

**Report to
Rapport au:**

**Finance and Economic Development Committee
Comité des finances et du développement économique
2 June 2015 / 2 juin 2015**

**and Council
et au Conseil
8 July 2015 / 8 juillet 2015**

**Submitted on May 26, 2015
Soumis le 26 mai 2015**

**Submitted by
Soumis par:
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2015-CMR-OCM-0016

SUBJECT: Proposed 2015-2018 Term of Council Priorities

OBJET: Les priorités proposées pour le mandat du Conseil 2015-2018

REPORT RECOMMENDATIONS

- 1. That the Finance and Economic Development Committee receive and refer the Proposed 2015-2018 Term of Council Priorities Report with the associated appendices to the Standing Committees of Council, Information Technology Sub-Committee and Transit Commission for their consideration of Appendix A, as follows:**

- **Agricultural and Rural Affairs Committee: June 5, 2015, to consider Section 3;**
 - **Planning Committee: June 9, 2015, to consider Section 4;**
 - **Environment Committee: June 16, 2015, to consider Section 5;**
 - **Transit Commission: June 17, 2015, to consider Section 6;**
 - **Community and Protective Services Committee: June 18, 2015, to consider Section 7;**
 - **Information Technology Sub-Committee: June 25, 2015, to consider Section 2;**
 - **Finance and Economic Development Committee: June 29, 2015, to consider Section 1; and**
 - **Transportation Committee: June 30, 2015, to consider Section 8.**
- 2. That, at its meeting of July 8, 2015, City Council:**
- a. Receive the 2011-2014 City Balanced Scorecard Results Summary, outlined in Appendix B.**
 - b. Approve the proposed Term of Council Priorities as outlined in Appendix A, including as follows:**
 - i. The Strategy Map and seven Term of Council priorities as outlined on p. 4-5;**
 - ii. The Strategic Initiatives and the associated performance measures as outlined throughout Appendix A;**
 - iii. The Standing Committee, IT Sub-Committee and Transit Commission oversight, as outlined on p. 6-9; and**
 - iv. The allocation for 2015 for the approved Strategic Initiatives and that the proposed spending for approved Strategic Initiatives for years 2016-2018 be included for consideration in each of those draft budgets.**
 - c. Direct staff to prepare a 2015-2018 City Strategic Plan and City Balanced Scorecard based on the approved Term of Council Priorities.**

RECOMMANDATIONS DU RAPPORT

- 1. Que le Comité des finances et du développement économique reçoive le rapport sur les priorités proposées pour le mandat du Conseil 2015-2018 et les annexes connexes et les transmette aux comités permanents du Conseil, au Sous-comité de la technologie de l'information et à la Commission du transport en commun, qui devront examiner l'annexe A de la façon suivante :**

- **Comité de l'agriculture et des affaires rurales: le 5 juin 2015, Section- 3;**
 - **Comité de l'urbanisme: le 9 juin 2015, Section- 4;**
 - **Comité de l'environnement: le 16 juin 2015, Section- 5;**
 - **Commission du transport en commun: le 17 juin 2015, Section- 6;**
 - **Comité des services communautaires et de protection: le 18 juin 2015, Section- 7;**
 - **Sous-comité de la technologie de l'information: le 25 juin 2015, Section- 2;**
 - **Comité des finances et du développement économique: le 29 juin 2015, Section- 1;**
 - **Comité des transports: le 30 juin 2015, Section- 8.**
- 2. Que le Conseil, lors de sa réunion du 8, juillet 2015 :**
- a. Reçoive le sommaire des résultats du bulletin de rendement équilibré 2011-2014 de la Ville, figurant à l'annexe B;**
 - b. Approuve les priorités proposées pour le mandat du Conseil figurant à l'annexe A, dont :**
 - i. Le schéma stratégique de la Ville d'Ottawa et les sept priorités pour le mandat du Conseil, aux pages 4 et 5;**
 - ii. Les initiatives stratégiques et les mesures de rendement connexes énoncées à l'annexe A;**
 - iii. La responsabilité de surveillance des comités permanents, du Sous-comité de la technologie de l'information et de la Commission du transport en commun, indiquée aux pages 6 à 9;**
 - iv. Les fonds alloués en 2015 pour les initiatives stratégiques approuvées et les fonds proposés pour ces initiatives pour 2016- à 2018, lesquels seront inclus aux fins d'examen dans les provisoires de ces années.**
 - c. Demande au personnel de préparer le Plan stratégique de la Ville et le bulletin de rendement équilibré pour 2015-2018 en se fondant sur les priorités approuvées pour le mandat du Conseil.**

BACKGROUND

The Corporate Planning Framework

In keeping with Council's focus on accountability, transparency and sound business practices, the Corporate Planning Framework (CPF) (ACS2011-COS-ODP-0007) was approved by Council on May 25, 2011. The adopted framework strengthens accountability at all levels and the alignment of the planning and budget process, and

addresses previous Auditor General recommendations. As part of the 2014-2018 Council Governance Review (ACS2014-CMR-CCB-0062) Council enhanced the process and directed that consultation with Advisory Committees be strengthened.

The Corporate Planning Framework reflects leading best practice approaches and methods designed to support the Mayor and Council, through the Standing Committees and the Transit Commission and senior management, to make the City a more strategy driven organization.

The corporate planning process supports the establishment of a set of strategic priorities that Council plans to achieve during this term. Strategic priorities provide clear strategic direction from Council for staff regarding what is expected to be accomplished in the term.

The Corporate Planning Framework directed that senior management work with the Mayor and the Standing Committee and Transit Commission Chairs and Vice-Chairs to develop proposed strategic priorities for Committee and Council consideration. Council also directed the inclusion of a City Balanced Scorecard in the City Strategic Plan (CSP) to strengthen how the City governs Council's priorities and measures progress on them.

Term of Council priorities are presented visually through the strategy map, which provides the tools for integrating priorities, programs and services for what Council wishes the City to achieve over the Term of Council. The strategy map is a visual tool which endeavours to link strategic planning with performance measurement by linking strategic objective statements and the measures and targets that are captured in the City's Balanced Scorecard.

The purpose of identifying Term of Council priorities is to ensure management and operations focus on advancing these priorities when making decisions and delivering services. The mandates directed by Council for City programs and services and the directions contained in the adoption of the annual capital and operating budgets remain and are informed by Council's priorities for the term.

Once approved, the Term of Council Priorities form the 2015-2018 City Strategic Plan and Balanced Scorecard. The City Balanced Scorecard will track the progress of performance against the City Strategic Plan, and act as the basis for strategy review discussions on advancing Council's priorities by senior management.

The City strategy will then be cascaded to departments through the development of departmental strategic plans and balanced scorecards. The Council-approved Term of Council Priorities will inform the departmental strategic priorities, to provide alignment and linkages to the City Strategic Plan and City Balanced Scorecard.

Governance, Roles and Responsibilities

The Mayor, Standing Committees and the Transit Commission have an oversight role with respect to Term of Council priorities. This Standing Committee and Transit Commission oversight enables Council to effectively set priorities for the Term of Council and monitor performance of programs and services and provide the appropriate direction to staff.

The following descriptions highlight the main roles and responsibilities of Standing Committees, Transit Commission, Advisory Committees and staff in relation to the Term of Council Priorities. The proposed oversight mandate for each Standing Committee and the Transit Commission with respect to the proposed Term of Council strategic objectives and initiatives is identified in Appendix A.

1. Mayor, Standing Committee and Transit Commission Chairs and Vice-Chairs

The Mayor, Standing Committee and Transit Commission Chairs and Vice-Chairs identify the proposed strategic priorities, objectives, initiatives along with their related resource impacts (budget and FTEs) and performance measures, as well as the Standing Committee and Transit Commission oversight responsibilities that pertain to their respective mandates. Where oversight responsibility for a strategic initiative or objective appears to belong to more than one Standing Committee, through the priority setting process, a lead Standing Committee has been identified to assume responsibility. The lead Standing Committee Chair will determine when items should be referred to other Standing Committees, in consultation with other Standing Committee Chairs, as per the governance report and the respective adopted Committee mandates. Should the focus of a strategic initiative change over the term of Council, the strategic initiative could be re-aligned with another Standing Committee whose mandate better aligns with the initiative's new focus.

2. Standing Committees and Transit Commission

Standing Committees and the Transit Commission review the proposed strategic priorities, objectives and initiatives and forward any amendments to Council through motions identified at Standing Committees and the Transit Commission. This allows for a more comprehensive discussion of all priorities at Council.

Once the priorities are approved, Standing Committees and the Transit Commission monitor performance and provide direction to staff. Progress is reported to Council twice over the Term through the City Balanced Scorecard report, and through reports related to strategic initiatives provided by staff through the Legislative Agenda process throughout the Term of Council.

3. Staff

Staff receives direction from Council, Standing Committees and the Transit Commission regarding priorities and related strategic objectives and strategic initiatives. Staff fulfills the Term of Council Priorities through the implementation of strategic initiatives, and reports back on progress using the associated measures in the City Balanced Scorecard. Senior management monitors progress against objectives through the review of semi-annual City Balanced Scorecard reports and associated senior management strategy review meetings.

4. Advisory Committees

The Advisory Committees review and provide input to the proposed Term of Council Priorities. As outlined in the 2014-2018 Council Governance Review (ACS2014-CMR-CCB-0062), approved by Council on December 3, 2014, the Advisory Committees are informed of the City's process and timelines for the development and Council approval of the proposed 2015-2018 Term of Council Priorities, and are invited to provide input during the development phase. They also have the opportunity to provide input on the proposed priorities through the Standing Committee and Transit Commission review.

External Boards

The Corporate Planning Framework adopted by Council in 2011 includes recognition of the connection between the Term of Council Priorities and the priorities of four external boards, namely the Ottawa Police Services Board, the Ottawa Public Library Board, the Ottawa Community Housing Board and the Ottawa Board of Health, and acknowledges that each board has its own independent governance structure and planning process.

To ensure alignment with the City Strategic Plan, the four boards were informed of the process and timelines for the development and Council approval of the 2015-2018 Term of Council Priorities. The boards were asked to use the proposed priorities to inform their own respective planning activities and to update Council as appropriate on how their plans align with the proposed 2015-2018 Term of Council Priorities. There is one strategic initiative from the Ottawa Public Library, related to the development of a Central Library, which has been incorporated into the proposed Term of Council Priorities as a strategic initiative. This project, however, and the funding associated with it are subject to Council approval when brought forward by the Ottawa Public Library Board at a future date.

Since the approval of the 2011-2014 Term of Council Priorities in July 2011, the City has executed the strategic initiatives in the 2011-2014 City Strategic Plan. Progress has been monitored regularly by senior management through City Balanced Scorecard reports and regular strategy review sessions. Council was formally updated on mid-term progress in 2013 through the City Balanced Scorecard Report (ACS2013-CMR-OCM-0005) and the full end-of-term results are appended to this report.

Appendix B contains the 2011-2014 City Balanced Scorecard Results Summary, which is the final report to Council and the public on the execution of the strategic initiatives, objectives and priorities in the 2011-2014 City Strategic Plan. Results are based on performance data through to the end of 2014.

DISCUSSION

The purpose of this report is to accurately reflect Council's identified strategic priorities for the 2015-2018 term of Council. Once approved, it will form the basis of the 2015-2018 City Strategic Plan and Balanced Scorecard.

This report:

1. Provides Proposed Term of Council Priorities for Consideration:

The Mayor, the Chairs and Vice-Chairs of the Standing Committees, including the Information Technology Sub-Committee, and the Transit Commission, and Councillors worked together to develop a set of proposed strategic priorities that represent the highest level expression of what the Council wishes the City to achieve over the term of Council. These proposed priorities, contained in Appendix A, are made tangible through the strategic objectives and initiatives (which include budget allocations and performance measures) that define what will be achieved and how it will be achieved during this term.

2. Seeks Public Input and Council Consideration and Approval:

The vision and the constituents and stakeholders remain as Council adopted them in the 2011-2014 Term of Council priorities report. The City's long-term strategic vision is grounded in the Framing our Future plan, which was a large scale planning initiative with significant public engagement. Between 2008 and 2011 extensive public consultation was undertaken in partnership with the National Capital Commission (NCC) and the City of Gatineau to develop long-term sustainability goals for the National Capital region. This type of initiative is typically undertaken every 8 to 10 years. The result of this initiative was the Framing our Future report which was adopted by Council in 2012. The long-term sustainability goals outlined in

the proposed Term of Council Priorities are directly aligned with the Framing Our Future report.

This long-term vision is also reflected in the Council adopted master plans which use the long-term priorities and goals generated through consultation as a guiding principle. The previous Council adopted the Transportation Master Plan, City Official Plan, Infrastructure Master Plan, Long-Range Financial Plan, the Ten Year Housing and Homelessness Plan, Environmental Strategy and the Renewed Action Plan for Arts, Culture and Heritage. These plans were developed through extensive community consultation and the directions contained in these plans are directly reflected in a majority of the identified proposed objectives and associated initiatives before Council for consideration.

The Advisory Committees were also engaged in reviewing and providing input to the proposed Term of Council Priorities. The Advisory Committees were provided with a presentation for review and discussion in their April meetings by the management from Environmental Services, Parks, Recreation and Cultural Services, and Corporate Programs and Business Services. They will also have the opportunity to provide input on the proposed priorities through the Standing Committee and Transit Commission review.

Standing Committees and the Transit Commission will receive public delegations and discuss, review and consider the proposed strategic priorities, strategic objectives, strategic initiatives and performance measures.

Priority Setting Approach

The Chairs and Vice-Chairs of the Standing Committees, including the Information Technology Sub-Committee, and the Transit Commission, the Mayor, and Councillors worked with management to develop the proposed Term of Council Priorities. In doing so, they took into account several important stakeholder perspectives and considerations including:

- Constituents: Community priorities that were identified through the 2014 electoral platforms.
- Direction from Previous Council: Received through the Legislative Agenda process.
- Previous City Strategic Plan: Strategic initiatives identified in the 2011-2014 City Strategic Plan that have remaining phases before being fully completed. This includes the completion of the O-Train's Confederation Line Light Rail Transit projects, the Ottawa Art Gallery Expansion and Arts Court Redevelopment, the

Ten-Year Housing and Homelessness Plan, the Ottawa River Action Plan (ORAP), among others.

- Employees: Staff input was obtained through the results of an employee survey.
- Federation of Canadian Municipalities (FCM): Information on initiatives, programs and policy matters that fall within the federal jurisdiction and are of interest to municipalities were obtained through FCM.

Proposed Strategic Priorities

Once adopted the Term of Council Priorities Report defines what the City will accomplish over the 2015-2018 term. The draft before Council for consideration includes seven (7) strategic priorities; 21 strategic objectives, which articulate what the Council is seeking to achieve; and 63 related strategic initiatives, which are the concrete actions, tactical programs and services, that will advance Council's objectives and strategic priorities. The strategic initiatives are aligned with the mandates of the Standing Committees, including the Information Technology Sub-Committee, and Transit Commission. The report outlines the oversight responsibilities, as well as the budget requirements associated with the implementation, of the strategic initiatives. Also included are the performance measures within the City Balanced Scorecard that form the basis of performance reports to senior management and Council.

Together, the Mayor, Chairs, Vice-Chairs, Councillors, and management developed the proposed strategic priorities that outline what will be accomplished during the 2015-2018 Term of Council. These proposed strategic priorities are:

- Economic Prosperity: Use Ottawa's unique combination of recreational, social, cultural and business assets, and natural environment and physical infrastructure to attract enterprises, visitors and new residents, while at the same time developing and retaining local firms and talent.
- Transportation and Mobility: Meet the current and future transportation needs of residents and visitors through Phase 1 and Phase 2 of the Transportation Master Plan, including ensuring the City's transit services are reliable and financially sustainable. Continued focus on improving mobility during the Light Rail Transit implementation, and support for alternative transportation methods including cycling and walking, as well as transit.
- Sustainable Environmental Services: To provide sustainable environmental services that balance protection of our natural resources and support the planned growth of the city with the duty to ensure fiscal sustainability and meet legislative requirements in the delivery of municipal services.

- **Healthy and Caring Communities:** Help all residents and visitors enjoy a good quality of life and a sense of community well-being by providing healthy, safe, secure, accessible and inclusive places and services.
- **Service Excellence:** Improve client satisfaction with the delivery of municipal services by measurably strengthening the culture of service excellence at the City, by improving the efficiency of City operations and by creating positive client experiences.
- **Governance, Planning and Decision-Making:** Achieve measurable improvement in residents' level of trust in how the City is governed and managed, apply a sustainability lens to decision-making, and create a governance model that compares well to best-in-class cities around the world.
- **Financial Sustainability:** Practice prudent fiscal management of existing resources, and make sound long-term choices that allow City programs and services to be sustainable.

These strategic priorities have been further translated into a set of executable strategic objectives to give further clarity and meaning to the priority, and are supported by related strategic initiatives and performance measures. The fully articulated priorities, objectives, initiatives, measures and oversight responsibilities are contained in Appendix A to this report.

The proposed 2015-2018 Term of Council Priorities provide for a balanced City Strategic Plan that accounts for the needs of urban, suburban and rural communities, and spans the city. While this balanced approach is considered throughout the proposed priorities, it is particularly evident through certain strategic initiatives. For example, the Transportation Master Plan Phase 1 projects for roads, cycling and pedestrians (as outlined in Appendix C to this report) span the city, and involve improvement projects in most wards.

The Transportation and Mobility Priority includes the continued investment in large scale infrastructure projects in roads and transit, including Light Rail Transit, to improve transportation for all residents, travelling into and out of the downtown core, from rural and suburban areas. Extensive investment was made in rural and suburban roads during the last term and this remains the case in the identified roads, cycling and pedestrian infrastructure initiatives contained in the proposed 2015-2018 Term of Council Priorities.

Focus must also continue on promoting and supporting cycling and walking as safe alternative mobility choices, through improvements to cycling and pedestrian

infrastructure, with the intent to make Ottawa's roads safer for all drivers, cyclists and walkers. The Community Pathways and Connections Program projects for example will make it easier, safer and more convenient for residents in all neighbourhoods, to travel within their own communities, and throughout the city. The projects are focused on improving pathway connections, including better access to transit and community facilities, via walking, cycling and other active modes of transportation. A list of the specific pathways proposed for improvements under this strategic initiative is outlined in Appendix D to this report.

[Link to Long Range Financial Plan and Budget:](#)

Considering that the Term of Council Priorities are finalized after adoption of the 2015 budget, an envelope for all new operating strategic initiatives funded from the Provincial upload was established within the 2015 budget document, and the annual capital envelope for Council's strategic initiatives was identified in both the 2015 budget and the Tax Supported Long Range Financial Plan.

Proposed allocations of funds associated with the proposed strategic initiatives are contained in Appendix A. For those initiatives that are proposed to receive 2015 base operating funds, those amounts have been included into subsequent years' operating budgets.

Where a proposed initiative receives one-time operating funds, those one-time operating amounts are not carried forward to subsequent years and are not reflected in subsequent years' budgets.

Allocation of these funds is being established through this Term of Council priority-setting process.

The resource impacts (budget and FTEs) for strategic initiatives that support the priorities and objectives contained in this report, once endorsed by Council, will be considered in the 2016 through 2018 budget processes. The 2016 budget is expected to be tabled at Committee and Council in the fall of 2015.

The strategic initiative for the Central Library in this Proposed 2015-2018 Term of Council Priorities Report is pending Council approval, and has no existing financial commitment identified. The Ottawa Public Library is currently developing a business case exploring options for the Central Library, and will report back to Council, outside of this process.

RURAL IMPLICATIONS

The rural implications of implementing the recommendations set out in this report are identified in the strategic initiatives in the Proposed 2015-2018 Term of Council Priorities.

CONSULTATION

The Proposed 2015-2018 Term of Council Priorities Report was developed collaboratively with: direction and input from the Mayor, Standing Committee, including the Information Technology Sub-Committee, and Transit Commission Chairs and Vice-Chairs, and Councillors; direction from Executive Committee; and, input from senior management. Presentations to all Advisory Committees were undertaken in April of this year. Input received through public delegations at Transit Commission and Standing Committees will also inform the 2015-2018 Term of Council Priorities and City Strategic Plan.

COMMENTS BY THE WARD COUNCILLOR(S)

This item is citywide.

ADVISORY COMMITTEE(S) COMMENTS

Advisory Committees are invited to provide input through delegations at Transit Commission and Standing Committees.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendations in the report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications with respect to implementing the recommendations as set out in this report.

ASSET MANAGEMENT IMPLICATIONS

Any implications related to the impact on the City's physical assets within the individual strategic initiatives in this report will be addressed through the Transit Commission and Standing Committees when receiving reports related to these projects.

FINANCIAL IMPLICATIONS

There are no additional financial implications associated with the approval of this report. The budget requirements to implement the strategic initiatives outlined in the proposed

Term of Council Priorities were included in the 2015 operating and capital budget and forecast approved by Council on March 11, 2015. In addition funds from the Capital Adjustment & Project Close Report has identified funding for the Term of Council Priorities.

ACCESSIBILITY IMPACTS

There are no accessibility implications with respect to implementing the recommendations set out in this report.

ENVIRONMENTAL IMPLICATIONS

Any implications related to the impact on the city's environment within the individual strategic initiatives in this report will be addressed through the Transit Commission and Standing Committees when receiving reports related to these projects.

TECHNOLOGY IMPLICATIONS

Where there are technical implications and requirements in the fulfillment and execution of these initiatives, Information Technology Services will work with the business, either in a technical consulting capacity, or as a service provider depending on the business requirements.

TERM OF COUNCIL PRIORITIES

This report and the supporting documentation directly relate to the Term of Council Priorities. The report contains proposed Term of Council Priorities for the 2015-2018 term of Council.

The strategic priorities, strategic objectives and strategic initiatives stated in Appendix A to this report will replace those in the 2011-2014 City Strategic Plan. Once the 2015-2018 Term of Council Priorities are endorsed, reports to Council will have to demonstrate their alignment to the 2015-2018 Term of Council Priorities and Objectives.

SUPPORTING DOCUMENTATION

Appendix A: Proposed 2015-2018 Term of Council Priorities

Appendix B: 2011-2014 City Balanced Scorecard Results Summary

Appendix C: Transportation Master Plan Phase 1 Projects during the 2015-2018 Term of Council

Appendix D: Community Connectivity Projects (2015-2018)

DISPOSITION

The Corporate Programs and Business Services department will implement the decision of Committee and Council and report back to Council. Subsequent to Council's adoption of its 2015-2018 Term of Council Priorities and the production of the 2015-2018 City Strategic Plan the plan is updated to reflect the decisions of Council throughout the term obtained through the Legislative Agenda process. Technical amendments to the 2015-2018 City Strategic Plan are made by the Corporate Programs and Business Services department as required and Council is updated on those amendments through regular reporting.