 Elections report.	OCC

Table 2: Summary of Actions – Housing

4

Recommendation 4: Allocate dedicated housing funding for Indigenous, Black and other racialized communities across the City of Ottawa.

	Action	Department
4.1	Provide operating and/or capital funding to the not-for-profit for the purchase of affordable housing assets for Indigenous and racialized groups.	CSSD
4.2	Engage with the housing sector to strengthen partnerships and support services for Indigenous, Black and other racialized organizations.	CSSD
4.3	Access provincial home ownership down payment assistance funding to address inequities of homeownership for Indigenous, Black and other racialized communities.	CSSD

5

Recommendation 5: Increase access to affordable housing or housing supports for Indigenous, Black and other racialized communities.

	Action	Department
5.1	Review guidelines and contracts to identify barriers experienced by not-for-profit developers that enter into agreements with the City each term of council.	CSSD
5.2	Support the creation of affordable housing for various family structures within close proximity to community resources.	PRED
5.3	Identify the gaps in race-disaggregated data collection within Housing Services to inform program development and allocation of housing resources and supports.	CSSD
5.4	Apply an anti-racism approach when drafting the new Zoning By-law to ensure proposed zoning provisions do not create barriers to multi-family dwellings or exclude group homes, rooming houses, affordable housing and affordable multi-generational homes from all areas of the City.	PRED
5.5	Apply an anti-racism approach to public consultation policies and practice. Educate staff and provide anti-racism toolkits to support staff in public consultations.	PRED
5.6	Prepare and implement inclusionary zoning policies.	PRED
5.7	Apply an anti-racism approach to assess transportation requirements, accessibility to public transportation, and use of parking and other transportation facilities.	PRED
5.8	Improve access to information and support services to address issues in housing complaints, evictions and other landlord tenant disputes.	CSSD

6 Recommendation 6: Apply a culturally responsive approach to housing services and supports.

	Action	Department
6.1	Improve access to translation and interpretation services for residents with barriers in English or French who are accessing and interacting with the housing system.	CSSD
6.2	Develop an action plan to address gaps and create safety procedures for cultural or religious practices for Indigenous, Black and other racialized groups within the shelter system.	CSSD

Table 3: Summary of Actions – Economic Development

7 Recommendation 7: Develop strategies that provide information, resources and support to Indigenous, Black and other racialized communities on economic opportunities in Ottawa.

	Action	Department
7.1	As part of the Financial Security and Poverty Reduction priority of the Community Safety and Well-Being Plan, identify opportunities for business training for a) newcomers and/or new to business and b) entrepreneurs at an intermediate level looking to scale up their business.	CSSD
7.2	As part of the Financial Security and Poverty Reduction priority of the Community Safety and Well-Being Plan, identify opportunities for business development and mentorship programs.	CSSD
7.3	Work with economic partners to highlight the racial diversity of Ottawa’s small business community and the economic contributions of Indigenous and racialized community members to residents and visitors.	PRED
7.4	Ensure engagement of the Indigenous and racialized business community in economic development programs and services, including the new Economic Development Strategy, to advise the City on barriers and opportunities to improve access.	PRED
7.5	Engage with the Ottawa Local Immigration Partnership to include the needs of newcomer and immigrant communities in the engagement and planning of the new Economic Development Strategy.	PRED

8

Recommendation 8: Increase opportunities for Indigenous, Black and other racialized-owned businesses to be more competitive and to succeed.

	Action	Department
8.1	Actively promote City and other economic development programs and services through various mediums, including the creation of a centralized platform on Ottawa.ca .	PRED
8.2	As part of the City's new Economic Development Strategy, identify barriers in existing economic development programs and services including incubation and co-working space and entrepreneurship training/support. Provide recommendations to remove barriers within the new Economic Development Strategy.	PRED
8.3	Conduct a baseline analysis of socio-demographic data used by both the City and its funded economic development partners. Enhance data collection to include race-disaggregated data.	PRED
8.4	Collaborate with Ottawa Coalition of Business Improvement Areas and member Business Improvement Areas to develop standardized anti-racism, diversity, equity and inclusion best practices applicable to staff recruitment and Board composition.	PRED
8.5	Through consultation, establish a process to identify Indigenous and racialized-owned businesses or suppliers.	CSSD, PRED, FCS

9

Recommendation 9: Identify and remove systemic barriers that Indigenous, Black and other racialized communities and suppliers face in City procurement.

	Action	Department
9.1	Ensure that the complaints process under the City's Ethical Purchasing Policy, Supplier Code of Conduct or any other applicable policy is equipped to address complaints about racism.	FCS
9.2	Collect, analyze and publicly report on race-disaggregated and other socio-demographic data regarding the participation of Indigenous and racialized-owned businesses in City procurement.	FCS
9.3	Establish criteria to evaluate community impact so that bidders can demonstrate their commitment to social and community impacts, such as racial diversity within their organization, and earn additional points towards a City contract.	FCS

10

Recommendation 10: Increase the City's use of Indigenous, Black and other racialized-owned businesses in procurement.

	Action	Department
10.1	Develop a Diverse Supplier Resource Strategy – including partnering with Economic Development, to design and distribute targeted training for how to bid, ask questions, share information about the City's procurement processes, applications and deadlines etc.	FCS
10.2	Conduct a consultation process with Indigenous and racialized-owned businesses and community groups to understand their experiences with City procurement and use the results to inform initiatives to improve access in City procurement.	FCS

Table 4: Summary of Actions – Health Outcomes

11 Recommendation 11: Collect and publicly report on race-disaggregated and other sociodemographic data to inform and improve access to health services.

	Action	Department
11.1	<p>Support behavior, culture and system changes through engagement, feedback, and increased knowledge to support the standardized collection of sociodemographic data (SDD) by:</p> <ol style="list-style-type: none"> 1. Sharing lessons learned from COVID Connect with Ottawa Public Health teams. Use post-engagement survey results to inform training and support plans. 2. Liaise with local community groups to build trust and support the SDD process including policy and procedures development, messaging and outreach – and maintain open channels of communication – for their input in SDD processes. 3. Engage and collaborate with peer Ontario Public Health Units and provincial partners regarding the development of a standardized suite of data collection. 4. Develop SDD policy and procedures, and related training and support resources. 5. Monitoring and support SDD collection and supporting teams as needed. 	OPH

12 Recommendation 12: Improve quality and accessibility of culturally responsive health services for Indigenous and racialized communities.

	Action	Department
12.1	Ottawa Public Health is committed to achieving representation of equity-deserving groups by ensuring that all members have equitable access to employment opportunities. This includes instances of recruitment, selection, staff development, performance evaluation, retention, and promotion.	OPH
12.2	Support the Guiding Council for the development of a mental health and addictions crisis response focused on Indigenous, Black and other racialized communities.	OPH
12.3	Ottawa Public Health will implement two training sessions each year for faith leaders in mental health and substance use.	OPH

Recommendation 13: Strengthen partnerships with community organizations working to improve health outcomes for Indigenous, Black and other racialized communities.

	Action	Department
13.1	Ensure Emergency and Protective Services Outreach plans for education, employment and mentorship have a focus on Indigenous, Black and other racialized communities as a target audience.	EPS
13.2	Strengthen relationships with community organizations serving Indigenous and racialized groups.	OPH
13.3	Implement Neighbourhood Wellness Hub to provide consistent support beyond the pilot program with further partners. Leverage Neighbourhood Wellness Hubs to engage the community where services can be provided to increase access to services.	OPH
13.4	Explore how the Recreation, Cultural and Facility Services Department could support the Neighbourhood Wellness Hubs in providing consistent support and engaging the community where services can be provided with OPH and other internal/external partners and stakeholders.	RCFS
13.5	Investigate opportunities for increased health and wellness through access to safe indoor and outdoor community-based recreation and cultural spaces.	RCFS
13.6	Collaborate with Ottawa Local Immigration Partnership and the settlement sector to improve the quality and accessibility of health and community services for racialized newcomers and immigrants.	CSSD

14 Recommendation 14: Improve the quality and availability of City-funded health and community services for Indigenous and racialized communities.

	Action	Department
14.1	Through the Community Sustainability Fund and other funding sources, ensure funding is allocated to organizations led by or serving Indigenous, Black and other racialized communities.	CSSD
14.2	Using the Building Safer Communities Fund, invest in community services to priority neighbourhoods for the development and delivery of prevention or intervention initiatives including, but not limited to, mentoring, counselling, skills development and recreational opportunities.	CSSD
14.3	Through the Community Safety and Well-Being Plan, prioritize funding allocations towards projects and services for Indigenous and racialized youth that are community-based and culturally appropriate, and assess risks and promote protective factors such as increasing employment, mentorship and skills development.	CSSD

15 Recommendation 15: Strengthen data collection and leadership representation in community organizations serving Indigenous, Black and other racialized communities.

	Action	Department
15.1	Engage with community social service organizations receiving City community funding to recruit from Indigenous, Black and other racialized communities for training in leadership and governance roles.	CSSD
15.2	Collaborate and coordinate with community funders to invest in community capacity to capture race-disaggregated and other socio-demographic data.	CSSD

16 Recommendation 16: Improve access and availability of culturally relevant food programming for Indigenous, Black and other racialized communities.

	Action	Department
16.1	Through the Community Safety and Well-Being Plan, engage with Indigenous, Black and other racialized community partners to ensure Ottawa food programs are inclusive, safe and culturally appropriate to address nutritional needs.	CSSD

17 Recommendation 17: Improve social services and supports offered to seniors of Indigenous, Black and other racialized communities.

	Action	Department
17.1	Review and update supports offered through the Older Adult Plan to ensure an anti-racism approach is applied to funded programs geared towards senior populations in Indigenous, Black and other racialized communities.	CSSD

18 Recommendation 18: Improve supports to address needs expressed by Indigenous, Black and other racialized communities living with disabilities.

	Action	Department
18.1	Implement recommendations from the City of Ottawa’s Accessibility Advisory Committee to ensure inclusion of racialized communities living with disabilities in city programs and services.	OCC
18.2	Establish strategies to engage with Indigenous and racialized communities living with disabilities to deepen understanding of their needs for programs and services.	OCC

Table 5: Summary of Actions – Children and Youth Development

19 Recommendation 19: Create a mechanism for Indigenous, Black and other racialized youth from across Ottawa to inform City programs, services and initiatives.

	Action	Department
19.1	Revitalize the Ottawa Youth Engagement Committee (OYEC) and apply an anti-racism approach in their processes, policies and operations.	CSSD
19.2	Outreach into priority neighbourhoods to recruit and retain Indigenous, Black and other racialized youth to serve on the Ottawa Youth Engagement Committee (OYEC).	CSSD
19.3	Continue outreach in priority neighbourhoods to identify barriers experienced by Indigenous, Black and other racialized youth. Collaborate with the Integrated Departmental Task Force in appropriate programs and services responses to address these barriers.	CSSD
19.4	Invest in community-led initiatives to implement place-based resources and programs for youth outside of school hours.	CSSD
19.5	Diversify approach to community engagement with Indigenous, Black and other racialized youth, including increased use of social media to continually engage.	CSSD
19.6	Consult and engage with Indigenous, Black and other racialized youth who identify as 2SLGBTQQIA+ to understand their specific needs for resources, programs and supports.	CSSD

Recommendation 20: Create accessible programs and services that offer educational, employment and mentorship opportunities for Indigenous, Black and other racialized youth.

	Action	Department
20.1	Invest in community-led initiatives to support Indigenous, Black and other racialized youth in leadership development, professional networking and mentorship opportunities.	CSSD
20.2	Investigate outreach opportunities to engage Indigenous, Black and other racialized youth for consultation and ongoing development of the Official Recreation, Culture and Facilities Youth Strategic Plan and associated Initiatives.	RCFS
20.3	Investigate opportunities to increase access to and engagement in Recreation, Culture and Facilities programs, services, and employment opportunities.	RCFS
20.4	Increase awareness of existing programs (Paramedic Awareness Week and CAMP FFIT) and assess channels used to advertise programming to target Indigenous, Black and other racialized youth, and in expanded languages where required.	EPS
20.5	Ensure Emergency Protective Services outreach plans for education have a focus on Indigenous, Black and other racialized youth as a target audience.	EPS
20.6	As part of the Financial Security and Poverty Reduction priority of the Community Safety and Well-Being Plan, explore gaps and opportunities for education, employment and mentorship for low-income Indigenous and racialized youth.	CSSD
20.7	Provide anti-racism and cultural competency training to staff and volunteers who serve youth.	CSSD
20.8	Review use of channels and languages to ensure City programs are engaging with Indigenous, Black and other racialized audiences including youth.	CMO
20.9	Assess summer student program to promote amongst Indigenous, Black and other racialized communities.	FCS
20.10	Through the Black Youth Action Plan fund, implement career training, career development and mentoring for Black youth in priority neighborhoods.	CSSD

21

Recommendation 21: Work with Indigenous and racialized youth and external partners, including community agencies, grassroots groups, other governments and businesses, to create and sustain leadership opportunities.

	Action	Department
21.1	Advocate for percentage of students working as part of the City Studio Ottawa initiative to be from Indigenous, Black and other racialized communities.	CSSD
21.2	Work with Indigenous, Black and other racialized youth and partners to create a continuum of leadership development opportunities for youth.	CSSD, RCFS
21.3	Partner with Equity Advisors/Human Rights Advisors in local school boards to address barriers and build bridges between community supports and activities for Indigenous, Black and other racialized youth.	CSSD
21.4	Examine the role of Recreation, Cultural and Facility Services Department in Youth Futures and other initiatives and investigate opportunities to grow and expand job placements within the department.	RCFS
21.5	Expand co-op student placements focusing on Indigenous, Black and other racialized students.	FCS
21.6	Reinstate internships for Indigenous, Black and other racialized youth in the City Manager's Office.	CMO

22

Recommendation 22: Increase culturally appropriate and responsive supports in the workplace for Indigenous, Black and other racialized children.

	Action	Department
22.1	Coordinate training on anti-racism and inclusive practices in the child care and early years sector.	CSSD
22.2	Support recruitment of Indigenous, Black and other racialized staff to reflect the children and families accessing child care and early years programs.	CSSD
22.3	Ensure representation of Indigenous, Black and other racialized communities on the community-based advisory groups in order to have diverse voices.	CSSD
22.4	Create workplace strategies and plans to support an anti-racist and equity-based workplace in the licensed child-care and early years sector.	CSSD

Table 6: Summary of Actions – Achieving Racial Equity in the Workplace

23 Recommendation 23: Establish foundational and ongoing learning to develop racially responsive leadership.

	Action	Department
23.1	Provide a series of learning modules and workshops geared toward understanding and confronting racism within the workplace for the Senior and extended Leadership Team.	CSSD, FCS, CMO
23.2	Provide a series of learning modules and workshops geared toward understanding and confronting racism for City Council.	CSSD, FCS, OCC
23.3	Require the integration of anti-racism learning goals and actions into all leadership development plans, department diversity plans and departmental strategic plans.	CMO
23.4	Establish leadership competencies and core behaviours that outline expectations, skills and application of an anti-racism approach.	CSSD, FCS
23.5	Integrate Anti-Racism, Diversity, Equity, Inclusion and Belonging competencies and behaviours within 360 leadership assessments.	CSSD, FCS
23.6	Proactively communicate the City of Ottawa’s commitment to anti-racism.	CMO

24 Recommendation 24: Establish understanding of anti-racism principles through training, dialogue, and ongoing learning.

	Action	Department
24.1	Develop and deliver a comprehensive, mandatory learning program for all City staff. Tailor training to staff role and function within the organization with a trauma informed approach.	CSSD, FCS
24.2	Require all staff to complete anti-racism learning activities within the first three years of the strategy implementation.	CSSD, FCS
24.3	Establish regular and ongoing anti-racism focused learning and awareness activities on topics such as unconscious bias, white privilege, microaggressions, white supremacy and active allyship.	CSSD, FCS
24.4	Create a learning resource guide and toolkit to support leaders and employees in deepening their anti-racism competencies and application of anti-racism practices within the workplace.	CSSD, FCS
24.5	Require the competencies and core behaviors to achieve racial equity on performance review forms for all employees.	CSSD, FCS

25 Recommendation 25: Apply a trauma-informed approach to discussions about race and racism in the workplace.

	Action	Department
25.1	Add requirement in next procurement for Employee and Family Assistance Programs that the provider has a diversity of Indigenous, Black and other racialized staff as well as expertise in anti-racism and trauma informed approaches.	FCS
25.2	Investigate, determine and integrate evidence-supported, trauma-informed organizational approaches to introduce the practice of cultural humility.	CSSD, CMO
25.3	Integrate practices that ensure all voices are heard and considered to begin the repair of experiences of inequity, suppression and exclusion.	CMO, All

Recommendation 26: Develop, implement and review corporate measures and decision-making processes. This will enable the successful integration of anti-racism practices within the workplace.

	Action	Department
26.1	Develop an anti-racism toolkit, that includes resources and training to recognize, address and respond to racism in the workplace.	CSSD, FCS
26.2	Develop an Anti-Racism and Anti-Oppression Policy including a mechanism to file complaints about racism, without reprisal.	CSSD, FCS
26.3	Review City Code of Conduct and include reference to anti-racism expectations.	CMO, FCS, CSSD
26.4	Provide education and training to internal investigators on how to apply an anti-racism approach to the investigation of workplace violence and harassment complaints.	CSSD, FCS
26.5	Review team charters and terms of reference at senior and departmental leadership teams to reflect the need to engage and consult with employees and the broader community on the development of initiatives responding to the needs of Indigenous, Black and other racialized communities.	CMO, All

Recommendation 27: Enhance workplace resources and processes to ensure the inclusion, success and well-being of Indigenous, Black and other racialized employees. This will occur throughout each level of the employment lifecycle: recruitment and hiring, onboarding, retention, learning and development, performance management, succession planning, mentorship and promotion.

	Action	Department
27.1	In alignment with the Corporate Diversity and Inclusion Plan, identify, report and remove barriers in the recruitment and hiring process.	CSSD, FCS
27.2	Collect and monitor race-disaggregated and other socio-demographic data on workforce representation throughout the employment lifecycle.	CSSD, FCS
27.3	Evaluate how existing coaching and mentoring opportunities are accessed and experienced by Indigenous, Black and other racialized employees.	FCS
27.4	Assess and implement options to increase the number of Indigenous, Black and other racialized mentors and mentees in the City's mentoring program.	FCS
27.5	Employment and Social Services to develop and introduce a targeted leadership coaching pilot for Indigenous, Black and other racialized staff and investigate opportunity to scale up.	CSSD
27.6	Partner with professional organizations to develop mentoring and networking opportunities for Indigenous, Black and other racialized employees.	CSSD
27.7	Provide dedicated informal learning and formal mentorship opportunities in the City Manager's Office for Indigenous, Black and other racialized employees.	CMO
27.8	Establish workforce representation metrics for internal paid internship programs and co-op student placements to reflect Indigenous, Black and other racialized groups.	FCS
27.9	Apply a racial equity lens in the current Succession Management Program. Monitor the rate of Indigenous, Black and other racialized staff as potential successors and promotion to leadership roles.	CSSD, FCS
27.10	Add questions related to equity and anti-racism to the exit interview guide.	CSSD, FCS

Table 7: Summary of Actions – Institutional Practices

28 Recommendation 28: Implement policy changes using an anti-racism approach with City systems, structures and responses.

	Action	Department
28.1	Review the City of Ottawa’s Emergency Management Program Strategic Plan to embed an anti-racism approach.	EPS
28.2	Review the City of Ottawa’s Emergency Social Services Plan to investigate how anti-racism and the unique experiences of Indigenous, Black and other racialized communities are considered, supported and affected by an emergency situation within the City of Ottawa.	EPS
28.3	Review and update the Corporate Administrative Policy Framework to incorporate an anti-racism approach when developing City policies.	FCS
28.4	As part of the review and update of the Grants and Contributions Policy and Procedures, staff will: <ul style="list-style-type: none"> • Ask funded organizations their diversity and representation in decision- making roles for Indigenous, Black and other racialized communities, especially when funding programs benefit these specific communities • Collect race-disaggregated and other socio-demographic data on a per-program basis to facilitate understanding on benefits to Indigenous, Black and other racialized communities from said program 	FCS
28.5	Review and revise the City’s complaint processes to ensure an anti-racism lens is integrated throughout the process and is aligned with City polices and regulations.	FCS, CMO, CSSD
28.6	Review promotion approaches to ensure City programs are publicized to Indigenous, Black and other racialized audiences.	CMO
28.7	Work with the Anti-Racism Advisory Table to develop a communications plan to implement a campaign to promote awareness about the negative impact of racism, antisemitism and xenophobia in the wake of the illegal occupation. This includes proactively communicating the City’s commitment to anti-racism, equity, inclusion, diversity and belonging.	CSSD, CMO

Continued...

Recommendation 28: Implement policy changes using an anti-racism approach with City systems, structures and responses.

	Action	Department
28.8	Update the public engagement policy to integrate an anti-racism approach in City engagements.	CSSD, CMO
28.9	Develop a measurement framework to track the progress and outcomes of the Anti-Racism Strategy.	CSSD
28.10	Through the Indigenous Relations Office, conduct focused engagement with Indigenous communities in Ottawa to understand anti-Indigenous racism and develop an Indigenous focused anti-racism strategy.	CSSD
28.11	Develop a budget to resource the monitoring, evaluation and implementation work of the Anti-Racism Strategy as part of the 2023 Budget cycle.	CSSD
28.12	Establish an Anti-Racism Interdepartmental Working Table to review progress of the action plan and monitor the corporate community engagement with Indigenous, Black and other racialized communities to ensure ongoing community dialogue between the City and community partners.	CSSD
28.13	Establish a Black Leaders Forum to review the progress and impact of the Anti-Racism action plan in addressing Anti-Black racism.	CSSD
28.14	Work in partnership with community organizations to identify and implement key actions to address anti-Asian racism, Islamophobia and antisemitism.	CSSD
28.15	Work in partnership with community organizations to identify and implement key actions to address racism experienced by 2SLGBTQIA+, Indigenous and racialized communities.	CSSD

Glossary

2SLGBTQIA+

Abbreviation that refers to Two-Spirited, lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, plus other identities. The placement of Two Spirit (2S) first is to recognize that Indigenous peoples are the first peoples of this land, and their understanding of gender and sexuality precedes colonization. The '+' is for all the new and growing ways we become aware of sexual orientation and gender diversity.

Acts of Hate

A virulent and serious form of discrimination that takes the form of extreme displays of emotion, hostility or hatred. Acts of hate target individuals or groups that already experience stigma and prejudice and infringe on the dignity, integrity and safety of the people who are targeted. They affect the victims' self-esteem, sense of belonging and ability to take part in community life.

Anishinabe Algonquin

Ottawa is located on the unceded and un-surrendered territory of the Anishinabe Algonquin nation. The Anishinabe Algonquin nation has been the steward of the watershed of the Kichi Sibi (the Ottawa River) since time immemorial.

Anti-Racism

An action-oriented strategy for institutional, systemic change to address racism and interlocking systems of social oppression.³³ It is a process, a systematic method of analysis and a proactive course of action to eliminate racism as a system. Anti-racism actively seeks to identify, remove, prevent, and mitigate racially inequitable outcomes and power imbalances between groups and change the structures that sustain inequities.³⁴

Anti-Racist

One who is supporting an anti-racist policy that reduces racial inequity through their actions, or expressing an anti-racist idea that racial groups are equal, and none needs developing.³⁵ Becoming an anti-racist requires self-awareness, empathy, compassion, and accountability.

Black

Written with an uppercase "B" when referring to a person, group or community, this refers to a person who identifies as Black, and has African indigenous ancestry that predates colonization (can be located anywhere in the diaspora).

Colonialism

Colonialism is a process of conquest whereby one nation establishes a colony on another nation's territory with the intent of taking power, land and resources.³⁶ Colonialism is not only about material accumulation but requires the production of ideologies that justify the theft and violent practices at its root.³⁶ Settler colonialism, in the case of Canada, is a term for when the colonizer or colonizing population comes to stay and involves the total appropriation of Indigenous life and land.³⁷ Settler colonialism is a structure and not an event.³⁷ It requires genocide: the removal and erasure of Indigenous populations, assimilation and extinguishment of Indigenous cultures, traditions and ties to the land.³⁷

Culturally Responsive

Cultural responsiveness is the intentional and genuine decision to see, respect and celebrate the aspects that make people unique. It fosters an inclusive environment through a holistic and anti-oppressive approach.³⁸

Discrimination

The unequal or unjust treatment and differential allocation of resources to individuals who are members of particular social groups based on one's prejudice about the social groups.³³ Prejudice is pre-judgment, consists of thoughts and feelings, including stereotypes, attitudes and generalizations that are based on little or no experience and then are projected onto everyone from these groups.³⁹ Discrimination can occur in education, accommodation, health care, employment, and the delivery of services, goods and facilities, range from ignoring, exclusion, threats, ridicule, slander, and violence.^{33, 39}

Employment Equity

A program designed to remove barriers to equality in employment for reasons unrelated to ability, by identifying and eliminating discriminatory policies and practices, remedying the effects of past discrimination, and ensuring appropriate representation of designated groups such as women, Indigenous peoples, person with disabilities and racialized peoples. Employment Equity can be used as an active effort to improve the employment or educational opportunities of members of minoritized groups through explicit actions, policies or programs.⁴⁰

Hate Crime

A criminal offence committed against a person or property which is motivated in whole or in part, by a bias or prejudice based on race, nationality, ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.⁴¹

Indigenous Peoples

Original peoples from a particular place anywhere in the world where their communities and cultures have lived from time immemorial. In the case of Canada, Indigenous refers to three distinct Indigenous groups: First Nations, Inuit and Métis. Across the globe, Indigenous Peoples share common adverse experiences of colonization such as displacement of lands, pursuit of resources and settlement of their territories by others.

Implicit or Unconscious Bias

Implicit bias (also referred to as unconscious bias) is the process of associating stereotypes or attitudes towards categories of people without conscious awareness – which can result in actions and decisions that are at odds with one's conscious beliefs about justice and equity.⁴² These stereotypes, attitudes, or automatic reactions we have towards other people can negatively impact our understanding of and engagement with them. We may discriminate unintentionally, which continues to have implications for understanding disparities in many aspects of society, including health care, housing, policing, education, employment, as well as organizational practices like hiring and promotion.⁴³

Race

A socially constructed concept that differentiates people into categories based on arbitrary criteria such as skin colour, hair texture, facial features, etc.³³ Race is not about inherent characteristics of a group. In fact, there is no scientific or biological basis for differentiating humans into different races.³³ We are all part of humanity. But historically and currently, race has been used to structurally divide and has affected the lives of Indigenous peoples and peoples of colour negatively.

Racialization

The process through which individuals and groups of individuals being categorized or perceived as belonging to a particular race and integrated into society's racial hierarchy.⁴⁴ White people are also racialized, which is rarely acknowledged because they hold the dominant social, political, and economic power.⁴⁴ Racialization is not a natural process.

Racialized

The term racialized is preferred over visible minorities because it acknowledges the fact that barriers are rooted in the historical and contemporary racial prejudice and power relations of society and are not a product of one's identity or shortcomings.⁵ Racialized refers to persons, other than Indigenous peoples, who are non-white.

Racism

A system of power relations based on **race** (a socially constructed identity based on arbitrary observable characteristics such as skin colour with no scientific evidence) infused in our institutions, policies and culture.⁸ It normalizes whiteness and devalues Indigenous and racialized communities as 'other', different, less than, or render them invisible.³³ The creation of race makes racism possible.

- **Individual racism:** The beliefs, attitudes and actions/non-actions of individuals that support or perpetuate racism. Individual racism can be unconscious or conscious, active and passive.³³
- **Institutional racism:** The network of institutional structures, policies, and practices that create advantages for white people and disadvantage for Indigenous, Black and other racialized people.³³

- **Systemic racism:** Policies, procedures, and practices that exclude, marginalize, or exploit Indigenous, Black and other racialized people. Systemic racism is supported by institutional power and by powerful and often unexamined ideas, which make racism look normal and justified. Systemic racism allows individuals to perpetrate racism or reinforce racist ideas in organizations, communities, and society at large.³³

Racial Equity

Equitable distribution of resources and influence in ways not shaped by racism. Racial equity is the systemic, fair treatment of all people.³³ In a racist society, racial equity is both a goal and a process.³³ It requires us to analyze and challenge power and privileges that (re)produce racial inequities.³³ The progress of racial equity work is measured by the degree to which Indigenous and racialized people benefit from actions taken and extent to which power and influence are more equitably shared.³³

Trauma Informed Approach

"Trauma- and violence-informed approaches are policies and practices that recognize the connections between violence, trauma, negative health outcomes and behaviours. These approaches increase safety, control and resilience for people who are seeking services in relation to experiences of violence and/or have a history of experiencing violence."⁴⁵ In the context of anti-racist work, this recognition centres the impacts of traumas and violence caused by racism.

References

1. Government of Canada. **Building a Foundation for Change: Canada's Anti-Racism Strategy 2019-2022**. 2019.
2. City of Ottawa. **Council approves the City's first Anti-Racism Strategy**. June 22, 2022.
3. City of Ottawa. **Why Choose Ottawa**.
4. Social Planning Council of Ottawa. **Ethnocultural and Religious Diversity: Demographic Characteristics of Racialized Population Groups, Ottawa 2021 and trends**. 2022.
5. City of Ottawa. **Racialized People: Equity & Inclusion Lens Snapshot**. 2016.
6. Statistics Canada. **Focus on Geography Series, 2021 Census – Ottawa (Census subdivision) (statcan.gc.ca)**. 2022.
7. Carl E. James. *Seeing Ourselves: Exploring Race, Ethnicity and Culture*, 4th ed. 2010. p.266
8. George Brown College. **George Brown College's Anti-Racism Action Plan**. 2022.
9. Jing Hui Wang and Greg Moreau. Canadian Centre for Justice and Community Safety Statistics. **Police-reported hate crime in Canada, 2020**. March 17, 2022.
10. CBC News. **Ottawa police see sharp increase in hate crimes for 2nd year in a row**. March 5, 2022.
11. Ottawa Police Service. **Annual Hate Crimes data show a 13% increase in reporting to police**. January 12, 2023.
12. CBC News. **Hate crimes reported to Ottawa police rise in 2022**. January 12, 2023.
13. Adam Cotter. Canadian Centre for Justice and Community Safety Statistics. **Experiences of discrimination among Black and Indigenous populations in Canada, 2019**. February 16, 2022.
14. UNESCO. **UN Declaration on the Rights of Indigenous Peoples (UNDRIP)**. 2008.
15. Truth and Reconciliation Commission of Canada. **Calls to Actions**. 2015.
16. National Inquiry into Missing and Murdered Indigenous Women and Girls. **Calls for Justice**. 2019.

References

17. Canadian Commission for UNESCO. **Canadian Coalition of Municipalities Against Racism and Discrimination Toolkit**. February 2012.
18. Government of Canada. **Addressing Anti-Asian racism**. May 11, 2022.
19. Dr. Henry Yu. Department of History and Principal, St. John's College, University of British Columbia. **The White Elephant in the Room: Anti-Asian Racism in Canada**.
20. Mary Giles. **Anti-Asian Racism is Affecting Health and Well-Being**. April 26, 2021.
21. Tom Yun. CTV News. **Police-reported anti-Asian hate crimes in Canada jumped 300 per cent in 2020: StatCan**. March 17, 2022.
22. Ontario Human Rights Commission. **Antiracism and Discrimination for Municipalities**. May 2010.
23. Government of Canada. **Factsheet – Antisemitism in Canada**. February 2, 2023.
24. Jeremy Maron. Canadian Museum of Human Rights. **The stain of antisemitism in Canada: A 1940s beach resort rejects the “unwanted”**. September 16, 2019.
25. Government of Ontario. **A Better Way Forward: Ontario's 3-Year Anti-Racism Strategic Plan**. 2017.
26. International Civil Liberties Monitoring Group, Islamic Social Services Association and Noor Cultural Centre. **Islamophobia in Canada: Submission to the UN Special Rapporteur on Freedom of Religion or Belief**. November 30, 2020.
27. Amanda Coletta. **The Washington Post**. **Four Muslim family members in Canada killed in 'targeted' attack, police say**. June 8, 2021.
28. City of Ottawa. **External What We Heard Report**. September 2021.
29. National Equity Project. **Lens of Systemic Oppression**.
30. Government of Ontario. **Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.** 1996.
31. Ottawa Public Health. **Status of Employment and Income Pressures During the COVID-19 Pandemic in Ottawa**. May 6, 2021.

References

32. City of Ottawa. **10-Year Housing and Homelessness Plan 2020–2030**.
33. Tina Lopes & Barb Thomas. Dancing on Live Embers. 2006. p.264-270.
34. Province of Ontario. **Data Standards for the Identification and Monitoring of Systemic Racism**. April 13, 2022.
35. Ibram X. Kendi. How to Be An Antiracist. 2019. p.13-24.
36. Martin J. Cannon and Lina Sunseri. Ed. Racism, Colonialism, and Indigeneity in Canada. 2018.
37. Shreya Shah. The Indigenous Foundation. **What is Settler Colonialism?**
38. Meghan Vivo. Lyra Health Inc. **Culturally Responsive Care in Mental Health**.
39. Robin DiAngelo. White Fragility: Why It's So Hard for White People to Talk about Racism. 2018. p.19-20.
40. Canadian Race Relations Foundation. **CRRF Glossary of Terms**.
41. Government of Canada. **Disproportionate Harm: Hate Crime in Canada**. August 25, 2022.
42. Kathleen Osta and Hugh Vasquez. National Equity Project. **Implicit Bias and Structural Racialization**.
43. **Project Implicit**.
44. Calgary Anti-Racism Education. **Racialization**.
45. Government of Canada. **Trauma and violence-informed approaches to policy and practice**. February 2, 2018.



Your input matters and we invite you to engage with us by reaching out to antiracism@ottawa.ca or visiting our **Engage Ottawa** page as we all embark on the journey towards racial equity.

ottawa.ca     **3-1-1**
TTY/ATS 613-580-2401



**Anti-Racism
Secretariat**
**Secrétariat de
la lutte contre
le racisme**



Back to start