CREATING A CITY FOR ALL
MAKING VOTES COUNT WHERE WE LIVE

KEY MESSAGES
OTTAWA MUNICIPAL ELECTION 2014
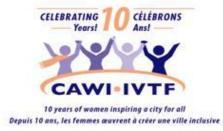

COALITION OF COMMUNITY HEALTH
AND RESOURCE CENTRES OF OTTAWA

COALITION DES CENTRES DE RESSOURCES
ET DE SANTÉ COMMUNAUTAIRES D'OTTAWA

CELEBRATING **10** CÉLÉBRONS
Years! Ans!

CAWI·IVTF

10 years of women inspiring a city for all
Depuis 10 ans, les femmes œuvrent à créer une ville inclusive

TABLE OF CONTENTS

ABOUT THIS DOCUMENT

PURPOSE

This document provides key messages when advocating for our community's policy goals, leading up to Ottawa's municipal elections on October 27, 2014. By having consistency in our messaging at all levels, we stand a better chance of getting our points across.

These messages were developed for the Making Votes Count Where We Live project, an exciting 3-year joint initiative by the Coalition of Community Health and Resource Centres of Ottawa (Coalition of CHRCs) and City for All Women Initiative (CAWI). This project is funded by Ontario Trillium Foundation and Catherine Donnelly Foundation.

CONTRIBUTORS

The research and recommended key messages in this document are based on the considerable knowledge, insights, research, and policy recommendations compiled by the partners of Making Votes Count Where We Live, under CAWI's guidance. Several residents from communities across the city also provided their valuable insights. A list of all partners is provided below:

- ACORN Canada
- Action Logement
- Alliance to End Homelessness
- Association of Ontario Health Centres
- Canadian Mental Health Association
- Carlington Community Health Centre
- Centretown Citizens Ottawa Corporation
- Centretown Community Health Centre
- Citizen Advocacy
- Citizens Academy
- Community Developers' Network
- Community Development Framework
- DILA (Day of Information for a Lifetime of Action)
- Eastern Ottawa Resource Centre
- Entraide Budgétaire
- Heart and Stroke Foundation
- Lowertown Community Resource Centre
- Nepean, Rideau and Osgoode Community Resource Centre

- Orléans-Cumberland Community Resource
- Ottawa Community Housing
- Ottawa Local Immigration Partnership
- Ottawa Poverty Reduction Network
- Ottawa Poverty Reduction Network
- Ottawa Social Housing Network
- Pinecrest Queensway Community Health Centre
- Poverty and Hunger Working Group
- Rideau-Rockcliffe Community Resource Centre
- Sandy Hill Community Health Centre
- Somerset West Community Health Centre
- South East Ottawa Community Health Centre
- Vanier Community Service Centre
- Western Ottawa Community Resource Centre
- Youth Community Developers' Network
- Youth Summit Action Plan Committee

APPROACH

When it comes to social issues, no one can beat the depth of knowledge of those who work in the social services sector. Alarming statistics or what's wrong with the system are things they can talk about on a moment's notice. And while all of this information is very useful, there is something more powerful we could be telling people to garner support for our causes—whether it is in the form of increased media coverage, rallying of the general public, or championing of issues by politicians.

Rethinking How We Message Our Causes

Usually we spend most of our time talking about what's wrong. But facts and statistics appeal to our 'heads'—our rational side. Instead, we need to spend more time talking about why it matters and what can be done about it.

The first step is to connect to people's hearts around our four priority issues: affordable housing, healthy and affordable food, safe and affordable transit, and employment equity.

To do that, we should focus on values. In most cases, when people work towards building community or doing anything for the common good, they do it because they have deeply held values that compel them to do so. For instance, for many who work in the social services sector it has to do with believing that everyone deserves to have a chance at having a good life—regardless of their age, sex, race, or physical ability.

By speaking to people's values we can connect with them at a deeper level, and inspire them to action—whether it is to vote or make a change in policy. As such, we've used overarching value statements as a foundation upon which all messages are built for each of the priority areas.

HOW THE MESSAGES ARE STRUCTURED

The messages have been broken down to three levels. To make the case effectively on each issue we need to use all of these message levels to help shape the way people think about the issues we are talking about, to ultimately advance our policy goals.

Level 1: the expression of overarching values. We have articulated what we believe these values are for each of the four issues. We've tried to frame these around three pillars (as much as possible) that we believe will resonate with most people—family, opportunity for children, and opportunity to build better lives. By articulating these values, we can connect with people's 'hearts' and it works for audiences at all levels—residents who are affected by the issues, policy makers, and the general public.

These simple messages can be used in a variety of ways. For instance, they can be posed as questions, e.g., "**do you believe that…** Ottawa residents shouldn't have to choose between paying for housing and buying food and medicine?" This is especially powerful when talking to candidates because <u>by keeping our messages value-based, we'll make the issues harder to sideline because no one can argue with the values we are promoting.</u>

Or, in their simplicity, they give people the words with which to articulate what 'Creating a City for All' means to them, e.g., "**I vote because…** I believe that travelling on an OC Transpo bus should be safe for everyone".

These values don't change over time. In future years, these values can remain a foundation, accommodating a range of various policy goals (Level 3).

Level 2: the general issue being addressed. This is further broken down into 'what's wrong' and 'why it matters'.

Level 3: the policy details relating to the issue. This is 'what can be done about it'. These policy recommendations change over time.

HOUSING

Slogan and Tagline: ***Creating a City for All… where everyone has a home.***

LEVEL 1: OVERARCHING VALUES

- Ottawa residents shouldn't have to choose between paying for housing and buying food and medicine.
- Children deserve to have a stable home, giving them the opportunity to succeed in school and life.
- Every Ottawa resident deserves to have a safe, decent place to live so that they can build better lives.

LEVEL 2: THE ISSUE

WHAT'S WRONG

But…

- Increasingly higher rents and costs of home ownership means that a home is out of reach for thousands of Ottawa residents with limited resources.
- The average rent in Ottawa is around $760[1] for a bachelor apartment and this amount is out of reach for thousands of Ottawa residents. For instance, it represents
  - 122% of an Ontario Works cheque
  - 71% of an Ontario Disability Support Program cheque, or
  - 43% of minimum wage income[2]
- About 7,000 people lose their homes and access emergency homeless shelters in Ottawa every year, many of them are families with young children.
- 9,500 households are currently on the social housing waiting list—this represents a wait time of 5 years.

WHY IT MATTERS

- **Communities are strong when everyone has a place to live.** Housing is a basic need that has an impact on quality of life and affects people's ability to secure employment, be involved in their community, and build better lives. All other needs depend on having safe and affordable housing.
- If the municipal government's investment in housing over the last 10 years is how they continue to invest over the next 10 years, Ottawa's housing crisis will only get worse.

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[1] The Alliance to End Homelessness. "2013 Report Card on Ending Homelessness in Ottawa", 2014, p. 11.

[2] Ibid., p. 3.

LEVEL 3: POLICY RECOMMENDATIONS

WHAT CAN BE DONE ABOUT IT

- **Invest in your housing plan.** The municipal government has the answer to solving Ottawa's housing crisis—its 10-year plan entitled 'A Home for Everyone' developed in 2013. City Council just needs to invest sufficient resources to implement this plan.
- **Make housing a priority.** Use a portion of upload dollars to invest in social infrastructure related to housing.
- **Consider the unique challenges faced by rural and urban residents** in policies related to new housing development.
- **Continue to advocate to other levels of government** to match municipal investments.

BACKGROUND

- In 2008, the provincial government started funding several programs that used to be funded by the city, thus freeing up millions of dollars annually. This is a tremendous opportunity to invest a portion of those funds to improve the lives of Ottawa's citizens. The city can increase its investment towards housing from these unrestricted funds.
- The City of Ottawa has approved 'A Home for Everyone,' which is a 10-year Housing and Homelessness plan for the City of Ottawa. This plan represents the City's commitment to eliminating chronic homeless and ensuring that everyone has access to an affordable home. It also supports access to programs and services that keep people housed.
- The City of Ottawa committed 14 million dollars as part of their Housing and Homelessness Investment Plan, which included support for prevention programs such as Families First. This is a step in the right direction.
- The City combined federal, provincial and municipal dollars, and recognized the need to use this combined capital to build supportive housing units, with a plan to create 112 units in 2014 – 2015. This is a step in the right direction.

TRANSIT

Slogan and Tagline: **Creating a City for All …where everyone has access to safe and affordable public transit.**

LEVEL 1: OVERARCHING VALUES

- No one should have to pass up going to the doctor or visiting a friend because they can't afford to travel within Ottawa.
- Travelling on an OC Transpo bus should be safe for everyone.
- Our public transit system should empower those who have limited choices— including youth, elderly, people with a disability, and lower income Ottawa residents.

LEVEL 2: THE ISSUE

WHAT'S WRONG

But…

- Personal mobility in Ottawa is under threat, as
  - o continually rising OC Transpo fares is making it increasingly more challenging for people on low incomes to afford public transit, and
  - o women report feeling unsafe using OC Transpo according to both OC Transpo's 2013 Customer Survey[3] and research done by community organizations[4] last year on street harassment in Ottawa.

WHY IT MATTERS

- **Communities thrive when people can move around easily.**
- Canadians value the freedom to go where they want, when they want—whether it's getting to work or school, heading to the mall or visiting friends.[5]
- OC Transpo provides an especially critical link for those who have limited choices—including the young, elderly, people with disabilities and lower-income[6] Ottawa residents.
- When everyone has access to safe, affordable transit, it contributes to Ottawa's social wellbeing and economic prosperity.
  - o It helps all urban residents participate in their communities, and lets them live life to the fullest.

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[3] Scholey, Lucy. "Riding Late-night OC Transpo Bus: Survey." Metro News. 19 Mar. 2014. http://metronews.ca/news/ottawa/977119/most-women-feel-unsafe-riding-late-night-oc-transpo-bus-survey/ (accessed May 20, 2014).

[4] Hollaback! Ottawa. *Our City, Our Space, Our Voice: A Report on Street Harassment in Ottawa*. Rep. July 2013. http://ottawa.ihollaback.org/files/2013/07/Our-city-our-space-our-voice.pdf (accessed May 20, 2014)

[5] Canadian Urban Transit Association. *Public Transit and Our Quality of Life: Building Better Communities.* Rep. Oct. 2002. http://www.cutaactu.ca/en/public-transit/publicationsandresearch/resources/IssuePaperNo.3_PublicTransitandourQualityofLife_BuildingBetterCommunities.pdf (accessed May 20, 2014)

[6] Ibid.

- o It gives them essential—and equitable—access to employment and education, and the freedom to shop and play where they choose.
  - o This win-win situation also benefits the businesses and institutions that would otherwise be out of reach for many potential employees, students and clients.[7]
- Ottawa's municipal government has considerable ability to improve this valuable public service.
- We believe that the breadth of impact that OC Transpo has on the prosperity of our city and the quality of life of its citizens should place safe and affordable transit as a top priority for the incoming City Council.
- OC Transpo is important to Ottawa residents. For instance, a poll found that 92% of urban Canadians think that public transit makes their community a better place to live, and 73% feel that transit benefits them personally.[8]

LEVEL 3: POLICY RECOMMENDATIONS

WHAT CAN BE DONE ABOUT IT

- **Make transit affordable for those on low income.** Extend the existing Community Pass to all residents whose income is less than the Low Income Cut Off (LICO).[9]
- **Make transit safer** by ensuring that OCTranspo follows through on their commitment to increase safety for residents such as women, young people, and persons with a disability.

BACKGROUND

Affordable Transit

- **Our asks are aligned with City Council's strategic objectives.**
  - o The *2011 – 2014 Term of Council Priorities*[10] include the following objectives for the 'Transportation and Mobility' priority:
    - Strategic Objective: TM4 – Promote alternative mobility choices
    - Promote alternative mobility choices by emphasizing transit, cycling and walking as preferred ways of getting around the city.
    - Use education, promotion and incentives to encourage alternatives to driving, and provide information that encourages responsible travel.
  - o The Parking Operations, Maintenance and Development 2014 Business Plan[11] includes the following strategic objectives:

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[7] Canadian Urban Transit Association. *Public Transit and Our Quality of Life: Building Better Communities*. Rep. Oct. 2002. http://www.cutaactu.ca/en/public-transit/publicationsandresearch/resources/IssuePaperNo.3_PublicTransitandourQualityofLife_BuildingBetterCommunities.pdf (accessed May 20, 2014)

[8] Ibid.

[9] LICO is the income threshold below which a family will likely devote a larger share of its income on the necessities of food, shelter and clothing than the average family, as determined by Statistics Canada: http://www.statcan.gc.ca/pub/75f0002m/2009002/s2-eng.htm.

[10] For each term Ottawa's City Council establishes a set of priorities that help Council and staff make more informed decisions concerning the allocation of resources. The current list can be found here: http://ottawa.ca/en/city-hall/accountability-and-transparency/corporate-planning-and-performance-management/2011-2014-0.

- o #3: Promote, establish and maintain programs and facilities that encourage the use of alternative modes of transportation including public transit, car/van pooling, taxis, auto sharing and walking."
  - o "#5: Ensure that revenues generated by the Municipal Parking Program are sufficient to wholly recover all the operating and life-cycle maintenance expenditures; contribute to a reserve fund to finance future parking system development, operation and promotion, and then assist in the funding of related initiatives to encourage the use of alternative modes of transportation.
- **The City has the authority to establish different fares for different groups based on income.** The Ontario Municipal Act allows municipalities to reduce fees for the reason of inability to pay.
- **We have the infrastructure to introduce a low-income transit pass.** At least nine other cities in Canada have some form of low-income transit pass. In Ontario, Oakville and Burlington are two Presto communities that offer low-income passes. It can be done in Ottawa, too.
- **The City has funds to invest in this program.** One possible source of funding for the Community Bus Pass could be from the Parking Fees Reserve Fund. The balance of this reserve fund is forecasted to be $14,266,000 for 2015, $16,133,000 for 2016, and $18,067,000 in 2017[12].
- **Current programs to make transit more accessible:**
  - o *The Community Pass* is a bus pass that was implemented as a pilot in 2006. It provides subsidized transit to people in receipt of ODSP and registered Para users.
  - o Subsidized transit based on age (regardless of income) has existed for many years: *The Seniors' Pass*, the one-ticket fare for children 6 – 12 years old, and free fare for 0 – 5 year olds.
  - o *ParaTranspo* provides specialized transit services to people with mobility restrictions at all income levels.

Safe Transit
- OC Transpo has several programs to increase safety within the transit system including
  - o *Transecure* – using one stop at transit stations after 9 pm,
  - o *Safe Stop* – allowing people to request stops at safe locations other than bus stops (after 7 pm)
  - o *Taxi Link* – allowing people to have taxis meet buses at certain locations after midnight, and
  - o plain clothes and uniformed special constables both on buses and in stations.
- The City is developing a 10-point safety plan in partnership with community organizations and women's groups. It is the implementation and follow through

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[11] City of Ottawa. "Parking Operations, Maintenance, and Development: 2014 Business Plan." Public Works Department. p. 3. http://ottwatch.ca/meetings/file/88878/File_Doc_1_REVISED_POMD_2014_Business_Plan_pdf_Item_PARKING_OPERATIONS_MAINTENANCE_AND_DEVEL OPMENT_BRANCH_2014_BUSINESS_PLAN_Meeting_Transportation_Committee_Date_2013_11_06_09_30_00 (accessed May 20, 2014)

[12] City of Ottawa. "Parking Operations, Maintenance, and Development: 2014 Business Plan." Public Works Department. p. 7. http://ottwatch.ca/meetings/file/88878/File_Doc_1_REVISED_POMD_2014_Business_Plan_pdf_Item_PARKING_OPERATIONS_MAINTENANCE_AND_DEVEL OPMENT_BRANCH_2014_BUSINESS_PLAN_Meeting_Transportation_Committee_Date_2013_11_06_09_30_00 (accessed May 20, 2014)

on that plan, in response to the recent public outcry (by Hollaback! Ottawa and other groups), making our ask so timely.

FOOD

Slogan and Tagline: ***Creating a City for All …where everyone has access to healthy food.***

LEVEL 1: OVERARCHING VALUES

- Ottawa residents shouldn't have to choose unhealthy food to feed their families because they can't afford fresh, nutritious food.
- All children deserve to eat fresh, nutritious food so that they can grow up healthy.
- Every Ottawa resident deserves to eat enough healthy food so that they can lead active, healthy lives.

LEVEL 2: THE ISSUE

WHAT'S WRONG

But…

- An alarming 1 in 13 Ottawa households don't have food security.[13] When a person can easily access and afford enough nutritious food to lead a healthy, active life, they have **food security**. Food security is linked to income because fresh, healthy food is usually more expensive than processed, unhealthier foods.
- Immigrants in Ottawa reported having less food security than non-immigrants.[14]
- Food security is an issue that affects residents of all ages and backgrounds in all 23 city wards.
- Thousands of Ottawa residents are hungry because they can't afford any food at all. For instance, the Ottawa Food Bank provides emergency food to 48,000 people every month, 37% of those being children.[15]
- Residents in rural communities face unique challenges in accessing healthy food, e.g., lack of transportation to markets.
- A third of our city's population does not have food security—we believe this alarming statistic should be of concern to City Councillors and the Mayor.

WHY IT MATTERS

- **Communities are healthy when its citizens eat good food.** We define 'good food' as *food that is fresh, accessible, affordable, culturally relevant, minimally-processed, and as local as possible*.
- Diets that don't have sufficient or nutritious foods can lead to a multitude of problems, including bad health, poor performance at school for children, or low birth weights in babies to name just a few. The negative consequences of food

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[13] Statistics Canada. *Canadian Community Health Survey*. Share File. 2011.

[14] Statistics Canada. *Canadian Community Health Survey*. Share File. 2011.

[15] The Ottawa Food Bank. "Hunger Erodes Human Dignity, Lessens Human Energy and Impairs Potential." http://ottawafoodbank.ca/wp-content/uploads/2014/01/Food-Bank-Fact-Sheet-2013.pdf (accessed May 21, 2014)

insecurity not only affect hungry or malnourished individuals and families but the health and vitality of Ottawa's community.

LEVEL 3: POLICY RECOMMENDATIONS

WHAT CAN BE DONE ABOUT IT

- **Provide sustained funding for healthy food initiatives** that increase access to good food for Ottawa residents on limited incomes.
- **Increase focus on improving access to good food in municipal planning and policy making**. Specifically,
    - o actively engage with the community in the decisions related to food at the municipal level
    - o assess equitable access to good food in all relevant growth, environment, and development plans
    - o consider neighbourhood access to good food in all new development applications; zoning and by-law amendments; and social services/community planning.
    - o support economic development related to both food and farming in Ottawa.

BACKGROUND

Good Food can already be found in Ottawa. We need sustained support to keep it here. We need Councillors who will ensure sustained resources, including social infrastructure, to support Good Food initiatives are an integrated part of Ottawa's infrastructure.

Good Food requires having a Good Food Lens
- We need Councillors who actively engage with the community in the decisions related to food at the municipal level.
- We need Councillors who will ensure a food lens will be used in City planning to assess equitable access to Good Food in all relevant growth, environment, and development plans.
- We need Councillors who will consider neighbourhood access to Good Food in all new development applications; zoning and by-law amendments; and social services/community planning.

Work That Can Be Built Upon
The City of Ottawa has shown leadership and has been a supportive partner on Good Food Initiatives in many communities across Ottawa. These initiatives are identified and developed by residents with support from various community organizations to meet existing and emerging needs. They are an important part of the solutions to hunger, food insecurity, and the health of individuals and families in our neighbourhoods and communities. These programs depend on sustained support, funds, expertise and other resources from all City departments.

The following is a list of good food initiatives in our city:

- Access to Healthy Food in Corner Stores
- Breastfeeding Friendly Initiatives
- Collaborative Food Buying Pantry and other collective Buying Clubs
- Community and Collective Kitchens
- Community Food Advisors
- Daytime Meal Programs for community members
- Ensuring access to food through transit options
- Farmers' markets
- Good Food Boxes
- Good Food Markets
- Healthy Food in Childcare Centres
- Healthy food at Food Banks
- Healthy Food and Local Food Procurement in City facilities
- Hidden Harvest
- Just Food
- Meals on Wheels
- Ottawa Food Policy Council
- Preservation of Agricultural land
- Rural Shoppers' buses
- Savour Ottawa
- School Breakfast Programs
- School Nutrition Programs
- Urban farming
- Urban grocery buses
- Viable jobs in the food and farming sectors within our city limits

EMPLOYMENT

Slogan and Tagline: ***Creating a City for Everyone… where everyone has a chance to make a living.***

LEVEL 1: OVERARCHING VALUES

- Regardless of physical ability, background, or age—every Ottawa resident has something valuable to contribute to society.
- Everyone deserves a chance to earn a living so that they can build a better life for themselves and their families.

LEVEL 2: THE ISSUE

WHAT'S WRONG

But…

- Long-term unemployment is experienced disproportionately by youth; immigrants; people with disabilities; and First Nations, Inuit, and Métis compared to other Ottawa residents.
- These four groups face significantly higher rates of unemployment compared to the city average of 6.9%[16].
  - **Youth:** unemployment rate in Ottawa was 13.3% in 2013.
  - **Immigrants:** In 2011, Ontario's unemployment rate for very recent immigrants was the second highest in the country (15.7%) and double Ontario's overall rate (7.6%). This trend is mirrored in the immigrant population in Ottawa.
  - **First Nations, Inuit, and Métis:** This population is more than twice as likely to be unemployed than their non-aboriginal counterparts[17].
  - **Persons with disabilities:** unemployment rates of persons with disabilities in 2006 were 50% higher than for Canadians without disability[18].

WHY IT MATTERS

- **Communities are prosperous when the skills of all its citizens are utilized**.
- Unemployment is expensive: economically and socially. For instance:
  - Economic costs:

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[16] Statistics Canada. "Labour Force Information: Employment and Unemployment Rates, Canada, Seasonally Adjusted" May 9 2014. http://www.statcan.gc.ca/pub/71-001-x/2014004/longdesc-ct008-eng.htm (accessed May 20, 2014)

[17] Ottawa Integrated Local Labour Market Planning. "2013 Update" March 2013. http://labourmarketottawa.ca/files/OILLMP-2013Update-FINAL-English-TOPRINT.pdf (accessed May 9, 2014).

[18] The Organization for Economic Co-operation and Development. "Sickness, Disability, and Work: Breaking the Barriers – Canada: Opportunities for Collaboration." OECD Website. 2010. http://www.oecd.org/canada/sicknessdisabilityandworkbreakingthebarriers-canadaopportunitiesforcollaboration.htm (accessed May 9, 2014)

- The Conference Board of Canada estimates that the cost of not recognizing the credentials and skills of Canadians, notably immigrants, is between $4.1 and $5.9 billion annually[19].
- Youth unemployment will costs the Canadian economy $23 billion over the next 18 years (that is $ 1.27 billion annually) according to a report by TD Economics in 2013[20].

  o Social costs:
  - We all suffer from unemployment—whether employed or not. That's because unemployment not only affects the individual that is unemployed but also their community. Unemployment negatively impacts:
    - the individual: mental health, lifetime earning potential, increased likelihood of divorce and suicide.
    - the community: breakdown of social wellbeing.

- Improving Ottawa's youth; First Nations, Inuit, and Métis; people with disabilities; and immigrant unemployment situation is critical to the long-term social and economic health of our community.

LEVEL 3: POLICY RECOMMENDATIONS

WHAT CAN BE DONE ABOUT IT

- **Support social enterprises** to generate employment and self-employment opportunities, co-op training and mentoring opportunities.
- **Introduce protocols that will promote hiring of underrepresented groups** for City of Ottawa jobs and subcontracts.
- **Encourage local employers to hire underrepresented groups** by a) increasing their awareness of the advantages of hiring from these populations and b) providing incentives for hiring employees from these populations.
- **Provide an opportunity for youth to have access to employers.**

BACKGROUND

Our asks are aligned with the City's strategic objectives:

- Two strategic objectives in the City of Ottawa's Strategic Plan 2011 – 2014 - Goal of Economic Prosperity emphasize the City's commitment to make it easier for immigrants to become part of the local urban and rural economies and to support the growth of the local economy.

  o Strategic Objective: EP2 – Effectively integrate immigrants: Make it easier for immigrants to become part of the local urban and rural economies by improving programs and services provided by the City that help immigrants integrate into Ottawa.

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[19] Ontario Ministry of Citizenship and Immigration. "Expanding Our Routes To Success." *Ontario's Immigration Strategy*. 28 Sept. 2012. http://www.citizenship.gov.on.ca/english/keyinitiatives/imm_str/roundtable/why-an-immigration-strategy.shtml (accessed May 26, 2014)

[20] CBC News. "Youth Unemployment to Cost Canadian Economy $23 Billion." CBC/Radio Canada, 29 Jan. 2013. http://www.cbc.ca/news/business/youth-unemployment-to-cost-canadian-economy-23-billion-1.1323533 (accessed May 26, 2014)

- o Strategic Objective: EP3 – Support growth of local economy: Invest in community organizations that support the local economy, both urban and rural, by promoting local industry, creating infrastructure to stimulate growth, including hubs for innovation, promoting investments in our businesses, and working cooperatively with the federal government to retain federal employment in Ottawa[21].

Work already taking place:
- City Immigration Strategy and Immigration Network
- Professional Internship for Newcomers (PIN) program
- Youth mentorship program in the City, being launched
- Youth Futures Program
- Community Economic Development Contribution funding

Youth, immigrant, and First Nations, Inuit, and Métis populations have grown at a greater rate than the overall population
- Growth in the First Nations, Inuit, and Métis population was a significant 48.1% from 2006 to 2011; they make up 1.8% of Ottawa residents.
- Immigrants make up almost a quarter of Ottawa's population (22.3%)
- Youth make up 14.1% of Ottawa residents.

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[21] City of Ottawa. *City of Ottawa 2011–2014 Strategic Plan*. July 2011. http://ottawa.ca/sites/default/files/migrated/files/cap154404.pdf (accessed May 21, 2014)

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