

Subject: Update on the 2023-2026 City Strategic Plan

File Number: ACS2025-SI-SPO-0001

Report to Council on 28 May 2025

and Council 11 June 2025

Submitted on May 28, 2025 by

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Ward: Citywide

Objet : Mise à jour du Plan stratégique 2023-2026 de la Ville

Numéro de dossier : ACS2025-SI-SPO-0001

Rapport présenté au Conseil

Rapport soumis le 28 mai 2025

et au Conseil le 11 juin 2025

Soumis le 28 mai 2025 par Wendy Stephanson, directrice municipale

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATION(S)

That, at its meeting of May 28, 2025, Council receive and table the Mid-term Update on the 2023-2026 Term of Council Priorities and Corporate Strategic Risks

That at its meeting of June 11, 2025, Council consider and approve the proposed changes to performance indicators outlined in this report.

RECOMMANDATION(S) DU RAPPORT

Que le Conseil, à sa réunion du 28 mai 2025, prenne connaissance des mises à jour du bilan de mi-mandat pour les Priorités pour le mandat du Conseil 2023-2026 et les risques stratégiques pour la Ville.

Qu'à sa réunion du 11 juin 2025, le Conseil examine et approuve les modifications proposées aux indicateurs de rendement décrits dans le présent rapport.

EXECUTIVE SUMMARY

The 2023-2026 Term of Council Priorities were set by the Mayor and members of Council, supported by staff, and approved in July 2023. Published as the City Strategic Plan for 2023-2026, it sets out four key priorities: affordable housing and livability; connected mobility options; green and resilient city; and diversified and prosperous economy.

Lead departments have been reporting on specific strategic initiatives and risks related to the 2023-2026 Term of Council Priorities to the respective Standing Committees throughout the first two years of the Term of Council. As directed by Council, staff also report to Council on the City Strategic Plan twice during the term: at the mid-term, with this report, and at the end of the term.

The City has made considerable progress on the 2023-2026 Term of Council Priorities, with notable improvements in performance from 2022 to 2024 and effective risk mitigation. Of the 67 strategic initiatives identified, nearly 97 per cent of active initiatives are complete or advancing as planned. Despite the time lag between actions and the observable impacts on outcome measures, over 85 per cent of performance indicators with available trending data are already trending positively, with further progress expected in the second half of the term. Through the work to further define the more than 100 data points across the 55 performance indicators following the approval of the 2023-2026 Term of Council Priorities, a need to modify some of the performance indicators was identified. This was to ensure that the most appropriate data are used to provide the most accurate and fulsome information for monitoring the advancement of the strategic priorities, objectives and results in the 2023-2026 City Strategic Plan and to provide progress updates to Council.

There are 29 proposed changes to the performance indicators in the 2023-2026 City Strategic Plan for Council's consideration and approval. These include some minor

changes, such as more accurate wording to reflect work being done or data availability, and other changes that involve the removal, addition or replacement of a performance indicator to better align with Council's objectives

Corporate Strategic Risks are those risks which are associated with strategic goals of the City and can often be tied directly to the strategic objectives of City Council. Corporate Strategic Risks are regularly reviewed and managed by the Senior Leadership Team. The corporate strategic risks were last shared with Council during the tabling of the 2023-2026 Term of Council Priorities on July 12, 2023. Since then, one corporate strategic risk was redefined, and a new corporate strategic risk was identified. The redefined risk is OCR3: Economic impacts on downtown due to hybrid work-model and anticipated reduction in federal spending, which was named "Post-pandemic economic impacts." The new risk is OCR9: Transit financial sustainability

The highlights of key accomplishments in advancing the strategic priorities in the 2023-2026 City Strategic Plan and information about the corporate strategic risks can be found in this report.

RÉSUMÉ

Les Priorités pour le mandat du Conseil 2023-2026 ont été définies par le maire et les membres du Conseil, avec le soutien du personnel, et approuvées en juillet 2023. Publiées sous le nom de Plan stratégique 2023-2026 de la Ville, elles comprennent quatre priorités clés : logements abordables et habitabilité; plus d'options de mobilité; une ville verte et résiliente; et une économie diversifiée et prospère.

Les directions générales responsables ont rendu compte des initiatives stratégiques spécifiques et des risques liés aux Priorités pour le mandat du Conseil 2023-2026 aux comités permanents respectifs au cours des deux premières années du mandat du Conseil. À la demande du Conseil, le personnel rend également compte au Conseil du Plan stratégique de la Ville deux fois pendant le mandat : à mi-mandat au moyen du présent rapport et à la fin du mandat.

La Ville a réalisé des progrès considérables en ce qui concerne les priorités pour le mandat du Conseil 2023-2026, avec des améliorations notables de la performance entre 2022 et 2024 et une atténuation efficace des risques. Sur les 67 initiatives stratégiques identifiées, près de 97 % sont achevées ou avancent comme prévu. Malgré le décalage entre les mesures prises et les effets observables sur les résultats, plus de 85 % des indicateurs de performance affichent déjà une tendance positive, et de nouveaux progrès sont attendus au cours de la seconde moitié du mandat. Dans le cadre des travaux visant

à préciser plus de 100 points de données pour les 55 indicateurs de rendement à la suite de l'approbation des Priorités pour le mandat du Conseil 2023-2026, il a été jugé nécessaire de modifier certains indicateurs de rendement. Ces modifications visent à faire en sorte que les données les plus appropriées soient utilisées afin de fournir les informations les plus précises et les plus complètes possibles pour suivre l'avancement des priorités stratégiques, des objectifs et des résultats du Plan stratégique 2023-2026 de la Ville et pour informer le Conseil de l'état d'avancement de ces priorités.

Vingt-neuf modifications des indicateurs de performance du Plan stratégique 2023-2026 de la Ville sont proposées pour examen et approbation par le Conseil. Il s'agit notamment de modifications mineures, telles que des formulations plus précises afin de refléter le travail effectué ou la disponibilité des données, et d'autres modifications impliquant la suppression, l'ajout ou le remplacement d'un indicateur de performance afin de mieux l'aligner sur les objectifs du Conseil.

Les risques stratégiques pour la Ville sont en lien avec les objectifs stratégiques de la Ville; ils sont souvent directement liés aux objectifs stratégiques du Conseil. Les risques stratégiques pour la Ville sont régulièrement examinés et gérés par l'équipe de la haute direction. Les risques stratégiques pour la Ville ont été communiqués pour la dernière fois au Conseil lors de la présentation des Priorités pour le mandat du Conseil 2023-2026 le 12 juillet 2023. Depuis, un risque stratégique pour la Ville a été redéfini et un nouveau a été relevé. Le risque redéfini est le RPV3 : Répercussions économiques sur le centre-ville en raison du modèle de travail hybride et de la réduction prévue des dépenses fédérales, qui était nommé « Répercussions économiques de la pandémie ». Le nouveau risque stratégique est le RPV9 : Viabilité financière des transports en commun.

Les points saillants des principales réalisations dans la mise en œuvre des priorités stratégiques du Plan stratégique 2023-2026 de la Ville et des informations sur les risques stratégiques pour la Ville figurent dans le présent rapport.

BACKGROUND

Council determines its strategic priorities at the beginning of each new Term of Council, setting their vision to address community needs and providing clear direction to staff on the key areas of focus for the Term of Council. The development of the 2023-2026 Term of Council Priorities was led by the Mayor and Members of Council and supported by staff. This approach was a change in the City's strategic planning process, actively engaging Council members in a collaborative process.

The 2023-2026 Term of Council Priorities were approved by Council on July 12, 2023, and then published as the City Strategic Plan for 2023-2026. The four strategic priorities in the 2023-2026 City Strategic Plan are: A city that has affordable housing and is more liveable for all; A city that is more connected with reliable, safe and accessible mobility options; A city that is green and resilient; and A city with a diversified and prosperous economy.

A successful long-term strategy includes an effective means of identifying, assessing and managing the organization's strategic risks. Corporate strategic risks are the risks associated with the achievement of the City's strategic goals and are often tied directly to the strategic objectives of Council. The corporate strategic risks and their alignment with the 2023-2026 Term of Council priorities were communicated to Council at the tabling of the July 2023 report (Proposed 2023-2026 Term of Council Priorities [ACS2023-CMR-OCM-0008](#)). These risks included: post-pandemic economic impacts, increased homelessness and lack of affordable housing, inequitable effects of the pandemic, extreme weather and climate impacts, climate change greenhouse gas (GHG) emission reduction targets/ Energy Evolution; and not delivering on transit service commitments.

Any new corporate strategic risks for the achievement of the strategic objectives in the 2023-2026 City Strategic Plan were to be identified or redefined by the Senior Leadership Team (SLT) and communicated to Council with updates on the progress toward the 2023-2026 Term of Council Priorities found in this report. This ensures that Council is informed of any significant risks facing the City with regard to the strategic goals outlined in the 2023-2026 City Strategic Plan.

DISCUSSION

The 2023-2026 City Strategic Plan, developed by the Mayor and Council, outlines the strategic objectives, outcomes, and performance indicators for four strategic priorities. Following approval, it informed the subsequent Budget Directions and Departmental Plans, which include the strategic initiatives that advance Council's Priorities. Work to execute this strategy has progressed throughout the term, and lead departments have been reporting on specific strategic initiatives and risks to the respective Standing Committees throughout the Term of Council. As directed by Council, staff also report to Council on the City Strategic Plan twice during the term; at mid-term, with this report, and at the end of the term.

Council identified 55 performance indicators to monitor the progress of the 2023-2026 City Strategic Plan. The approved performance indicators were designed to be directional

and high level, leaving the specific details to be defined following approval in preparation for monitoring and reporting. Through this work, over 100 specific data points were identified across these performance indicators.

All performance indicators and data points have a desired direction (increase, decrease, maintain) and, where possible, performance indicators were selected that aligned with the objectives identified in the 2023-2026 TOC Priorities and performance indicators (and targets) that had already been communicated to or approved by Council. This best practice approach puts the emphasis on continuous improvement and meaningful measurement that drives strategic execution by having performance targets at the program level set by the teams most familiar with the work and data. Establishing new indicators requires first establishing a baseline and then monitoring data to learn about the performance in order to set effective targets. This ensures that performance targets are based on an understanding of the root causes of current performance levels and setting realistic and achievable targets that advance issues.

This progress report focuses on the first two years of the term and highlights the progress made in moving these data points in the right direction when comparing 2024 to 2022, referring to known targets where available, and on the progress of underlying strategic initiatives for achieving the strategic objectives and results in the 2023-2026 City Strategic Plan. This information is summarized at the level of strategic priority and theme, with details for each performance indicator, in **Document-1: 2023-2026 Scorecard Mid-Term Results Summary**.

PROGRESS ON THE 2023-2026 CITY STRATEGIC PLAN AND CORPORATE STRATEGIC RISKS

The City has made considerable progress on the 2023-2026 Term of Council Priorities, with notable improvements in performance from 2022 to 2024 and effective risk mitigation. Of the 67 strategic initiatives identified, nearly 97 per cent of active initiatives are complete or advancing as planned. Despite the time lag between actions and the observable impacts on outcome measures, over 85 per cent of performance indicators with available trending data are already trending positively, with further progress expected in the second half of the term.

By strategic priority, key highlights for the first two years of the term for the 2023-2026 City Strategic Plan and the mitigation of corporate strategic risks include the following:

A city that has affordable housing and is more liveable for all.

The City has made advancements in increasing access to a range of housing options this term, including increases in building permits, units under construction, and units completed:

- The City issued building permits for 662 new affordable and supportive units in 2024 – 173 through Affordable Housing Community Improvement Plan (CIP) grant program. This represents a 41 per cent increase from 2022. Building permits for 462 units were issued in 2023, for a total of 1,124 units in the first two years of the term. This includes a total of 891 permits issued for affordable housing units.
- At the end of 2024, 927 new affordable and supportive housing units were under construction across the city – 815 affordable units and 112 supportive units. This represents continued growth compared to the 355 affordable units under construction at the beginning of the term in 2022.
- A total of 393 affordable and supportive housing units were completed in 2024 – 318 affordable units and 75 supportive units, with the number of supportive units surpassing the annual target of 50 in the 10-Year Housing and Homelessness Plan. This is a substantive increase in affordable housing delivery from prior years and an overall increase from 64 affordable and supportive housing units completed in 2022.
- Additionally, 90 per cent of the first three instalments of the Housing Accelerator Fund (HAF) (\$118 million) has been allocated to support delivery of 1,300 affordable homes by end of 2026.
- In the first year of the HAF program, the City issued 10,610 qualifying building permits, 78 per cent of which were in proximity to rapid transit.
- The combination of baseline funding, through the Housing Long Range Financial Plan (LRFP), and new incentive programs using sustainable funding sources, such as the CIP grant program, seeks to provide more consistent and greater long-term delivery of affordable housing delivery in the years ahead.
- The Municipal Land Strategy initiative has also progressed, resulting in seven rezonings totaling 7.67 hectares of land, with potential to support 500 or more housing units. Initiatives aimed at unlocking land supply more effectively and

developing more resilient housing financing programs will further increase the opportunity for more affordable housing units.

In the effort to support increased housing supply and intensification:

- The comprehensive zoning by-law review is on track for final approval in Q1 2026 and if approved, will result in a substantive and widespread change to unlock housing choice, increased density and as-of-right permissions for housing opportunity.
- In 2024, the City approved 22,220 units through development applications and the total number of units issued permits increased citywide by 15 per cent from 2023.
- Eighty-six per cent of OPA and ZBL with concurrent site plan applications were approved within provincial timelines, as well as 82 per cent of site plan-only applications. Staff continue to monitor results associated with streamlining development applications through Bill 185 and zoning delegated authority amendments and will report back through the Delegated Authority Report.
- The Housing Innovation Task Force has been established to provide input to City staff on actions the City can take to reduce barriers and support the delivery of more housing. This includes identifying opportunities to accelerate development approvals, explore new financial incentives, and advise on matters to be raised with other levels of government that regulate housing.

For the objective to create and advance along a clear path to eliminate chronic homelessness:

- In 2024, with the new affordable and supportive housing units completed and the new housing benefits added, a total of 1,389 new affordable housing options became available.
- As of December 2024, there were 14,721 households on the centralized wait list (CWL), of which approximately 2,300 households have a homeless local priority access status. Of the 14,721 there are also 2,521 households currently housed and receiving Rent-Geared-to-Income (RGI) assistance and are waiting for a transfer to a more appropriate RGI unit. At the end of 2023, there were 12,447 households on the CWL, 1,393 of which had a homeless priority. Housing benefits are the most effective tool to support individuals and families exiting the shelter system/chronic homelessness.

- In 2024, Housing and Homelessness Services administered a record number of housing benefits, in part due to the creation of the Enhanced Housing Allowance Benefit to allow people to move from the city-run overflow shelters into permanent housing, and the addition of 455 Ottawa Municipal Housing Benefits (OMHB), which is a housing allowance program that helps families who are experiencing homelessness to access permanent housing.. With 996 new benefits and 871 renewed benefits, there was a 30 per cent increase in the total number of benefits administered from 2023.
- With 393 new units completed and 996 new housing benefits administered, the City exceeded the 10 Year Plan target of 575-850 new affordable housing options per year in 2024.
- In 2024, 1,308 households were housed from the shelter system, compared to 1,129 in 2023. Through the Long-Range Financial Plan and other funding proposals, staff continually advocate to all levels of government to provide permanent stable funding for portable housing subsidies, homelessness funding and capital funding for new affordable, supportive and transitional housing units.
- The City continues to drive systemic change by introducing more transitional housing options within the shelter system. With facilities acquired/identified in 2024, close to 450 individuals will be supported in new transitional housing beds. This is in addition to the over 500 transitional housing beds available at the end of 2024. In 2024, the City reduced its reliance on overflow shelter facilities through an increase in transitional housing. Despite an 11 per cent increase in the number of new people entering the shelter system, as of December 31, 2024, 17.5 per cent of total shelter beds in the adult shelter system were provided by overflow shelter beds compared to 36 per cent in 2023.

In support of the objective to advance poverty reduction:

- The Poverty Reduction Strategy (PRS) was approved by Council in October 2024. The strategy uses a collective impact approach, aligning community partners, the City and others, including the private sector and academia, to address root causes such as income, food insecurity, and systemic barriers.
- The Community Safety and Well-Being Plan (CSWBP) is working through different teams across City departments to address the root causes of poverty and food insecurity.

- The PRS collective impact approach ensures that there is synergy in action and efficient use of funds to address community needs. The Strategy integrates other priorities such as mental health and gender-based violence and anti-racism to ensure alignment. In response to the needs of community organizations working on alleviating poverty, coordination and evidence-based programming have been proven to be areas the City can effectively support, especially in the food sector.

To support proactive mental health and substance use health supports:

- Within eleven weeks of the August 2024 launch of the Council-approved Alternate Neighbourhood Crisis Response (ANCHOR) program, the program received more than 1,310 calls, with 90 per cent response from crisis response team and no need to engage the police based on results of formative evaluation. Funding for this program has been as part of the Ontario-Ottawa Funding Agreement from 2024 to 2027. ANCHOR's success has been a testament to the importance of the CSWBP team's collaborative efforts with community partners and other important partners, including Council. The expansion of ANCHOR is a priority for the CSWBP team and its partners in ANCHOR.
- The Ottawa Paramedic Service Targeted Engagement Diversion (TED) program redirects individuals experiencing homelessness and substance use disorders from emergency departments to a specialized clinic operated by Ottawa Inner City Health, and in 2023, TED diverted 1,446 individuals from the emergency department, a 93 per cent increase from the previous year. The clinic offers integrated primary care, mental health services and substance use treatment, including a Safer Supply program.
- Similarly, the Ottawa Paramedic Service Mental Well-Being Response Team, launched in 2022, provides mental health and substance use care in the community. In 2023, it assisted 561 individuals, with 70 per cent diverted from emergency departments, saving 1,600 hours of paramedic time and 4,500 hours of waiting time for individuals seeking emergency care.

There has also been progress in emergency service response times:

- 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.

- Council approval of the False Fire Alarm Strategy and Fire Station Location Study will help Ottawa Fire Services maintain resource availability and response capacity. Council also approved upgrades to the City's radio network to support first responders during emergencies.

To make recreation and cultural programs available to more residents:

- Programs such as Free Space were expanded to include all facilities in 2024; and Play Free continues in 2025 with a streamlined offering of program and activity options.
- Several initiatives are underway to increase access and revenues. Registration, attendance, revenues and rentals are all up and surpassing pre-pandemic levels, including French programming and attendance.

Related to aligning 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:

- From 2022-2024, 43 new and 26 renewed parks were completed and 9 new facilities were completed.
- Staff continue to achieve objectives in the Parks and Recreation Facilities Master Plan.

A city that is more connected with reliable, safe and accessible mobility options.

One of the key focuses of this strategic priority is supporting transit and active transportation because they are crucial to advance the City's climate change goals.

To improve active transportation:

- Staff are actively working on implementing projects approved through the Active Transportation list included in Transportation Master Plan (TMP) Part 1, with seven projects completed and another 79 projects underway. The number of walking and cycling trips increased slightly at major counter sites. Council also approved the continuation of the e-scooter program in 2025, through to 2029.

In support of the objective to improve transit reliability:

- OC Transpo's 5-Year Roadmap sets its strategic direction and includes initiatives focused on staff, customers, service delivery, tangible assets and financial sustainability. Despite ongoing challenges, service delivery is improving with higher ridership, progress on Line 2 and 4 openings and expanded bus–train connectivity. Targets have been set and KPIs are being used to measure progress. The achievement of several targets has been delayed as a result of multiple compounding challenges a number of which are beyond the City's control, these include: weather, traffic, changing travel patterns, funding gaps, aging fleet, procurement delays, and staffing.
- Despite these challenges, OC Transpo continues to follow Council's direction and has achieved significant accomplishments, including increased ridership and service delivery from 2022-2024, the achievement of an annual service delivery of 98.8 per cent on O-Train Line 1 in 2024, the first time since revenue service, the implementation of a rigorous and transparent process for the opening of O-Train Lines 2 and 4 and anticipated opening of the east extension in 2025, and improved bus route connections to the O-Train with New Ways to Bus.
- Additionally, two of the three requirements to improve Bus Service Delivery to 99.5 per cent have been achieved, including the Route Review (2023) and recruitment (2024), and progress is being made on the Bus Maintenance Action Plan.

To support sustainable transportation for residents with accessibility needs:

- The City continues to maintain full accessibility of the transit fleet and efforts are currently underway to renew the Para Transpo fleet. As part of the 2023 Budget, Council approved the purchase of 6 new six-metre and 35 new seven-metre Para Transpo minibuses. Furthermore, later that year, Council approved the purchase of an additional 51 new seven-metre minibuses. The investments approved by Council represent a complete replacement of the existing aging Para Transpo fleet with new, reliable minibuses and will provide Para Transpo customers with a more reliable service, as the current fleet is aging and requires more maintenance to stay in service. Approximately \$31.9 million has been allocated to onboarding the 92 minibuses, of which 82 will be dedicated to Para Transpo operations and 10 will be allocated to a future On-Demand Transit program. The procurement process began in 2023, and the first new minibus was delivered and entered service in late 2024. The majority of the new buses are scheduled to enter service throughout

2025. Improving the fleet will also help support the significant increases in Para Transpo ridership seen since 2022, when ridership was 571,956 and has since risen to 856,672 in 2024.

- Despite the challenges with an aging fleet and increased ridership demands, Para Transpo's on-time performance has remained relatively stable at 93.4 per cent, compared to 94.9 per cent in 2022 and 93.2 per cent in 2023. Also, booking line response times remain well below the Council directed 15 minutes, with an average wait time of 5.95 minutes, while on-line booking continues to increase in 2024, and there has been a decrease in Para Transpo customer complaints. Other projects and initiatives delivered over the course of 2022-2024 to enhance the customer experience and accessibility of our transit service include the introduction of O-Payment and fare-capping, the launch of My Para Transpo, and the creation of Para Transpo Talk.
- Considerable progress has also been made on new sidewalks and pathways with a total of 174 km added to the transportation system since 2022. The integrated Road Renewal Program and new sidewalks/pathways are important components of accessible transportation, providing safe, reliable, and barrier-free mobility for all.

To deliver transit and roads to support growth:

- The Transportation Master Plan serves as the guiding strategy for growth, alongside funding considerations in the Long-Range Financial Plan, and the TMP Part 2 is on track for approval in July 2025, including the recommended road and transit networks.
- To deliver transit and roads to support growth, the City continues to successfully deliver an increasing Road Renewal Program that includes road enhancements. The Road Renewal Program is a mature program that has embedded many best practices into its processes, as found in the 2024 Road Renewal Program Value for Money Audit. The City has strong, well-established risk management practices which are applied when prioritizing asset renewal. Continued investments from Council in specific asset classes, such as arterial roads/collectors, have resulted in improved conditions.
- Several Planning and Environment Assessment studies for road and transit projects are underway. Transit priority measures will be implemented at Baseline Road and Greenbank Road.

In support of the objective to improve road safety:

- Significant investments in road safety continue through infrastructure improvement, automated enforcement, public education, and annual traffic calming plans. The Road Safety Action Plan is on track and the annual report will be provided to Council in 2025.
- The City is increasing ward-level Temporary Traffic Calming (TTC) budgets each year over this term of Council, which will result in budgets that have been doubled the last year of this term as compared to the first year. As of the end of 2024, the number of locations receiving temporary traffic calming measures is 3,957, representing a 23 per cent increase over the baseline in 2022. In terms of Neighbourhood Traffic Calming: 14 projects are in the planning phase, 13 projects in design, and 8-10 projects to be constructed in 2025.
- The City is targeting high-risk driving behavior, safety improvements for vulnerable road users (pedestrians, cyclists and motorcyclists), intersections and rural areas through the Road Safety Action Plan. The plan is data-driven and focuses on engineering/infrastructure improvements, enforcement, education, and overall strengthening of road safety culture. Initiatives such as intersection reconstruction, new warranted traffic control signals and pedestrian crossovers, upgrades to rural road intersections and corridors, automated speed enforcement, red-light cameras, and public communication and education campaigns are having a positive impact on road safety.
- The impacts to fatal and major injury (FMI) collisions and the assessment of road safety measures implemented over a five-year 2020 to 2025 will be better understood once the measures and updated collision data are assessed in 2026. The 2019 to 2023 FMI collision data is 598, representing a reduction of 20 per cent from the 2013 to 2017 FMI baseline. It is industry standard to use 5-year FMI analysis to capture trends.

A city that is green and resilient.

For the objective to reduce emissions associated with the City's operations and facilities:

- Progress continues across the organization to advance corporate-related GHG reduction initiatives. Corporate emissions for the period of 2021 to 2024 will be reported to Council in Q3 2025 alongside the annual Climate Change Master Plan Update.

- Council made a total of \$561 million of capital investments to date this term to go beyond business-as-planned to reduce GHG emissions. Progress continues to advance important projects including the Zero-Emission Bus Program, the Green Fleet Strategy, on-going building retrofits, rooftop solar projects, and implementation of the Solid Waste Master Plan.
- As departments advance priority strategies and actions from the Climate Change Master Plan and Energy Evolution, they are evaluating realistic implementation pathways. While the City is committed to action and leading by example, external factors—such as the market availability of technology—will ultimately influence how closely we align with achieving them.

For the objective to increase waste reduction and diversion:

- For the objective to increase waste reduction and diversion, waste reduction and diversion efforts, including the three-item garbage limit and the expansion of Green Bin Program to more multi-residential properties, are showing early success. A decrease in waste has been seen following the launch of the three-item garbage limit, with waste generated per capita decreasing from 44 kg/capita in Q3 2024 to 37 kg/capita in Q4 2024. This decrease may also be associated with seasonal fluctuations, enhanced recycling efforts, other changes in waste management policies, weather-related emergencies and shifts in consumer behaviour.
- Nineteen of the 25 Solid Waste Master Plan actions that seek to further reduce and divert waste from landfill will have commenced planning and/or started implementation in 2025. This includes expansion of the Green Bin Program to multi-residential properties serviced by the City of Ottawa, which is currently being implemented using a phased approach and will be fully completed in 2028.. Initiatives like Waste Diversion Program in Parks and Other Public Spaces, Textile Waste Diversion, Community Waste Reduction and Reuse Initiatives, Bulky Waste Diversion, Repair Cafes, reusable take-out container programs, and new outreach opportunities are being supported, planned and implemented with success. Several long-term solutions are being explored for implementation including anaerobic digestion, landfill gas optimization, residual waste management technologies, landfill expansion, curbside collection efficiencies and more.

Work under the Tree Planting Strategy is laying the foundation to increase canopy cover in Ottawa, equitably, towards the 40 per cent canopy cover target:

- Focus now is on quality planting sites that will have a greater impact on canopy cover and reducing heat island effect in the areas of the city that need trees the most.
- Updated Tree Canopy data and Tree Equity Analysis will be presented to Council in Q3 2025, alongside a Tree Planting Strategy update on progress to date and the work plan for 2026.
- Tree Canopy Cover data will show the five-year change analysis at several scales, including rural/urban/suburban, ward and neighbourhood. This allows for a local-level approach to increasing canopy cover over time. The Tree Equity Analysis will determine priority areas of the city for tree planting using canopy cover, socio-economic and health data. Staff are exploring opportunities to leverage external funding and partnerships to support program development and increased tree planting in Ottawa.
- Approximately 345,000 trees are expected to be planted through City tree planting programs this Term of Council, with more through agencies such as the NCC, private landowners and community organizations.

Managing climate risks is a shared responsibility of all departments and the community. For the objective to increase resiliency to extreme weather and changing climate conditions:

- The City has taken steps to build City and community capacity for extreme weather through back-up generators at critical City facilities, enhanced flood modelling and forecasting, establishing agile approaches to plan for and respond to extreme weather events, including creating the Spring Freshet Taskforce, accelerated tree planting and protection and homeowner programs such as the Residential Protective Plumbing program, the Compassionate Grants program and Rain Ready Ottawa.
- Protecting critical infrastructure, such as the water and wastewater plants, has been prioritized. Dedicated climate risk assessments were completed for the two drinking water plants and the wastewater treatment facility at the Robert O. Pickard Environmental Centre (ROPEC). Immediate steps were taken to establish an interim flood response plan to ensure that the drinking water plants operate during significant riverine flooding. Additional recommendations from the climate risk assessments are integrated into the respective plant Master Plans, and priority projects are included in the Long-Range Financial Plan. These include, for

example, projects to reduce the risks of flooding at the drinking water plants and ensure electrical reliability at ROPEC.

- The City continues to strengthen critical infrastructure through proactive asset management and Council-approved investments. Climate resiliency continues to be a priority and is being embedded where practicable into policies and plans, including Master Plans, Asset Management policies and Long-Range Financial Plans, with targeted actions underway to protect core assets at key facilities.
- The final Climate Ready Ottawa Strategy and implementation plan will identify a series of actions that minimize Ottawa's vulnerability to the effects of climate change and strengthen our ability to respond to and recover from climactic events. It will be presented to Council for approval in Q4 2025. This strategy will guide future risk assessments and investments.

The City is growing and delivers many important services to residents who are dependent on the stewardship of critical infrastructure and assets. The City has a strong legacy of asset management planning ensuring the most critical assets remain safe and meet service level standards through proactive, data-driven decision-making. For the objective to improve key infrastructure through asset management, reduce the infrastructure gap and maintain infrastructure in a good state of repair:

- The City achieved compliance with mandatory provincial legislative requirements for current levels of service for core assets (transportation, wastewater, drinking water, stormwater) by July 1, 2022, and all other assets by July 1, 2024. There is also increased awareness of the importance of asset management plans citywide.
- Due to Council's continued investments in infrastructure maintenance and renewal, as well as the City's strong asset management practices, most of the City's assets, including core assets (water, wastewater, stormwater, transportation), are on average, in good to fair condition. Council will have ongoing discussions about proposed service levels, funding strategies and risk, supported by (annual) asset management information and recommendations from staff.

A city with a diversified and prosperous economy.

There are 33 categories of business that the City licenses through the Licensing By-law for reasons relating to consumer protection, public health and safety, and nuisance control. To simplify the licensing process in alignment with the objective to make it easier

to open and operate a business, several initiatives have been implemented or are in progress:

- Completion of the Client Relation Management Tool; continuation of the Business Ambassador Program; ongoing development of an online business licensing application and payment system; and ongoing review of the City's Licensing By-law.
- The number of business licences issued by the City has increased since 2021, a trend that can likely be attributed to factors such as the post-pandemic economic recovery. However, external challenges, such as ongoing trade disputes and economic uncertainties, could potentially affect the demand for business licences going forward.

Ottawa's downtown and ByWard Market require a continued focus by city leaders and stakeholders to advance revitalization objectives over a multi-year approach. Sustained investment in key commercial areas builds long-term economic stability and resiliency. City Council's continued support demonstrates a commitment to economic growth and prosperity, enables timely delivery of projects and initiatives and drives community and business confidence. To reimagine the downtown and ByWard Market:

- The City of Ottawa is taking concrete actions, in collaboration with numerous partners, to rebalance and increase economic activity and enhance district vibrancy.
- The Downtown Ottawa Action Agenda released by the Ottawa Board of Trade in 2024 and supported by partners including the City, aligns with both the City's Strategic Plan and the Economic Development Strategy and Action Plan. It outlines a vision for downtown Ottawa with specific deliverables organized around 16 actions. Implementation of the Action Agenda is being stewarded by the Ottawa Board of Trade through a partner-funded Downtown Vibrancy Office that is leading a Champions Table and an Implementation Table, with City leadership participating in both. In addition, the City is setting up a cross-departmental Downtown Tactical Team to advance Action Agenda priorities and ensure that the City's active engagement in downtown revitalization is shared through the Champions Table and Implementation Table.
- As part of the Ontario-Ottawa Agreement, \$18.5 million in funding over three years has been secured for downtown and ByWard Market revitalization. Projects include high-impact public realm improvements to enhance downtown public

spaces, funding for the ByWard Market Public Realm Plan, marketing of downtown to promote economic activity, implementation of actions identified in the Downtown Ottawa Action Agenda, support for a Downtown Vibrancy Office led by the Ottawa Board of Trade and funding for community and business safety initiatives through the Somerset West Community Health Centre.

- The City, through the ByWard Market Public Realm Office, is advancing several key revitalization projects, including street renewal on William Street and ByWard Market Square, a feasibility analysis for the creation of York Street Plaza, the redevelopment of the 70 Clarence Street municipal parking garage and the rehabilitation of the historic market building at 55 ByWard Market Square. In addition, the City executed a Service and Asset Management Agreement with the ByWard Market District Authority in 2024 and launched an Integrated Operations Team to support proactive and coordinated service delivery in the area and elevate the resident and visitor experience through higher maintenance and cleanliness standards. The City's Public Works department also provides enhanced debris and litter cleanup during summer months in the ByWard Market and along King Edward Avenue.
- The Nightlife office continues to support downtown vibrancy through the implementation of the Nightlife Economy Action Plan. In 2024, the Nightlife Commissioner established the Nightlife Council and worked across departments and with external partners to support nightlife growth and vibrancy. Upcoming work includes launching a nightlife website, developing a nightlife safety plan targeted to participants, workers and businesses, hosting Ottawa's first Nightlife Forum during Capital Music Week, and collaborating with the ByWard Market District Authority to pilot a Night Ambassador Program.
- Other City-led initiatives supporting the reimagining of downtown and the ByWard Market include the creation of an Arts, Culture and Entertainment District, a key action identified in the Downtown Ottawa Action Agenda, increased mural and architectural design feature grant funding opportunities for Business Improvement Areas (BIA) as a result of Council's \$100,000 increase in the BIA Grant Funding Program, and the execution of a small business needs assessment in collaboration with Bloomberg Associates.
- The reimagining of downtown and the ByWard Market requires a holistic approach that includes addressing public safety, enhancing the public realm and placemaking and economic development driven interventions that rebalance

downtown uses in favour of increased residential development and destination uses. Efforts to diversify the economy to capitalize on new opportunities and reduce the city's reliance on the federal public service as a key economic driver could lead to new investment and employment downtown, increasing commercial vibrancy and office occupancy. There is also enhanced community support under the Ontario-Ottawa Agreement, with funding allocated to pilot a specialized team of paramedics dedicated to the ByWard Market. These highly skilled paramedics respond to high acuity calls within minutes, establish neighbourhood connections and provide preventative outreach. Additionally, the Problematic Properties Pilot Project focuses on joint enforcement with partner agencies in areas including the ByWard Market. Online resources for reporting property concerns, needles, encampments and landlord-tenant issues have also been launched.

A resilient economy requires diversification to avoid over-reliance on any one sector as a driver of economic growth, employment, office occupancy, etc. In Ottawa, the federal public service employs approximately 130,000 residents and occupies significant downtown real estate. Federal government plans to cap public service employment, potentially reduce headcount and undertake a property disposal program, which requires the City to consider leveraging existing sector growth opportunities and identify new opportunities:

- Through the City's involvement with the Bloomberg Harvard City Leadership Initiative, and following an evaluation of data provided, the City has identified and is exploring new sector development opportunities in defence/aerospace/security, life sciences and clean tech with partners, including Invest Ottawa and the Ottawa Board of Trade.
- Council's leadership is key to amplifying Ottawa's competitiveness, brand, and quality of life. Other economic-development-driven initiatives include the development of the Kanata North Special Economic District Plan, with the Airport Special Economic District Plan to follow, and the creation of an economic action plan for Orléans that leverages the Integrated Orléans CIP and Orléans Corridor Secondary Plan. The City is also working on deepening partnerships with rural stakeholders and will initiate an update of the Rural Economic Development Strategy 2025 to be completed by Q1 2026. This strategy addresses the unique characteristics of Ottawa's rural economy and focuses on delivering a supportive environment for rural businesses, rural tourism, agricultural innovation, and advocacy for rural priorities.

- The Lansdowne 2.0 site plan is on track for Q2 2025 and other projects, including the Pinecrest Secondary Plan, Digital Twin, the New Zoning By-law and various City/Bloomberg Associates Partnership projects, are ongoing.
- To further support economic diversification and sector growth, recent and upcoming efforts include the launch of the Economic Development Dashboard, the High Economic Impact Projects (HEIP) Program, targeted initiatives such as the Tariff Toolkit and “Shop Local. Buy Canadian” campaign, and support for the development of an updated business case for a new soundstage project led by the Ottawa Film Office, reinforcing efforts to attract investment and grow Ottawa’s cultural economy. The City is also preparing to celebrate the 200th anniversary of the founding of Bytown in 2026 and the ByWard Market in 2027.

A full close-out report on the 2023-2026 City Strategic Plan and updates on the corporate strategic risks will be provided to Council at the end of the current Term of Council.

PROPOSED CHANGES TO PERFORMANCE INDICATORS

Through the work to further define the data points for each performance indicator following the approval of the 2023-2026 Term of Council Priorities, a need to modify some of the performance indicators was identified. This was to ensure that the most appropriate data are used to provide the most accurate and fulsome information for monitoring the advancement of the strategic priorities, objectives and results in the 2023-2026 City Strategic Plan and to provide progress updates to Council.

There are 29 proposed changes to the performance indicators in the 2023-2026 City Strategic Plan for Council’s consideration and approval. These include some minor changes, such as more accurate wording to reflect work being done or data availability, and other changes that involve the removal, addition or replacement of a performance indicator to better align with Council’s objectives. The complete list and explanations for these changes are found in **Document 2: Proposed changes to the 2023-2026 City Strategic Plan**.

CORPORATE STRATEGIC RISKS

Corporate Strategic Risks are those risks which are associated with strategic goals of the City and can often be tied directly to the strategic objectives of City Council. Corporate Strategic Risks are regularly reviewed and managed by the Senior Leadership Team. The corporate strategic risks were last shared with Council during the tabling of the 2023-2026 Term of Council Priorities on July 12, 2023. Since then, one corporate strategic risk was

redefined, and a new corporate strategic risk was identified. The redefined risk is OCR3: Economic impacts on downtown due to hybrid work-model and anticipated reduction in federal spending, which was named “Post-pandemic economic impacts.” The new risk is OCR9: Transit financial sustainability.

The City’s actions to deliver on Council’s priorities also mitigate corporate strategic risks, which are regularly reviewed by staff. Updates on the corporate strategic risks currently being tracked are summarized in **Document 3: Corporate Risks-Summary Update**, and the highlights of the risks mitigated through the 2023-2026 City Strategic Plan are outlined below.

Corporate strategic risks being mitigated:

Through the work for the strategic priority “*A city that has affordable housing and is more liveable for all,*” the City continues to mitigate the two corporate strategic risks in the Societal Risks category.

- OCR2: Residual economic and societal impacts of the COVID-19 pandemic (formerly called “Inequitable effects of the pandemic”) is being mitigated by focusing on engagement and advocacy, continuous improvement, funding allocation and community partner support. Key programs like Community Funding, Housing Strategies, and the Poverty Reduction Plan are helping reduce risk impacts.
- OCR8: Increased homelessness and lack of affordable housing is being mitigated by focusing on expanding housing supply, managing costs, and advancing strategies like the 10-Year Housing Plan and Transition to Housing Strategy.

Through the work for the strategic priority “*A city that is more connected with reliable, safe and accessible mobility options*”, the City continues to mitigate two corporate strategic risks in the Service Delivery Risks category.

- OCR1: Risk of not delivering on transit service commitments is being mitigated through the key actions such as having system reliability oversight and audits, and improving staffing and structure, operations and safety, customer communications and financial planning and accountability.
- OCR9: Transit financial sustainability (new risk identified by staff) is being mitigated through regular review of operations and ongoing discussions with senior levels of government to ensure investments in Ottawa’s LRT are on par with other municipalities in the GTA. In addition, the Transit Long-Range Financial Plan and

revised Transportation Master Plan are expected to identify strategies to make transit services more sustainable.

Through the work for the strategic priority “*A city that is green and resilient*”, the City continues to mitigate two corporate strategic risks in the Environmental Risks category.

- OCR4: Extreme weather and climate impacts is being mitigated through a combination of early climate adaptation actions and strategic planning. These include implementing extreme weather preparedness measures, integrating climate risks into key infrastructure and asset management plans, and securing adaptation funding. Other proactive steps include the development and implementation of a comprehensive Climate Resiliency Strategy.
- OCR7: Climate change GHG reduction targets; Energy Evolution is being mitigated by advancing corporate initiatives such as LRT expansions, the Zero-Emission Bus Program and building retrofits. These efforts are supported by integrating emissions reduction goals into key planning documents and securing external funding and leveraging external partnerships for community programs such as Better Buildings Ottawa and the Better Homes Loan program. While community emissions require further mitigations, these actions demonstrate a strong commitment to long-term mitigation. The City has very ambitious community based climate objectives that cannot be achieved on our own. In addition to municipal tools, meeting these goals requires policy changes from federal and provincial levels of government, and action from external industry partners and the broader community to achieve its long-term goal of net zero by 2050. Council will have the opportunity to provide direction on the City’s role in catalyzing community action to support reducing community emissions in Q3-2025

Through the work for the strategic priority “*A city with a diversified and prosperous economy*”, the City continues to mitigate one corporate risk in the Economical Risks category.

- OCR3: Economic impacts on downtown due to hybrid work-model and anticipated reduction in federal spending (formerly called as Post-pandemic economic impacts) is being mitigated by advancing key initiatives such as the Talent Action Plan, Downtown Revitalization, Small Business Needs Assessment, and Economic Diversification strategies. These efforts are supported by targeted campaigns such as “Shop Local, Buy Canadian,” resources such as the Tariff Economic Toolkit, collaboration with Federal Government and Agencies on plans

for redeveloping surplus federal office space, and collaboration with internal and external partners to attract and retain skilled talent and facilitate the future growth of existing and emerging industries. Despite ongoing challenges, these coordinated actions aim to reduce reliance on the federal government and foster a more resilient, diverse local economy.

The corporate risks and mitigation plans and any new risks for the achievement of the 2023-2026 City Strategic Plan will continue to be monitored and managed and reported to Committee and Council through legislative reports.

FINANCIAL IMPLICATIONS

There are no direct financial implications.

LEGAL IMPLICATIONS

There are no legal impediments to revising the performance indicators for the Term of Council priorities as proposed in this report.

ASSET MANAGEMENT IMPLICATIONS

There are no Asset Management Implications resulting from the recommendations of this report.

CONSULTATION

As this is considered an administrative matter, no public consultation was undertaken.

RISK MANAGEMENT IMPLICATIONS

This report provides updates on the City's current Corporate Strategic Risks

TERM OF COUNCIL PRIORITIES

This report, and the supporting documentation, directly relates to the Term of Council Priorities. The report contains mid-term updates on the 2023-2026 Term of Council Priorities:

- A city that has affordable housing and is more liveable for all;
- A city that is more connected with reliable, safe and accessible mobility options
- A city that is green and resilient
- A city with a diversified and prosperous

SUPPORTING DOCUMENTATION

Document 1_2023-2026 Scorecard Mid-Term Results Summary

Document 2_Proposed changes to the 2023-2026 City Strategic Plan

Document 3_Corporate Strategic Risks - Summary Update

DISPOSITION

The 2023-2026 City Strategic Plan will be updated if Council approves the proposed changes in Document 2.

