



City of Ottawa Strategic Plan 2023–2026





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

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Message from the Mayor

Ottawa is a kind and caring community, a city with incredible natural beauty, a rich history, and extraordinary potential. But the people of Ottawa have been through a uniquely difficult time over the past three years, and as our city grows, we face a number of significant challenges.

Last year, Ottawa residents elected 24 city councillors and a new mayor to respond to those challenges and serve them until 2026. Over the course of the past few months, members of council and I have participated in a series of facilitated sessions to discuss and refine our vision and goals for the remainder of this term. These sessions were thoughtful and illuminating and throughout them, we worked toward consensus on what we wanted to accomplish together.

This strategic document is the outcome of that work. It was approved unanimously by city council and it captures our high level priorities for the city and the important steps we intend to take to tackle our challenges and achieve our goals.

Specifically, we are focused on building:

- 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 economy

Naturally, we will also be focused on a number of other core services and objectives. But this represents our primary focus and where we intend to have the greatest impact.

This term of council has already been described as demonstrating a proactive level of cooperation and civility in politics and government. I want to thank my colleagues on Ottawa city council for their collaboration throughout this process. I look forward to working with them, and with all members of the community, as we strive toward these strategic objectives between now and 2026.

Working together, all of us can continue to build a city that is safe, reliable, and affordable for everyone.

Mark Sutcliffe
Mayor

Message from the City Manager

The 2023–2026 City Strategic Plan provides City Council’s vision for Ottawa, as it continues to evolve into a prosperous, sustainable, inclusive, and resilient city.

Council’s priorities—which include affordable housing, a more connected city with reliable, safe and accessible mobility options, a green and resilient city, and a diversified and prosperous economy—will serve as a foundation to shape the future of Ottawa.

Advancing the priorities identified in the City Strategic Plan will help us address the diverse and changing needs of our community and serves as a roadmap to guide our work throughout the current Term of Council. As an organization, we are committed to delivering on Council’s priorities in addition to ensuring efficient and effective delivery of service, and advancing long-term master plans, programs, and strategies, as directed by Council.

I would like to thank Mayor Sutcliffe and Members of Council, as well as the City staff supporting the process, for their extensive



efforts and collaboration on the development of the 2023–2026 Term of Council priorities. These collaborative efforts have fostered a sense of unity and purpose and paved the way for impactful decisions to make Ottawa a more livable and vibrant city for all.

I look forward to the road ahead and working together, as Team Ottawa, to deliver on the 2023–2026 City Strategic Plan.

Wendy Stephanson
City Manager

Your Council



Mark Sutcliffe
Mayor



Matthew Luloff
Ward 1 Orléans
East-Cumberland



Laura Dudas
Ward 2 Orléans
West-Innes



David Hill
Ward 3
Barrhaven West



Cathy Curry
Ward 4
Kanata North



Clarke Kelly
Ward 5 West
Carleton-March



Glen Gower
Ward 6 Stittsville



Theresa Kavanagh
Ward 7 Bay



Laine Johnson
Ward 8 College



Sean Devine
Ward 9 Knoxdale-
Merivale



Jessica Bradley
Ward 10
Gloucester-
Southgate



Tim Tierney
Ward 11
Beacon Hill-Cyrville



Stephanie Plante
Ward 12
Rideau-Vanier



Rawlson King
Ward 13 Rideau-
Rockcliffe



Ariel Troster
Ward 14 Somerset



Jeff Leiper
Ward 15
Kitchissippi



Riley Brockington
Ward 16 River



Shawn Menard
Ward 17 Capital



Marty Carr
Ward 18 Alta Vista



Catherine Kitts
Ward 19 Orléans
South-Navan



Isabelle Skalski
Ward 20 Osgoode



David Brown
Ward 21
Rideau-Jock



Steve Desroches
Ward 22 Riverside
South-Findlay
Creek



Allan Hubley
Ward 23
Kanata South



Wilson Lo
Ward 24
Barrhaven East

About this Plan

About the 2023–2026 Term of Council Priorities

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

Long-term Goals

- The future state of achievement and realities that we aim to realize in 10+ years.

Strategic Priorities

- The areas of focus and the highest level of expression of what the City hopes to achieve during the Term of Council.

Strategic Objectives

- Statements under each Strategic Priority that specifically state where and on what to focus, change and improve during the Term of Council.

Results

- The desired outcomes we want to achieve for a given Strategic Objective during the Term of Council.

Performance Indicators

- The quantitative measure that will be used to demonstrate the achievement of the result over time.



The Council approved 2023–2026 Term of Council Priorities form the 2023–2026 City Strategic Plan, the main communications tool that summarizes Council’s vision and direction for the Term of Council and is published to help residents understand the strategic direction of the City.

Introduction

Ottawa has achieved an important milestone in its growth, now with a population of one million people. However, like many cities worldwide, the COVID-19 pandemic represented an unprecedented challenge for Ottawa and the City over the past few years.

In addition to the pandemic, Ottawa also faced extreme weather events as well as a housing and homelessness crisis. This led to the City of Ottawa declaring a climate emergency as well as a housing and homelessness emergency.

Ottawa is at an important point where it has the opportunity to further evolve as a city that is prosperous, sustainable, inclusive, and resilient.

Over the next decade, the City of Ottawa's goals are to be a place where:

1. residents experience a good quality of life and live in neighbourhoods that are diverse, inclusive, safe, connected, accessible and affordable;
2. residents benefit from a healthy, sustainable and equitable built environment that supports our efforts to address climate change; and
3. Ottawa is economically diversified and prosperous; attracting people to Ottawa to live, work, play, invest, learn and visit.

Strategic Priorities for the 2023–2026 Term of Council

To achieve its long-term goals, Council has outlined four areas of focus that will direct the City of Ottawa's efforts over the next four years to make Ottawa:

- 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 economy

In setting the 2023–2026 City Strategic Plan, the City prioritizes meaningful reconciliation and collaboration with the Anishinabe

Algonquin Nation and Urban Indigenous communities. Together, we address emerging and systemic issues and needs, support Indigenous-led approaches, and improve City services for First Nations, Métis and Inuit people.

By focusing on its long-term goals and strategic priorities, the city will continue to blossom and the City of Ottawa will ensure its programs and services address the changing needs of a diverse community.

The 2023–2026 City Strategic Plan was developed as a collaborative effort between Mayor and members of Council, and supported by City staff.

Our Long-Term Plans and Strategies

The following key long-term plans and strategies informed the development of the Strategic Priorities in the 2023–2026 City Strategic Plan.

- Long Range Financial Plans
- Official Plan
- Climate Change Master Plan
- Urban Forest and Greenspace Master Plan*
- Infrastructure Master Plan*
- Transportation Master Plan*
- Parks and Recreation Facilities Master Plan
- 10-Year Housing and Homelessness Plan 2020–2030
- Reconciliation and Action Plan
- Community Safety and Well-Being Plan
- Anti-Racism Strategy
- Women and Gender Equity Strategy
- Solid Waste Master Plan*
- Comprehensive Asset Management Strategy and Asset Management Plans
- Economic Development Plan*
- Road Safety Action Plan

*Under review/revision/development



Our Strategy

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



Long-Term Goals (10+ Years)

Ottawa residents experience a good quality of life and live in neighbourhoods that are diverse, inclusive, safe, connected, accessible and affordable.

Ottawa residents benefit from a healthy, sustainable and equitable built environment that supports our efforts to address climate change.

Ottawa is economically diversified and prosperous; attracting people to Ottawa to live, work, play, invest, learn and visit.

Strategic Priorities

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



A city that is green and resilient.



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



A city with a diversified and prosperous economy.



Areas of Focus for the 4-Year Term of Council





Strategic priority

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



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

Ottawa is a city where many people enjoy a comfortable standard of living. It has a unique cultural and multilingual mix, a strong economy and is home to a highly educated population. There is, however, an increasing need to support those living on low to moderate incomes. Ensuring access to affordable housing options for singles and families of various sizes will be advanced by improving governance and systems management with housing providers, leveraging City lands and creating new opportunities with partners. Streamlined approvals and updated zoning are aimed at increasing the number of housing units and types, including within or on transit hubs and corridors. A key objective is to implement best practice approaches to

target the elimination of chronic homelessness, through the provision of affordable and supportive housing and that the system of services and supports is coordinated, equitable and responsive, reducing gaps and duplication. Assisting individuals to access housing with the supports they need to stay housed and to services for mental health and substance use health enables them to move forward with their lives. Emergency services and crisis response models will be advanced to meet the demand and improve results. Increased access to new and renewed parks, recreation and cultural facilities and programs help all residents to keep physically and mentally active.

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



A City that has affordable housing and is more liveable for all

Strategic Objective

1 Increase housing options including below market and deeply affordable near transit, leverage City land and seek sustainable funding

The results we want to achieve by 2026

- Increased affordable housing options for singles and families of various sizes
- Improved governance and systems management with housing providers
- Created opportunities with Ottawa Community Lands Development Corporation, Ottawa Community Housing and partners
- Culturally responsive supports for the Indigenous homeless population

Performance Indicators

- 1a Number of households assisted with housing from the Registry waitlists relative to the total number of households on the Registry waitlists
- 1b Number of new affordable units (i.e., units with occupancy permits), for low- and moderate-income households by bedroom type, as specified in the contribution agreements
- 1c Number of new supportive housing units completed
- 1d Number of new housing benefits added

Strategic Objective

2 Support increased housing supply and intensification

The results we want to achieve by 2026

- Increased housing units built of all types
- Streamlined approvals and adopt a more efficient, effective and equitable Zoning By-law
- Increased diversity of housing across all neighbourhoods, including within or on transit hubs, protected major transit stations and corridors



Performance Indicators

- 2a Number, location and types of units approved through development applications and building permits
- 2b Percentage of development applications approved within the provincial timelines

Strategic Objective

3

Create and advance along a clear path to eliminate chronic homelessness

The results we want to achieve by 2026

- Developed resources to assist chronically homeless individuals to access appropriate, permanent housing with the supports they need to stay housed and reduced inflow into chronic homelessness
- Reduced chronic homelessness

Performance Indicators

- 3a Number of individuals with a history of chronic homelessness that were housed
- 3b Number of individuals who are actively chronically homeless
- 3c Number of individuals matched to Housing First supports

Strategic Objective

4

Advance poverty reduction

The results we want to achieve by 2026

- Effects of poverty and food insecurity are reduced through work with community partners

Performance Indicators

- 4a Poverty Reduction Strategy Indicators to be determined within the Term of Council



Strategic Objective

5

Promote and support proactive mental health supports, strategies and community-led crisis mental health response models

The results we want to achieve by 2026

- Facilitated access to services for culturally responsive mental health and substance use health
- Advanced crisis response model(s)

Performance Indicators

- 5a Number of mental health and substance use crisis calls received successfully by the Alternate Neighbourhood Crisis Response (ANCHOR)
- 5b Percentage of Ottawa residents who want mental health supports but don't know where to turn
- 5c Number of people served through alternative response

Strategic Objective

6

Simplify access to social services to support those in need, including housing, employment and child-care services.

The results we want to achieve by 2026

- Reduced barriers to services to support those in need, including women, Indigenous, Black, racialized residents, gender-diverse persons and newcomers, to achieve better outcomes for clients

Performance Indicators

- 6a Improved service outcomes for those accessing social services, including housing, employment and child-care services



Strategic Objective

7

Improve emergency response times

The results we want to achieve by 2026

- Meet demand of population growth, events and aging demographics across Ottawa (resources, dispatch, and infrastructure)
- Province, Ottawa Public Health, City of Ottawa, other municipalities have a coordinated approach

Performance Indicators

7a Align emergency response times with community needs

Strategic Objective

8

Make recreation and cultural programs available to more residents

The results we want to achieve by 2026

- Improved access to City parks, recreation and cultural programs, including in priority neighbourhoods
- Improved community use and variety of programming in parks and leverage placemaking opportunities
- The process is more flexible for community permits and recreational opportunities
- Enhanced cultural programming and initiatives made more available for all communities and include an ethnocultural lens

Performance Indicators

- 8a Number of individuals participating in City recreation and cultural programs, including French program registrations
- 8b Number of seasonal permits in parks and recreation with partner organizations
- 8c Value of support provided by the City to enhance access to cultural and recreation programs and space



Strategic Objective

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

The results we want to achieve by 2026

- New and renewed parks and recreation and cultural facilities that are accessible and are available across the city

Performance Indicators

- 9a Number of new parks, recreation and cultural facilities
- 9b Number of renewed parks, recreation and cultural facilities
- 9c Annual City capital investment in municipal cultural spaces and contributions to community cultural spaces

Strategic Priority

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

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

This strategic priority focuses on supporting transit and active transportation because they are crucial to advance the City's climate change goals and to create a healthier, more equitable and inclusive city for residents. The City recognizes the transportation needs of equity deserving groups including women, racialized citizens, Indigenous persons, and persons with disabilities. Leveraging the City's generational investments in light rail and continuing to improve bus service are keys to improving mobility. These include advancing overall transit service reliability, delivering transit in new ways in

different areas of the city and realigning bus service. Active transportation is focused on connecting areas of the city for pedestrians and cyclists by ensuring critical walking and cycling links and networks.

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



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



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

Strategic Objective

10 Improve active transportation

The results we want to achieve by 2026

- Improved missing pedestrian and cycling links to connect areas of the city

Performance Indicators

10a Percentage of active transportation trips (counters on cycling facilities)

Strategic Objective

11 Improve transit reliability

The results we want to achieve by 2026

- Better on-time performance for buses and trains
- Increased overall transit service reliability
- Local bus service aligns with community needs
- Transit is delivered in new ways in areas of the city
- Increased bus and train ridership

Performance Indicators

11a Number of customer trips from origin to final destination on bus and O-Train across the OC Transpo network

11b Percentage of bus trips leaving major stops no more than 1 minute before and no more than 5 minutes after scheduled time

11c Percentage of scheduled hours of bus and O-Train service delivered

11d Completed route review

11e Service regularity for frequent routes (Regularity)



Strategic Objective

12 Prioritize future road, transit and active transportation projects in Part 2 of the Transportation Master Plan.

The results we want to achieve by 2026

- Approved Capital Infrastructure Plan

Performance Indicators

12a Transportation Master Plan Part 2 approval by Council in 2025

Strategic Objective

13 Deliver transit and roads to support growth

The results we want to achieve by 2026

- Transit and road infrastructure is delivered in a timely and affordable way to support development
- Transit and road infrastructure is sustained and supported

Performance Indicators

13a Annual reporting on value of complete street retrofit

13b Annual reporting on value of infrastructure renewal projects



Strategic Objective

14 Improve road safety

The results we want to achieve by 2026

- Fewer serious injuries and fatalities
- Implemented temporary and permanent traffic calming measures

Performance Indicators

14a Number of serious injuries and fatal collisions

14b Number of temporary and permanent traffic calming measures installed

14c Number of kilometres of new or rebuilt residential roads to 30 km/h design

Strategic Objective

15 Support sustainable transportation for residents with accessibility needs

The results we want to achieve by 2026

- Users with accessibility needs have greater options to travel to get to where they want to go
- More reliable transportation service for users with accessibility needs

Performance Indicators

15a Number of kilometres of sidewalks

15b Maintain the full accessibility of the transit fleet

15c Para Transpo service metrics provided as part of the regular updates to Transit Commission

Strategic priority

A city that is green and resilient.

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

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

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

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



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



A City that's green and resilient

Strategic Objective

16 Reduce emissions associated with the City's operations and facilities

The results we want to achieve by 2026

- Reduced emissions associated with the City's operations from fleet, transit, solid waste and facilities including wastewater treatment

Performance Indicators

- 16a Annual results of Corporate GHG inventories associated with the City's operations from fleet, transit, solid waste and facilities including wastewater treatment

Strategic Objective

17 Increase waste reduction and diversion

The results we want to achieve by 2026

- Increased participation in waste diversion and recycling programs, supporting municipal and provincial targets to divert organic waste from landfill

Performance Indicators

- 17a Waste generation per capita
- 17b Volume of food and organic waste from landfill



Strategic Objective

18 Plant, grow and preserve the urban tree canopy in parks and along roadways, with a focus on neighbourhoods with low tree canopy cover

The results we want to achieve by 2026

- Increased tree canopy in neighbourhoods with low tree cover

Performance Indicators

18a Trees planted in neighbourhoods with low tree canopy cover

Strategic Objective

19 Increase resiliency to extreme weather and changing climate conditions

The results we want to achieve by 2026

- Improved the resilience of City's infrastructure
- Strengthened community capacity for climate preparedness and emergency response
- Responded to extreme weather events

Performance Indicators

19a Annual reporting towards building climate resiliency

Strategic Objective

20 Improve key infrastructure through asset management

The results we want to achieve by 2026

- Reduced infrastructure gap and maintain infrastructure in a state of good repair

Performance Indicators

20a Update the infrastructure measures and indicators through the Asset Management Plan(s) process within the Term of Council

A city with a diversified and prosperous economy.

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

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

As identified in the Official Plan, Special Districts provide opportunities to coordinate and direct efforts to position, develop and/or promote specific areas as meaningful business, employment or quality of life contributors to the local economy. In Ottawa, these Special Districts include Parliament and Confederation Boulevard, Rideau Canal,

ByWard Market, Lansdowne, Ottawa River Islands, Special Economic Districts in Kanata North and the Ottawa International Airport. The City has a number of other economic districts that have their own or form parts of secondary plans. These include Bayview Yards, the Ottawa Hospital new Civic Campus, the Carp Road Corridor and an emerging economic district in the Highway 174 Corridor incorporated in the Orléans Corridor Secondary Plan. Each has a special role in the city's economy. Also, small businesses are foundational to Ottawa's economy. To help traditional and commercial main streets thrive in Ottawa, small businesses need supports that minimize business start-up barriers and make it easier to do business.

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



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



A City with a diversified and prosperous economy

Strategic Objective

21 Make it easier to open and operate a business

The results we want to achieve by 2026

- Improved experience opening and operating a business, which may include:
 - Updated business licensing bylaw to modernize and reduce red tape; and
 - One stop shop service for small business, improve client experience (online payments, etc.)

Performance Indicators

21a Number of business licenses

21b Commercial tax assessment growth

Strategic Objective

22 Stimulate growth in special and economic districts with secondary plans

The results we want to achieve by 2026

- Strengthened role of special and economic districts as places that are important to the City's identity, culture, and economy with secondary plans as economic generators

Performance Indicators

22a Commercial tax revenue collected in Business Improvement Area



Strategic Objective

23 Reimagine the downtown and ByWard Market

The results we want to achieve by 2026

- Increased economic activity, safety and tourism
- Increased number of housing units in the Downtown Core, including more types of units, such as family sized units

Performance Indicators

- 23a Annual downtown office and retail vacancy rates
- 23b Foot traffic in the downtown area (number of visits)
- 23c Number of units (per type) approved through development applications and building permits in the Downtown Core

Strategic Objective

24 Enhance traditional and commercial main streets

The results we want to achieve by 2026

- Enhanced public realm in strategic locations
- Increased economic activity
- Supported business communities including Business Improvement Associations objectives

Performance Indicators

- 24a Annual number of combined City and BIA placemaking/public realm activations



Strategic Objective

25 Diversifying our economy and amplifying our region's brand

The results we want to achieve by 2026

- Increased collaboration with Gatineau
- Increased economic activity and jobs
- Attracted and retained immigrants, students and talent
- Advanced regional approach with partners

Performance Indicators

25a Annual Visitor spending

25b Growth in employed labour force

25c Amount of annual funding allocated to the City's Cultural Funding Program

25d Annual number of Made in Ottawa film productions

25e Amount of domestic and foreign investment attracted



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