

Document 1: 2023-2026 Scorecard Results Summary

In 2023, City Council adopted the 2023-2026 City Strategic Plan and Term of Council Priorities. This is the mid-term report to Council on the progress of the 2023-2026 City Strategic Plan.

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Legend

Lead Departments:

CSS - Community and Social Services

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OCC - Office of the City Clerk

PW - Public Works

SI - Strategic Initiatives

EPS - Emergency and Protective Services

IWS - Infrastructure and Water Services

PDBS - Planning, Development and Building Services

RCFS - Recreation, Culture and Facilities Services

TS - Transit Services

Priority	Objective	Department	Performance Indicator	Data Point	Desired Trend	Baseline (as of 2022)	Mid-term result (as of 2024)	Performance Summary
A city that has affordable housing and is more liveable for all	1: Increase housing options including below market and deeply affordable near transit, leverage City land and seek sustainable funding	CSS	1a: Number of households assisted with housing from the Registry waitlists relative to the total number of households on the Registry waitlists	Number of households on the CWL	Decrease	11,065	14,721	There has been a steady increase in the number of homeless applications submitted to the Centralized Wait List (CWL), which accounts for the increase in households on the waitlist.
				CWL households moved into RGI housing	Increase	1,230	1,077	While the number of households from the CWL moved into RGI housing decreased between 2023 and 2024, the number of individuals housed from the shelter system increased due to new housing benefit programs created to target those with a homeless priority.
A city that has affordable housing and is more liveable for all	1: Increase housing options including below market and deeply affordable near transit, leverage City land and seek sustainable funding	SI	1b: Number of new affordable housing units completed	Signed affordable housing contribution agreements	Increase	8	318	In 2024, 318 affordable units were completed in partnership with non-profits. 815 units are currently under construction and an additional 415 units have been approved by Council to receive Tax Increment Equivalent Grants (TIEG), and these CIP units will be delivered by private developers.
A city that has affordable housing and is more liveable for all	1: Increase housing options including below market and deeply affordable near transit, leverage City land and seek sustainable funding	SI	1c: Number of new supportive housing units completed	Signed supportive housing contribution agreements	Increase	56	75	The City secured capital funding through the federal Rapid Housing Initiative and the provincial Social Services Relief Fund, with the majority of funding directed toward supportive housing projects. This investment has contributed significantly to the high number of housing completions in recent years. As of the end of 2024, there were an additional 112 supportive units under construction.
A city that has affordable housing and is more liveable for all	1: Increase housing options including below market and deeply affordable near transit, leverage City land and seek sustainable funding	CSS	1d: Number of new housing benefits added	Number of New Housing Benefits	Increase	445	996	A rapid rehousing team has been developed to support streamlining applications for housing benefits. Also, the City piloted an enhanced housing allowance benefit (EHAB) that provided a deeper subsidy to clients which was rolled out during Q4 2023-Q1 2024.
A city that has affordable housing and is	2: Increase housing supply and support intensification	PDBS	2a: Number, location and types of units approved through	Net number of dwellings issued building permits – City wide	Increase	12,649	10,610	The total number of units issued permits citywide increased 15% between 2023 (31,494) and 2024, from

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more liveable for all			development applications and building permits	Number of units approved through development applications - City-wide	Increase	NA	22,220	9,190 to 10,610 units issued permits, respectively. All dwelling types experienced a year-over-year increase. There are 22,220 units approved through development applications citywide in 2024. Most units approved were for apartments at 86% share.
A city that has affordable housing and is more liveable for all	2: Increase housing supply and support intensification	PDBS	2b: Percentage of development applications approved within provincial timelines	Site Plan Control Applications Approved within Provincial Timelines	Maintain	Compliance with Bill 109 maintained	Bill 185 introduced	Given the introduction of Bill 185 in September 2024, a comparison of data from 2022 to 2024 is not possible, however, the City is actively working on aligning with approved provincial timelines.
				Zoning By-law Amendment applications Approved within Provincial timelines	Maintain	Compliance with Bill 109 maintained	Bill 185 introduced	
A city that has affordable housing and is more liveable for all	3: Create and advance along a clear path to eliminate chronic homelessness	CSS	3a: Number of individuals with a history of chronic homelessness that were housed by housing type	Total number of individuals housed by all housing types	Increase	NA	349	The Housing and Homelessness Services team created the EHAB which increased outflow from chronic homelessness supported by the Rapid Rehousing Team. The overflow shelter sites are serving lower needs clients that can be housed faster and with lighter touch staffing supports.
A city that has affordable housing and is more liveable for all	3: Create and advance along a clear path to eliminate chronic homelessness	CSS	3b: Number of individuals that are actively chronically homeless	Actively chronically homeless individuals	Decrease	1,232 (Q4 2022)	1,709 (Q4 2024)	A lack of affordable housing and rising cost of living are making it increasingly difficult for individuals to exit homelessness. However, as indicated above, HHS continues to have success in housing chronically homeless clients.
A city that has affordable housing and is more liveable for all	3: Create and advance along a clear path to eliminate chronic homelessness	CSS	3c: Number of individuals matched to Housing First Supports	Total Individuals matched to Housing First Case Management Supports	Increase	867 (Q4 2022)	707 (Q4 2024)	The decrease in number of clients matched to Housing First between 2023 and 2024 is attributed to staffing turnover and not being able to match clients to open caseload spots.
A city that has affordable housing and is more liveable for all	4: Advance poverty reduction	CSS	4a: Poverty Reduction Strategy Indicators to be determined within the Term of Council	Completion of the Poverty Reduction Strategy	Completion	-	Complete	Ottawa's Poverty Reduction Strategy was approved at Council in Q4, 2024. Short-term actions from the Strategy are underway and governance structures will be established by Q2 2025.
A city that has affordable housing and is more liveable for all	5: Promote and support proactive mental health supports, strategies and community-led crisis mental health response models	CSS	5a: Number of mental health and substance use crisis related calls attended to by the Safer Alternate Response Prototype	Total Calls Received Successfully by ANCHOR	Increase	Started in 2024	1310 (Q4 2024)	This program is now known as the Alternate Neighbourhood Crisis Response (ANCHOR). It was launched in Q3 2024, and the baseline data is 1,310. This indicator's trend will be

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								monitored throughout 2025 and onwards.
A city that has affordable housing and is more liveable for all	5: Promote and support proactive mental health supports, strategies and community-led crisis mental health response models	OPH	5b: Percentage of Ottawa residents who want mental health supports but don't know where to turn	Percent of students who wanted mental health supports but did not seek it	Decrease	Not available	33 per cent	The student survey has changed its wording and the results are not comparable.
				Percent of adults who want mental health support, but don't know where to turn.	Decrease	23.9 per cent (2021)	Data will be available end of 2025	The original adult survey was provided by EKOS and the latest data are still being collected through the Rapid Risk Factor Surveillance Survey with results for 2024 expected toward the end of 2025.
A city that has affordable housing and is more liveable for all	5: Promote and support proactive mental health supports, strategies and community-led crisis mental health response models	EPS	5c: Number of people served through alternative response	Targeted Engagement Diversion Program (TED)	Increase	748	1446 (2023)	The indicator is trending in the right direction. The Targeted Engagement Diversion Program and Mental Well-being Response Team are in place to continue to support alternative response. Data for 2024 will be provided to Council through the annual report in June 2025.
				Percentage of Patients Diverted from Hospital by MWRT	Increase	65 per cent	70 per cent (2023)	
				Mental Well-being Response Team	Increase	338	561 (2023)	
A city that has affordable housing and is more liveable for all	6: Simplify access to social services to support those in need, including housing, employment and child-care services.	CSS	6a: Improved service outcomes for those accessing social services, including housing, employment and child-care services	Percentage of front-line staff trained to use departmental integrated consent form	Increase	8 per cent (2023)	28 per cent	28% of staff were trained to use the departmental integrated consent form.
				Number of interactions with residents accessing services through co-location and outreach	Increase	Not available	12,280	In 2024 there were 12,280 interactions with residents through co-location and outreach: Community Engagement Team, Outreach Mobile Services Team, Catherine Street Hub.
A city that has affordable housing and is more liveable for all	7: Improve emergency response times	EPS	7a: Align emergency response times with community needs	Paramedic CTAS 1	Meet targets	61.8 per cent	68 per cent (2023)	The indicator is trending in the right direction. Council approval of the Paramedic Investment Plan, the successful implementation of the Medical Dispatch Priority System (MPDS) and reduced offload delay in hospitals are leading to enhanced system performance and resource availability. Response volume (i.e. demand for service) and external factors, such as hospital performance, remain among the risks to response time performance. Data for 2024 will be provided to Council through the annual report in June 2025.
				Paramedic CTAS 2	Meet targets	63.2 per cent	68.8 per cent (2023)	
				Paramedic CTAS 3	Meet targets	76.3 per cent	79.3 per cent (2023)	
				Paramedic CTAS 4	Meet targets	83.4 per cent	83.5 per cent (2023)	
				Paramedic CTAS 5	Meet targets	86.7 per cent	86.8 per cent (2023)	
A city that has affordable		RCFS	8a: Number of individuals participating in City recreation and	Number of registrations in English programs	Increase	107,601	230,379	Membership scans (i.e. visits from members), admissions, and program

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housing and is more liveable for all	8: Make recreation and cultural programs available to more residents		cultural programs, including French program registrations	Number of registrations in French programs	Increase	6,763	15,474	registrations each continued to increase in 2024, with the corresponding daily attendance figures showing a return to pre-Covid participation levels over 2022 when some Covid restrictions remained in place.
				Total Registrations in English and French Programs	Increase	114,364	245,853	
				Unique Clients Registered in Programs in EN only	Increase	57,309	80,359	
				Unique Clients Registered in Programs in FR only	Increase	2,317	3,712	
				Unique Clients Registered in both FR and EN programs (not included in 1 or 2)	Increase	2,820	4,826	
				Total Unique Clients Registered	Increase	62,446	88,897	
A city that has affordable housing and is more liveable for all	8: Make recreation and cultural programs available to more residents	RCFS	8b: Number of seasonal permits in parks and recreation with partner organizations	Number of Rental Permits Issued	Increase	15,728	23,038	The number of permits continues to increase year over year; going forward, we will also track the length of permits as a new metric to better understand usage patterns.
A city that has affordable housing and is more liveable for all	8: Make recreation and cultural programs available to more residents	RCFS	8c: Value of support provided by the City to enhance access to cultural and recreation programs and space	Value of Support by City to Enhance Access to Cultural and Recreation Programs and Space	Increase	\$13,344.94 (2023)	\$52,078.96	In 2024, the initiative grew to include the Complexes, Aquatics & Spec Services branch, in addition to the Community, Rec, Culture & Sport Services branch.
A city that has affordable housing and is more liveable for all	9: Align parks, recreation and cultural facility new development and renewal of existing assets with population growth and with consideration for prioritizing the needs of economically disadvantaged neighbourhoods	RCFS	9a: Number of new parks, recreation and cultural facilities	New Parks Completed	Increase	14	13	Progress has been made to advance this objective with 43 new parks, 26 renewed parks and 9 new facilities completed since 2022.
				New Parks in Progress	Increase	12	16	
				New Facilities Completed	Increase	0	0	
				New Facilities in Progress	Increase	2	3	
A city that has affordable housing and is more liveable for all	9: Align parks, recreation and cultural facility new development and renewal of existing assets with population growth and with consideration for prioritizing the needs of economically disadvantaged neighbourhoods	RCFS	9b: Number of renewed parks, recreation and cultural facilities	Renewed Parks Completed	Increase	2	19	
				Renewed Parks in Progress	Increase	5	24	
				Renewed Facilities in Progress	Increase	1	4	
				Renewed Facilities Completed	Increase	0	0	
A city that has affordable housing and is more liveable for all	9: Align parks, recreation and cultural facility new development and renewal of existing assets with population growth and with	RCFS	9c: Annual City capital investment in municipal cultural spaces and contributions to community cultural spaces	Cultural Services and Community Funding Account	Increase	606,357	1,148,632	There has been a considerable increase in cultural capital investment in both community and municipal projects to respond to change and growth in the population.

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	consideration for prioritizing the needs of economically disadvantaged neighbourhoods							
A city that is more connected with reliable, safe and accessible mobility options	10: Improve active transportation	PDBS	10a: Percentage of active transportation trips	% Active Transportation Trips by Walk	Increase	14.2 per cent	14.2 per cent	The number of bike trips increased slightly (0.7%) from 2023 to 2024 at four major counter sites. The highest growth continued to be at the central counter site (2%). There was a moderate decline in the number of bicycle trips counted at Churchill and Byron (-4%). This may be partially attributable to construction on Byron and on Scott Street in 2024. The number of foot and bike trips increased slightly (0.4%) from 2023 to 2024 at three major counter sites that are also pedestrian and cycling bridges. The highest growth continued to be at the Flora Bridge. There was a significant decline in the number of trips counted at the Hickory Street Bridge. This is likely attributable to the LRT construction, which detoured people across the bridge in 2023 (40% increase over 2022) and then a removal of the detour in 2024 (18% decrease from 2023). *Also note that the data for the Hickory Street Bridge was extrapolated for November and December 2024 because snow hoarding on the bridge blocked the counter.
				Total Bike Trips at Selected Intersections	Increase	308,196	364,851	
				Total Pedestrian and Bike Trips at Selected Crossings	Increase	2,004,765	2,275,846	
				% Active transportation trips by Bicycle	Increase	1.9 per cent	3.9 per cent	
A city that is more connected with reliable, safe and accessible mobility options	11: Improve transit reliability	TS	11a: Number of customer trips from origin to final destination on bus and O-Train across the OC Transpo network	Number of customer trips	Increase	50,200,000	67,900,000	The indicator is trending in the right direction. Ridership increased 27% from 2022 to 2023 and 6% from 2023 to 2024, with an overall increase of 35% since 2022.
A city that is more connected with reliable, safe and accessible mobility options	11: Improve transit reliability	TS	11b: Percentage of bus trips leaving major stops no more than 1 minute before and no more than 5 minutes after scheduled time (Punctuality)	Percentage of bus trips that leave major stops along the network on-time	Increase	76.6 per cent	74.3 per cent	Although there was a decrease in punctuality from 2022 (76.6%) to 2023 (74.2%), punctuality has remained stable from 2023 to 2024 (74.3%). The City continues to work toward a punctuality target of 85%.

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A city that is more connected with reliable, safe and accessible mobility options	11: Improve transit reliability	TS	11c: Percentage of scheduled hours of bus and O-Train service delivered (Service Delivery)	Scheduled hours of bus service were delivered as planned.	Increase	96.4 per cent	98 per cent	The indicator is trending in the right direction. Service delivery for bus service remained relatively stable with a slight increase in the number of scheduled trips delivered as planned with 96.4% in 2022, 97.8% in 2023, and 98% in 2024
				Scheduled hours of O-Train Line 1 service were delivered as planned.	Increase	97.6 per cent	98.8 per cent	Service delivery on O-Train Line 1 saw 97.6% in 2022, 97.1% in 2023, and 98.8% of scheduled hours delivered as planned in 2024. O-Train Line 1 reached 98.8% annual service delivery in 2024, the first time since revenue service. (Service delivery target: 99.5%)
A city that is more connected with reliable, safe and accessible mobility options	11: Improve transit reliability	TS	11d: Completed route review	Route Review Key Performance Indicator	Completion	Complete	Complete	Route review was completed in 2023.
A city that is more connected with reliable, safe and accessible mobility options	11: Improve transit reliability	TS	11e Service Regularity for Frequent Routes (Regularity)	For frequent routes, measures whether trips are evenly spaced.	Increase	Not Applicable	82 per cent	In 2024, TS began reporting on regularity as a component in the analysis of conventional service reliability (combined with service delivery and punctuality) and was not previously reported on in 2022 or 2023. (Regularity target: 85%) Service reliability has been impacted by bus availability (55% of bus fleet is at lifecycle status, increase in maintenance/inspections), mechanic recruitment challenges (requires working evenings, nights and weekends, widespread shortage of skilled trade), Zero-Emission Buses (procurement delays, facility upgrades, construction and movements), and significant increases in demand for Para Transpo services.
A city that is more connected with reliable, safe and accessible mobility options	12: Prioritize future road, transit and active transportation projects in Part 2 of the Transportation Master Plan.	PDBS	12a. Transportation Master Plan Part 2 approval by Council in 2025	Completion of the TMP Part 2	Completion	Not Complete	On Track	TMP Part 2 is currently underway and anticipated to be before Council in July 2025.

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A city that is more connected with reliable, safe and accessible mobility options	13: Deliver transit and roads to support growth	PDBS	13a: Annual reporting on value of complete street retrofit	Annual reporting on value of complete street retrofit.	Increase	\$11,429,000	\$14,289,000	Investment in complete street retrofits (as defined in the description of this indicator) has decreased \$2,309,000 from 2023 to 2024. A notable project that contributed to this indicator is the Delmar and Playfair Drives Sidewalks.
A city that is more connected with reliable, safe and accessible mobility options	13: Deliver transit and roads to support growth	IWS	13b: Annual reporting on value of infrastructure renewal projects	Annual reporting on value of infrastructure renewal projects	Increase	\$212,262,000	\$247,886,000	From 2022 to 2024, investments in infrastructure renewal projects (road renewals) increased by 17%. Year-over-year investments fluctuate due to several variables, including project-related costs, inflation and changes in legislation.
A city that is more connected with reliable, safe and accessible mobility options	14: Improve road safety	PW	14a: Number of serious injuries and fatal collisions	Number of fatal and major injury collisions on City of Ottawa Roadways	Decrease	743 (2013-2017)	598 (2019-2023)	The indicator is trending in the right direction. The 2013-2017 baseline FMI data is 743. The 2019-2023 FMI data is 598, which represents a reduction of 20% from the 2013 - 2017 baseline.
A city that is more connected with reliable, safe and accessible mobility options	14: Improve road safety	PW / PDBS	14b: Number of temporary and permanent traffic calming measures installed	Cumulative Temporary Traffic Calming Measures	Increase	3,223	3,958	The indicator is trending in the right direction. Locations with temporary traffic calming measures increased by 23% from the baseline of 3,223. Development of the 2025 TTC Implementation Plans with Ward Councillors is underway. In 2024, 157 permanent traffic calming measures were implemented, including 86 through Neighborhood Traffic Calming Projects and 71 through integrated road, sewer and watermain projects.
				Number of Permanent Traffic Calming Measures	Increase	82	157	
A city that is more connected with reliable, safe and accessible mobility options	14: Improve road safety	PDBS	14c: Number of kilometres of new or rebuilt residential roads to 30 km/h design	Number of kilometres of new or rebuilt roads by City (30 km/h roads from integrated projects)	Increase	1.3 kilometres	7.9 kilometres	The indicator is trending in the right direction. Significant investments continue to be made to improve road safety in Ottawa. Before the end of the year, the Road Safety Action Plan Annual Report will be provided to Council.
				Number of kilometres of new or rebuilt roads by Developers (30 km/h roads from integrated projects)	Increase	17.6 kilometres	33.1 kilometres	
A city that is more connected with reliable, safe and accessible mobility options	15: Support sustainable transportation for residents with accessibility needs	IWS	15a: Number of kilometres of sidewalks	Number of kilometers of sidewalks	Increase	2,550 kilometres	2,724 kilometres	The indicator is trending in the right direction. From 2022 to 2024, an additional 174 km of new sidewalks and pathways have been added to the transportation network.
A city that is more connected with reliable, safe and	15: Support sustainable transportation for residents with accessibility needs	TS	15b: Maintain the full accessibility of the transit fleet	The percentage of the bus fleet that is fully accessible	Maintain	100 per cent (2023)	100 per cent	The indicator is trending in the right direction and percentage of the bus

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accessible mobility options								fleet that is fully accessible has been maintained.
A city that is more connected with reliable, safe and accessible mobility options	15: Support sustainable transportation for residents with accessibility needs	TS	15c: Para Transpo service metrics provided as part of the regular updates to Transit Commission	On-time performance	Increase	94.9 per cent	93.4 per cent	Booking line response times remain well below Council directed 15 minutes but increased in November and December 2024 due to higher Para Transpo usage and fleet reliability issues. Wait times have stabilized since January 2025, and online booking tool usage is rising. 12-month total ridership in 2024 was 14%higher than 2023.
				Booking line response times	Decrease	4.47 minutes	5.95 minutes	
				Monthly complaints per 1000 Para Transpo trips	Decrease	2.5	1.9	
				Ridership	Increase	571,956	856,672	
A city that is green and resilient	16: Reduce emissions associated with the City's operations and facilities	SI	16a: Annual results of Corporate GHG inventories associated with the City's operations from fleet, transit, solid waste and facilities including wastewater treatment	Total annual GHG emissions	Decrease	224.3 kilotonnes of carbon dioxide equivalent	Data is being validated by third party and will be available by Q4 2025	The next GHG inventories will be brought forward in Q3 2025. Progress continues across the organization to advance corporate related GHG reduction initiatives that will be reflected in future inventory years, including the LRT east extension, the Zero emission Bus Program, the Green Fleet Strategy, on-going building retrofits, rooftop solar projects and implementation of the Solid Waste Master Plan.
				Facilities annual GHG emissions	Decrease	48.1 kilotonnes of carbon dioxide equivalent	Data is being validated by third party and will be available by Q4 2025	
				Fleet annual GHG emissions	Decrease	124.8 kilotonnes of carbon dioxide equivalent	Data is being validated by third party and will be available by Q4 2025	
				Solid Waste annual GHG emissions	Decrease	41.8 kilotonnes of carbon dioxide equivalent	Data is being validated by third party and will be available by Q4 2025	
				Waste Water annual GHG emissions	Decrease	9.5 K2 kilotonnes of carbon dioxide equivalent	Data is being validated by third party and will be available by 4 2025	
A city that is green and resilient	17: Increase waste reduction and diversion	PW	17a: Waste generation per capita	Waste generated per capita	Decrease	175 kilograms per capita	163 kilograms per capita	The indicator is trending in the right direction. The drop in per-capita waste landfilled in Q4 2024 compared to Q3 2024 could be accounted for by the implementation of the three item limit and uptake in the Green Bin Program.
A city that is green and resilient	17: Increase waste reduction and diversion	PW	17b: Volume of food and organic waste diverted from landfill	Volume of food and organic waste diverted from landfill	Increase	97,434 tonnes	105,169 tonnes	The indicator is trending in the right direction. The volume of food and organic waste diverted from landfill is similar for Q3 2023 and Q3 2024. The

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								drop from Q4 2023 to Q4 2024 is due to typical fluctuations year-by-year with collected leaf and yard waste, which differs on an annual basis, depending on weather, etc.
A city that is green and resilient	18: Plant, grow and preserve the urban tree canopy in parks and along roadways, with a focus on neighbourhoods with low tree canopy cover	SI	18a: Trees planted in neighbourhoods with low tree canopy cover	Canopy Cover in Priority Neighbourhoods	Increase	Data not available and will be informed once the Tree planting strategy and tree equity score have been established. Expected by Q4 2025	Data not available and will be informed once the Tree planting strategy and tree equity score have been established. Expected by Q4 2025	Canopy cover is calculated for Ottawa every five years. The upcoming canopy cover data is based on 2022 aerial photos and will be available in Q3 2025.
				Trees planted in priority neighbourhoods	Increase	Data not available	Data not available and will be informed once the Tree planting strategy and tree equity score have been established. Expected by Q4 2025	Priority areas for tree planting will be addressed as a part of the Tree Planting Strategy through a Tree Equity Score Analysis.
A city that is green and resilient	19: Increase resiliency to extreme weather and changing climate conditions	SI	19a: Annual reporting toward building climate resiliency	Climate Resiliency Strategy	TBD	Data not available. Indicators to be developed as part of the Climate Resiliency Strategy	Data not available. Indicators to be developed as part of the Climate Resiliency Strategy	The Climate resiliency strategy is on track for Q4 2025. Early actions to address top climate risks include enhanced flood forecasting, extreme weather planning and preparedness, back-up generators for facilities and fire stations, public education and outreach and accelerated tree planting. Climate risks are also being integrated into Asset Management Plans and Master Plans, such as the IMP and TMP.
A city that is green and resilient	20: Improve key infrastructure through asset management	IWS	20a: Update the infrastructure measures and indicators through the Asset Management Plan(s) process within the Term of Council	Update the infrastructure measures and indicators through the Asset Management Plan(s) process within the Term of Council	Completion	4	12	Ottawa City Council continues to comply with Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure. City Council has approved: <ul style="list-style-type: none">Current level of service Asset Management Plans (AMPs) for core assets (transportation,

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								wastewater, drinking water, and stormwater) in 2022 (4 AMPs). <ul style="list-style-type: none">Current level of service AMPs for all other assets in 2024 (8 AMPs).Infrastructure and Water Services will be bringing a report to Council in June 2025.
A city with a diversified and prosperous economy	21: Make it easier to open and operate a business	EPS	21a: Number of Business Licenses	Number of business licences issued	Increase	9,958	11,169 (2023)	The indicator is trending in the right direction. Business licences issued by By-law and Regulatory Services have increased since 2021, likely due to post-pandemic recovery and initiatives such as the ambassador program. Data for 2024 will be provided to Council through the annual report in June 2025
A city with a diversified and prosperous economy	21: Make it easier to open and operate a business	FCS	21c: Commercial tax assessment growth	Commercial Year-end Levy Growth	Increase	\$1,780,000	\$3.33M	The indicator is trending in the right direction. Since 2022, commercial levy growth has reached \$3.33M, and industrial levy growth has reached \$1.04M, both due to increased assessment values from new construction, renovations, and property repurposing
				Industrial Year-end Levy Growth	Increase	\$-390,000	\$1.04M	
A city with a diversified and prosperous economy	22: Stimulate growth in special and economic districts with secondary plans	FCS	22a: Commercial Tax Revenue Collected in Business Improvement Area	Total BIA levy	Increase	\$ 144,124,000	\$ 158,680,000	The indicator is trending in the right direction. There has been a \$14.5M increase in taxes since the baseline of 2022.
A city with a diversified and prosperous economy	23: Reimagine the downtown and ByWard Market	SI	23a: Annual downtown office and retail vacancy rates	Downtown Office Vacancy Rate	Decrease	10.6 per cent (Q4-2022)	13.1 per cent (Q4-2024)	Downtown office vacancy has increased for the second consecutive quarter, as several large tenants vacated or downsized their properties (Canada Revenue Agency, Telus, Welch LLP).

Document 1: 2023-2026 Scorecard Results Summary

Legend

Lead Departments:

CSS - Community and Social Services FCS - Finance and Corporate Services OCC - Office of the City Clerk PW - Public Works SI - Strategic Initiatives
EPS - Emergency and Protective Services IWS - Infrastructure and Water Services PDBS - Planning, Development and Building Services RCFS - Recreation, Culture and Facilities Services TS - Transit Services

Priority	Objective	Department	Performance Indicator	Data Point	Desired Trend	Baseline (as of 2022)	Mid-term result (as of 2024)	Performance Summary
				Downtown Core Retail Vacancy	Decrease	3.1 per cent (Q4-2022)	9.1 per cent (Q4-2024)	Retail vacancy in the downtown core has increased significantly since 2023. Foot traffic is gradually returning to the area with federal government employees working from the office three days a week and increased tourist activity.
A city with a diversified and prosperous economy	23: Reimagine the downtown and ByWard Market	SI	23c: Foot traffic in the downtown area	Number of visits	Increase	15,870,323 visits	22,043,569 visits	Visits to the downtown area have been steadily increasing since 2020, indicating ongoing recovery, although overall activity remains below pre-pandemic levels.
A city with a diversified and prosperous economy	23: Reimagine the downtown and ByWard Market	PDBS	23d: Number of units (per type) approved through development applications and building permits in the downtown core	Number of Building Permits Issued Downtown Core	Increase	2,805	2,578	The number of building permits issued for the downtown core increased from 1365 in 2023
				Number of New Residential Development Applications in Downtown Core	Increase	4,856 (2023)	5,802	
A city with a diversified and prosperous economy	24: Enhance traditional and commercial main streets	SI	24a: Annual number of combined City and BIA placemaking/public realm activations	Number of combined City and Business Improvement Area placemaking/public realm activations	Increase	459 (2023)	Data will be available in Q4-2025	This indicator is annual and compiled from multiple external sources. 2024 data will be reported in Q4 2025
A city with a diversified and prosperous economy	25: Diversifying our economy and amplifying our region's brand	SI	25a: Annual visitor spending	Visitor Spending	Increase	\$1,750,000,000	Data will be available in Q4 - 2025	2024 data will be published in Q4 2025 by Ottawa Tourism.
A city with a diversified and prosperous economy	25: Diversifying our economy and amplifying our region's brand	SI	25b: Growth in Employed Labour Force	Employed Labour Force	Increase	619,100 (Q4-2022)	670,900 (Q4-2024)	Ottawa experienced stronger than expected employment growth in the second half of 2024, with the Employed Labour Force increasing for the second consecutive quarter.
				Growth in Employed Labour Force (From Previous Quarter)		6.69 per cent (Q4-2022)	1.94 per cent (Q4-2024)	
A city with a diversified and prosperous economy	25: Diversifying our economy and amplifying our region's brand	RCFS	25d: Amount of Annual Funding Allocated to the City's Cultural Funding Program	Annual funding allocated to the City's Cultural Funding Program	Increase	\$11,729,320	\$12,202,320	The City of Ottawa supports local not-for-profit cultural organizations, professional artists and heritage workers through 17 Cultural funding and awards programs. In 2024, City Council approved a Cultural Funding envelope of \$12.2 million and support included allocations to166 cultural organizations.(increase is reflective of inflation)
A city with a diversified and prosperous economy	25: Diversifying our economy and amplifying our region's brand	SI	25e. Annual number of Made in Ottawa film productions	Annual number of film productions in Ottawa	Increase	52	61	Number of Made in Ottawa live-action and animated productions (provided by Ottawa Film Office).

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Priority	Objective	Department	Performance Indicator	Data Point	Desired Trend	Baseline (as of 2022)	Mid-term result (as of 2024)	Performance Summary
A city with a diversified and prosperous economy	25: Diversifying our economy and amplifying our region’s brand	SI	25f: Amount of domestic and foreign investment attracted	Growth in domestic and foreign investment attracted	Increase	\$242,200,000	\$281,000,000	Amount attracted through Invest Ottawa (does not include investment facilitated by other agencies).