

## **DOCUMENT-1**

### **PROPOSED 2023-2026 TERM OF COUNCIL PRIORITIES**

# PROPOSED 2023-2026 TERM OF COUNCIL PRIORITIES

Ottawa is a city of just over one million that is prosperous, sustainable, inclusive, and resilient.

The City recognizes that it is built on the traditional territory of the Anishinabe Algonquin Nation and strives to build and maintain reciprocal relationships with the Host Anishinabe Algonquin Nation and Urban Indigenous communities and organizations. The City recognizes the inherent Indigenous right to self-determination and self-government. The City strives for meaningful reconciliation and works together with the Anishinabe Algonquin Nation and Urban Indigenous communities to collaboratively address emerging and systemic issues and needs, support Indigenous-led approaches, and improve City services for First Nations, Métis and Inuit people.

## LONG-TERM GOALS (10+ Years)

- LTG1:** Ottawa residents experience a good quality of life and live in neighborhoods that are diverse, inclusive, safe, connected, accessible and affordable.
- LTG2:** Ottawa residents benefit from a sustainable and equitable built environment that supports our efforts to address climate change.
- LTG3:** Ottawa is economically diversified and prosperous; attracting people to Ottawa to live, work, play, invest, learn and visit.

## STRATEGIC PRIORITIES (4-year, Term of Council Areas of Focus)



## **ABOUT THE PROPOSED 2023-2026 TERM OF COUNCIL PRIORITIES**

The proposed 2023-2026 Term of Council Priorities are structured around our long-term goals (10+ years), four strategic priorities (Term of Council Areas of Focus) that include Strategic Objectives, Results, and Performance Indicators. Each of these elements are defined as below:

- **Long-term Goals**  
The future state of achievement and realities that we aim to realize in 10+ years.
- **Strategic Priorities**  
These are the areas of focus and the highest level of expression of what the City hopes to achieve during the Term of Council.
- **Strategic Objectives**  
Statements under each Strategic Priority that specifically state where and on what to focus, change and improve during the Term of Council.
- **Results**  
These are the desired outcomes we want to achieve for a given Strategic Objective during the Term of Council.
- **Performance Indicators**  
The quantitative measure that will be used to demonstrate the achievement of the result over time.

Once approved by Council, the 2023-2026 Term of Council Priorities will form the 2023-2026 City Strategic Plan, the main communications tool that summarizes Council's vision and direction for the Term of Council and is published to help residents understand the strategic direction of the City.

## **DRAFT 2023-2026 TERM OF COUNCIL PRIORITIES**

### **A city that has affordable housing and is more liveable for all:**

Investing in services that affect the lives of all residents, including those most in need, is a key priority for the City. This strategic priority focuses on supporting individuals by increasing access to a range of housing options, including affordable housing, and improving access to supports for mental health and substance use health, emergency services, employment services, licensed child-care, and parks, culture and recreation.

Ottawa is a city where many people enjoy a comfortable standard of living. It has a unique cultural and multilingual mix, a strong economy and is home to a highly educated population. There is, however, an increasing need to support those living on low to moderate incomes. Ensuring access to affordable housing options for singles and families of various sizes will be advanced by improving governance and systems management with housing providers, leveraging City lands and creating new opportunities with partners. Streamlined approvals and updated zoning are aimed at increasing the number of housing units and types, including within or on transit hubs and corridors. A key objective is to implement best practice approaches to target the elimination of chronic homelessness, through the provision of affordable and supportive housing and that the system of services and supports is coordinated, equitable and responsive, reducing gaps and duplication. Assisting individuals to access housing with the supports they need to stay housed and to services for mental health and substance use health enables them to move forward with their lives. Emergency services and crisis response models will be advanced to meet the demand and improve results. Increased access to new and renewed parks, recreation and cultural facilities and programs help all residents to keep physically and mentally active.

Specifically, we want to achieve the following strategic objectives and results:

Table 1 - A City that has affordable housing and is more liveable for all - Strategic Objectives and Results

Strategic Objective	The results we want to achieve by 2026	Performance Indicators
<p>1: Increase housing options including below market and deeply affordable near transit, leverage City land and seek sustainable funding</p>	<ul style="list-style-type: none"> <li>Increased affordable housing options for singles and families of various sizes</li> <li>Improved governance and systems management with housing providers</li> <li>Created opportunities with Ottawa Community Lands Development Corporation, Ottawa Community Housing and partners</li> <li>Culturally responsive supports for the Indigenous homeless population</li> </ul>	<ul style="list-style-type: none"> <li>1a: Number of households assisted with housing from the Registry waitlists</li> <li>1b: Number of below market and deeply affordable units for various household sizes as specified in contribution agreements</li> </ul>
<p>2: Increase housing supply and support intensification</p>	<ul style="list-style-type: none"> <li>Increased housing units built of all types</li> <li>Streamlined approvals and adopt a more efficient, effective and equitable Zoning By-law</li> <li>Increased diversity of housing across all neighbourhoods, including within or on transit hubs, protected major transit stations and corridors</li> </ul>	<ul style="list-style-type: none"> <li>2a: Number, location and types of units approved through development applications and building permits</li> <li>2b: Timelines to approve development applications</li> </ul>
<p>3: Create a clear path to eliminate chronic homelessness</p>	<ul style="list-style-type: none"> <li>Developed resources to assist chronically homeless individuals to access appropriate, permanent housing with the supports they need to stay housed and reduced inflow into chronic homelessness</li> </ul>	<ul style="list-style-type: none"> <li>3a: Number of supportive units being used to house chronically homeless individuals</li> <li>3b: Number of individuals experiencing chronic homelessness</li> <li>3c: Number of chronically homeless individuals matched to Housing First supports</li> </ul>

Strategic Objective	The results we want to achieve by 2026	Performance Indicators
4: Advance poverty reduction	<ul style="list-style-type: none"> <li>• Effects of poverty and food insecurity are reduced through work with community partners</li> </ul>	<ul style="list-style-type: none"> <li>• 4a: Poverty Reduction Strategy Indicators to be determined within the Term of Council</li> </ul>
5: Promote and support proactive mental health supports, strategies and community-led crisis mental health response models	<ul style="list-style-type: none"> <li>• Facilitated access to services for culturally responsive mental health and substance use health</li> <li>• Advanced crisis response model(s)</li> </ul>	<ul style="list-style-type: none"> <li>• 5a: Number of responses diverted from police and emergency room</li> <li>• 5b: Number of individuals who know how to access mental health supports</li> <li>• 5c: Number of people served through alternative response</li> </ul>
6: Simplify access to social services to support those in need, including housing, employment and child-care services.	<ul style="list-style-type: none"> <li>• Reduced barriers to services to support those in need, including women, Indigenous, Black, racialized residents, gender-diverse persons and newcomers, to achieve better outcomes for clients.</li> </ul>	<ul style="list-style-type: none"> <li>• 6a: Improved service outcomes for those accessing social services, including housing, employment and child-care services</li> </ul>
7: Improve emergency response times	<ul style="list-style-type: none"> <li>• Meet demand with population growth, events and aging demographics across Ottawa (resources, dispatch, and infrastructure)</li> <li>• Province, Ottawa Public Health, City of Ottawa, other municipalities have a coordinated approach</li> </ul>	<ul style="list-style-type: none"> <li>• 7a: Align emergency response times with community needs</li> </ul>

Strategic Objective	The results we want to achieve by 2026	Performance Indicators
<p>8: Make recreation and cultural programs available to more residents</p>	<ul style="list-style-type: none"> <li>• Improved access to City parks, recreation and cultural programs, including in priority neighbourhoods</li> <li>• The process is more flexible for community permits and recreational opportunities</li> <li>• Improved community use and variety of programming in parks and leverage placemaking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• 8a: Number of individuals participating in City recreation and cultural programs, including French program registrations</li> <li>• 8b: Number of seasonal permits in parks and recreation with partner organizations</li> </ul>
<p>9: Align parks, recreation and cultural facilities with population growth</p>	<ul style="list-style-type: none"> <li>• New and renewed parks and recreation and cultural facilities that are accessible and are available across the city</li> </ul>	<ul style="list-style-type: none"> <li>• 9a: Number of new parks, recreation and cultural facilities</li> <li>• 9b: Number of renewed parks, recreation and cultural facilities</li> </ul>

## **A city that is more connected with reliable, safe and accessible mobility options:**

Whether residents choose to walk, drive, cycle, bus or use light rail to move around the city, transportation and mobility affects everyone. The City is responding to evolving travel patterns and working to increase connectivity, reliability, safety and accessibility to meet Ottawa’s mobility needs.

This strategic priority focuses on supporting transit and active transportation because they are crucial to advance the City’s climate change goals and to create a healthier, more equitable and inclusive city for residents. The City recognizes the transportation needs of equity deserving groups including women, racialized citizens, Indigenous persons, and persons with disabilities. Leveraging the City’s generational investments in light rail and continuing to improve bus service are keys to improving mobility. These include advancing overall transit service reliability, delivering transit in new ways in different areas of the city and realigning bus service. Active transportation is focused on connecting areas of the city for pedestrians and cyclists by ensuring critical walking and cycling links and networks.

The Transportation Master Plan will prioritize future road, transit and active transportation projects to support growth and development and reduce greenhouse gas emissions. Road safety will increase through programs such as traffic calming and integrated speed management. Supports will be advanced for individuals with accessibility needs to get where they want to go.

Specifically, we want to achieve the following strategic objectives and results:

*Table 2 - A city that is more connected with reliable, safe and accessible mobility options- Strategic Objectives and Results*

<b>Strategic Objective</b>	<b>The results we want to achieve by 2026</b>	<b>Performance Indicators</b>
10: Improve active transportation	<ul style="list-style-type: none"> <li>Improved missing pedestrian and cycling links to connect areas of the city</li> </ul>	<ul style="list-style-type: none"> <li>10a: Percentage of active transportation trips (counters on cycling facilities)</li> </ul>



Strategic Objective	The results we want to achieve by 2026	Performance Indicators
11: Improve transit reliability	<ul style="list-style-type: none"> <li>• Better on-time performance for buses and trains</li> <li>• Increased overall transit service reliability</li> <li>• Local bus service aligns with community needs</li> <li>• Transit is delivered in new ways in areas of the city</li> <li>• Increased bus and train ridership</li> </ul>	<ul style="list-style-type: none"> <li>• 11a: Number of customer trips from origin to final destination on bus and O-Train across the OC Transpo network</li> <li>• 11b: Percentage of bus trips leaving major stops no more than 1 minute before and no more than 3 minutes after scheduled time</li> <li>• 11c: Percentage of scheduled hours of bus and O-Train service delivered</li> <li>• 11d: Completed route review</li> </ul>
12: Prioritize future road, transit and active transportation projects in Part 2 of the Transportation Master Plan.	<ul style="list-style-type: none"> <li>• Approved Capital Infrastructure Plan</li> </ul>	<ul style="list-style-type: none"> <li>• 12a: Transportation Master Plan Part 2 approval by Council in 2025</li> </ul>
13: Deliver transit and roads to support growth	<ul style="list-style-type: none"> <li>• Transit and road infrastructure is delivered in a timely and affordable way to support development</li> </ul>	<ul style="list-style-type: none"> <li>• 13a: Annual reporting on value of complete street retrofit</li> <li>• 13b: Annual reporting on value of infrastructure renewal projects</li> </ul>

Strategic Objective	The results we want to achieve by 2026	Performance Indicators
14: Improve road safety	<ul style="list-style-type: none"> <li>• Fewer serious injuries and fatalities</li> <li>• Implemented temporary and permanent traffic calming measures</li> </ul>	<ul style="list-style-type: none"> <li>• 14a: Number of serious injuries and fatal collisions</li> <li>• 14b: Number of temporary and permanent traffic calming measures installed</li> <li>• 14c: Number of kilometres of new or rebuilt residential roads to 30 km/h design</li> </ul>
15: Support sustainable transportation for residents with accessibility needs	<ul style="list-style-type: none"> <li>• Users with accessibility needs have greater options to travel to get to where they want to go</li> </ul>	<ul style="list-style-type: none"> <li>• 15a: Number of kilometres of sidewalks</li> <li>• 15b: Maintain the full accessibility of the transit fleet</li> <li>• 15c: Regular updates to the Transit Commission on Para Transpo service metrics</li> </ul>

## **A city that is green and resilient:**

The City continues to take steps to adapt to our changing climate and the future liveability of Ottawa depends upon a healthy natural and built environment. Ottawa is experiencing warmer, wetter and more unpredictable weather. It's critical that the City continues to prepare for extreme heat, wind, rain and snow and continues with efforts to reduce greenhouse gas emissions and build climate resiliency,

This strategic priority focuses on adapting the City's efforts to reduce emissions in fleet, transit, solid waste, facilities and wastewater treatment. Ottawa's trees and their habitat are shared resources that provide a wide range of benefits and services to the community. A focus during this Term of Council is to plant, grow and preserve the tree canopy in neighbourhoods with low tree cover.

The Climate Resiliency Strategy will help us respond to the impacts of climate change and protect people, infrastructure and services. Community partnerships to address emergencies will be promoted for a holistic approach to extreme weather events.

A city's infrastructure is vital to strengthening its economy, creating jobs and building strong communities. Community partnerships to address emergencies will be promoted for a holistic approach to extreme weather events. The City will make the best possible decisions regarding the building, operating, maintaining, renewal, replacement and disposal of assets through continued development of its asset management plans. Improving key infrastructure, reducing the infrastructure gap and maintaining infrastructure in a state of good repair will also be priorities.

Specifically, we want to achieve the following strategic objectives and results:

Table 3 - A city that's green and resilient - Strategic Objectives and Results

Strategic Objective	The results we want to achieve by 2026	Performance Indicators
16: Reduce emissions associated with the City's operations and facilities	<ul style="list-style-type: none"> <li>Reduced emissions associated with the City's operations from fleet, transit, solid waste and facilities including wastewater treatment</li> </ul>	<ul style="list-style-type: none"> <li>16a: Annual results of Corporate GHG inventories associated with the City's operations from fleet, transit, solid waste and facilities including wastewater treatment</li> </ul>
17: Increase waste reduction and diversion	<ul style="list-style-type: none"> <li>Increased participation in waste diversion and recycling programs, supporting municipal and provincial targets to divert organic waste from landfill</li> </ul>	<ul style="list-style-type: none"> <li>17a: Waste generation per capita</li> <li>17b: Volume of food and organic waste from landfill</li> </ul>
18: Plant, grow and preserve the urban tree canopy in parks and along roadways, with a focus on neighbourhoods with low tree canopy cover	<ul style="list-style-type: none"> <li>Increased tree canopy in neighbourhoods with low tree cover</li> </ul>	<ul style="list-style-type: none"> <li>18a: Trees planted in neighbourhoods with low tree canopy cover</li> </ul>
19: Increase resiliency to extreme weather and changing climate conditions	<ul style="list-style-type: none"> <li>Improved the resilience of City's infrastructure</li> <li>Responded to extreme weather events</li> <li>Strengthened community capacity for climate preparedness and emergency response</li> </ul>	<ul style="list-style-type: none"> <li>19a: Annual reporting towards building climate resiliency</li> </ul>

Strategic Objective	The results we want to achieve by 2026	Performance Indicators
20: Improve key infrastructure through asset management	<ul style="list-style-type: none"> <li>Reduced infrastructure gap and maintain infrastructure in a state of good repair</li> </ul>	<ul style="list-style-type: none"> <li>20a: Update the infrastructure measures and indicators through the Asset Management Plan(s) process within the Term of Council</li> </ul>

## A city with a diversified and prosperous economy:

A diversified and prosperous economy with economic opportunities for all that positions Ottawa as a destination of choice to live, work, play, invest, learn and visit. It ensures everyone has access to opportunity, and that the City has the resources to tackle other challenges.

This strategic priority aims to lay the groundwork for new ideas and options to support job creation and economic growth, which will be guided by the City’s Economic Development Strategy to be tabled at Council by the end of the year. The City’s role is to encourage and facilitate economic growth, prosperity, diversification and resilience through economic development programs and projects. Key areas of focus include business investment and expansion, talent attraction and retention, entrepreneurship and promoting Ottawa as a place to be and do business. Facing unprecedented change due to federal government activity and other post-Covid factors, the City must also take steps to stimulate economic activity in the downtown core and ByWard Market.

As identified in the Official Plan, Special Districts provide opportunities to coordinate and direct efforts to position, develop and/or promote specific areas as meaningful business, employment or quality of life contributors to the local economy. In Ottawa, these Special Districts include Parliament and Confederation Boulevard, Rideau Canal, ByWard Market, Lansdowne, Ottawa River Islands, Special Economic Districts in Kanata North and the Ottawa International Airport. The City has a number of other economic districts that have their own or form parts of secondary plans. These include Bayview Yards, the Ottawa Hospital new Civic Campus, the Carp Road Corridor and an emerging economic district in the

Highway 174 Corridor incorporated in the Orléans Corridor Secondary Plan. Each has a special role in the city’s economy. Also, small businesses are foundational to Ottawa’s economy. To help traditional and commercial main streets thrive in Ottawa, small businesses need supports that minimize business start-up barriers and make it easier to do business.

A range of interconnected factors influence economic prosperity and growth. Diversifying our economy and amplifying our region’s brand, including through possible collaboration with Gatineau will attract skilled workers to support growing and new enterprises and make Ottawa a choice destination.

Specifically, we want to achieve the following strategic objectives and results:

*Table 4 - A city with a diversified and prosperous economy - Strategic Objectives and Results*

Strategic Objectives	The results we want to achieve by 2026	Performance Indicators
21: Make it easier to open and operate a business	<p>Improved experience opening and operating a business, which may include:</p> <ul style="list-style-type: none"> <li>• Updated business licensing bylaw to modernize and reduce red tape; and</li> <li>• One stop shop service for small business, improve client experience (online payments, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• 21a: Number of new and existing businesses</li> <li>• 21b: Number of complaints specific to business licensing</li> <li>• 21c: Commercial tax assessment growth</li> <li>• 21d: Satisfaction survey with businesses on City processes / supports for opening and running a business</li> </ul>
22: Stimulate growth in special and economic districts with secondary plans	<ul style="list-style-type: none"> <li>• Strengthened role of special and economic districts as places that are important to the City’s identity, culture, and economy with secondary plans as economic generators.</li> </ul>	<ul style="list-style-type: none"> <li>• 22a: Number of new and existing businesses in special districts and economic districts with secondary plans</li> <li>• 22b: Amount of tax revenue collected in special districts and economic districts with secondary plans</li> </ul>

Strategic Objectives	The results we want to achieve by 2026	Performance Indicators
<p>23: Reimagine the downtown and ByWard Market</p>	<ul style="list-style-type: none"> <li>• Increased economic activity, safety and tourism</li> <li>• Increased number of housing units in the Downtown Core, including more types of units, such as family sized units</li> </ul>	<ul style="list-style-type: none"> <li>• 23a: Number of new and existing businesses in the Downtown core and ByWard Market</li> <li>• 23b: Annual visitor spending</li> <li>• 23c: Water usage in Downtown core and ByWard Market</li> <li>• 23d: Number of units (per type) approved through development applications and building permits in the Downtown core and ByWard Market</li> </ul>
<p>24: Enhance traditional and commercial main streets</p>	<ul style="list-style-type: none"> <li>• Enhanced public realm in strategic locations</li> <li>• Supported business communities including Business Improvement Associations objectives</li> <li>• Increased economic activity</li> </ul>	<ul style="list-style-type: none"> <li>• 24a: Number of new and existing businesses on traditional and commercial main streets</li> </ul>
<p>25: Diversifying our economy and amplifying our region's brand</p>	<ul style="list-style-type: none"> <li>• Increased collaboration with Gatineau</li> <li>• Attracted and retained immigrants, students and talent</li> <li>• Increased economic activity and jobs</li> <li>• Advanced regional approach with partners</li> </ul>	<ul style="list-style-type: none"> <li>• 25a: Annual Visitor spending</li> <li>• 25b: Number of immigrants that stay in Ottawa</li> <li>• 25c: Number of joint initiatives</li> </ul>