

Subject: Transportation Planning – Staff Requirements

File Number: ACS2022-PIE-TP-0008

Report to Transportation Committee on 29 June 2022

and Council 6 July 2022

Submitted on June 16, 2022 by Jeff McEwen, Acting Director, Transportation Planning, Planning, Real Estate and Economic Development

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Ward: Citywide

Objet : Planification des transports — Exigences de dotation

Dossier : ACS2022-PIE-TP-0008

Rapport au Comité des transports le 29 juin 2022

et au Conseil le 6 juillet 2022

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATION

That the Transportation Committee recommend Council approve the conversion of six temporary positions to permanent positions in Transportation Planning Services, as described in this report.

RECOMMANDATION DU RAPPORT

Que le Comité des transports recommande au Conseil d'approuver la conversion de six postes temporaires en postes permanents aux Services de la planification des transports, selon les modalités exposées dans ce rapport.

BACKGROUND

The Transportation Planning Service Area is responsible for the planning and prioritization of transportation infrastructure. Its mandate prepares the City for the near term and longer term, to serve the growing population with an efficient, sustainable, equitable and affordable transportation network. Its responsibilities include data collection, modelling and forecasting, master planning, network development (all modes), environmental assessments and functional designs, neighbourhood traffic calming, engineering services related to development review, and network modifications.

Within the Service Area, there are six positions that are classified as temporary. The positions are currently filled and have been renewed/extended after each term due to continuing heavy workloads and the need for staffing resources. These positions are fully funded through capital as the work undertaken is for the sole purpose of advancing the Council-approved growth capital programs.

One of these positions has been temporary for nearly six years, and some are experiencing regular turnover because temporary incumbents are looking for employment security and leaving for permanent positions elsewhere. The Service Area is expending significant management time on hiring, on-boarding, and training of new staff each time there is a turnover in staff. There is a need to stabilize the organization through the conversion of these temporary positions to permanent.

DISCUSSION

The six temporary positions are identified below, along with their Job Position numbers:

- Active Transportation Planning (ATP) Branch
 - o Program Manager (10130968)
 - o Senior Project Manager (10133658)
 - o Intermediate Project Managers (2 positions: 10115839, 10132355)
 - o Coop Student Engineering Assistant (10133433)

- Transportation Engineering Services (TES) Branch
 - o Senior Project Manager (10119618)

The Active Transportation (AT) Branch currently has 10 positions in total, five of which are permanent and four are temporary, plus a temporary co-op student. One of the temporary positions has been classified as such for nearly six years, the others are around two years.

The continuing strategic focus to promote and provide sustainable transportation (cycling, walking) – a critical action to help the City achieve the GHG reduction targets identified in the Council-approved Climate Change Master Plan – supports the recommendation contained in this report. These programs are also emphasized in the Official Plan and the Transportation Master Plan (TMP) to provide alternative mobility choices that are sustainable, equitable, and designed to protect the most vulnerable users of our transportation infrastructure. Council continues to support the policies and projects identified in the Ottawa Cycling Plan and the Ottawa Pedestrian Plan (both plans are being updated and referred to as the Active Transportation Plan, a subset of the TMP Update). The implementation of the Complete Streets policy in all road works and the coordination of AT projects through development funding from the Community Benefit Charges demonstrate that cycling and walking facilities are increasingly important components in all transportation projects.

Furthermore, to highlight the heavy workload of the AT Branch, in the last Term of Council (2015 to 2018), the City received an additional \$17 million from senior levels of government to advance and implement in short order a long list of active transportation projects. During this Term of Council, the AT program has received \$12 million from senior levels of government, with a pending application for an additional \$51.5 million through the Federal Active Transportation Fund (ATF). Although upper tier funding is not guaranteed to be continuous, these references illustrate the growing interest of senior levels of government in funding active transportation – thus creating demand on City staffing resources. Besides external funding, under the guidance of the Long-Range Financial Plan, the City also funds the core AT program in the order of \$10 million a year for stand-alone projects, over and above the funding for AT facilities through new transit and road infrastructure, and renewal and repaving works.

For staffing, it takes approximately three years to develop both the project expertise, as well as contextual awareness of the many AT issues and challenges across each ward in the city. The high turnover rate of ATP staff (in large measure due to the temporary nature of these positions) has resulted in some project delays and the City can be at

risk of incurring lost opportunity costs associated with lack of available staff expertise and time.

The TES Branch's Senior Project Manager position has been temporary for about five years. This position is business critical and has the sole responsibility for the design and implementation of the Intersection Control Measures (ICM) Program, the Network Modifications Program (NMP), and the Development Sidewalk Program – which collectively receives capital funding in the order of \$12-15 million per year. The ICM and the NMP provide traffic capacity relief in the near term while the City awaits funding for the more investment-heavy road widenings or new road construction.

RURAL IMPLICATIONS

The capital programs that the six temporary positions are involved with include projects across the city, including the rural areas.

CONSULTATION

No public consultation was undertaken in the development of this report.

COMMENTS BY THE WARD COUNCILLORS

This is a city-wide report - not applicable.

LEGAL IMPLICATIONS

There are no legal impediments to approving the recommendation in this report.

RISK MANAGEMENT IMPLICATIONS

It is proposed that the positions continue to be funded through capital, after conversion to permanency. It is anticipated that the workload of the AT and TES Branches will increase, rather than decrease as the City invests in more sustainable transportation solutions and continues to seek ways to affordably improve services for near-term measures. There will be continuing development across the city, which will support Development Charges funding for many of the capital programs. It is reasonable to assume that capital funding will continue to be available in the foreseeable future for the Active Transportation program, and the growth-related programs of Intersection Control Measures, Network Modifications, and Development Sidewalks.

The risks associated with funding these positions through capital are similar to the risks of other current City positions that are cost-recovered through capital.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the conversion of the six (6) temporary positions to permanent. The compensation and associated capital recovery budgets have been previously approved by Council.

ACCESSIBILITY IMPACTS

There are no accessibility impacts with this report.

INDIGENOUS GENDER AND EQUITY IMPLICATIONS

Hiring practices will comply with the City's human resources policies.

TERM OF COUNCIL PRIORITIES

A Thriving Workforce:

- The City is an employer of choice.
- Attract and retain talented people who share the City's core values and behaviours, have a passion for public service and reflect the diverse community we serve.
- Our staffing model and work environment are flexible enough to support the needs of the city.
- Workforce and succession planning meet our long-term staffing and leadership needs.

DISPOSITION

Staff in Planning, Real Estate, and Economic Development will work with Finance and Human Resources to implement the decision of Transportation Committee and Council.