

**8. PROPOSED PROCESS FOR THE 2019 – 2022 TERM OF COUNCIL  
PRIORITIES**

**PROCESSUS PROPOSÉ DANS LE CADRE DES PRIORITÉS DU MANDAT  
2019-2022 DU CONSEIL**

**COMMITTEE RECOMMENDATIONS**

**That Council:**

- 1. Approve the recommended approach to develop the 2019-2022 Term of Council Priorities described in this report, including the timetable for Committee and Council consideration;**
- 2. Receive the Draft 2019-2022 Term of Council Priorities, attached as Document 1, for information in advance of Ward Councillor consultations on the draft 2020 operating and capital budgets for tax- and rate-supported programs.**

**RECOMMANDATIONS DU COMITÉ**

**Que le Conseil:**

- 1. Approuve la démarche recommandée d'élaboration des priorités pour le mandat du Conseil 2019-2022 décrite dans le présent rapport de même que l'échéancier d'examen du Comité et du Conseil; et,**
- 2. Reçoive le document 1 ci-joint (Version provisoire – *Priorités pour le mandat du Conseil 2019-2022*) à titre informatif en prévision des consultations des conseillers de quartier sur les budgets provisoires de fonctionnement et d'immobilisations 2020 des programmes financés par les recettes fiscales et les redevances.**

DOCUMENTATION/DOCUMENTATION

1. City Manager's report, dated 29 August 2019 (ACS2019-ICS-ST-002).

Rapport du Directeur municipal, daté le 29 août 2019 (ACS2019-ICS-ST-002).

2. Extract of draft Minutes, Finance and Economic Development Committee, 10 September 2019.

Extrait de l'ébauche du procès-verbal, Comité des finances et du développement économique, le 10 septembre 2019.

**Report to  
Rapport au:**

**Finance and Economic Development Committee  
Sous-comité de la technologie de l'information  
10 September 2019 / 10 septembre 2019**

**and Council  
et au Conseil  
25 September 2019 / 25 septembre 2019**

**Submitted on August 29, 2019  
Soumis le 29 août 2019**

**Submitted by  
Soumis par:  
Steve Kanellakos, City Manager / Directeur municipal**

**Contact Person  
Personne ressource:  
Kendall Gibbons, Manager, Service Analytics & Planning, Innovative Client  
Services / Gestionnaire, Planification et Analyse des données, Services novateurs  
pour la clientèle  
613-580-2424 Ext / poste :16131 / Kendall.Gibbons@ottawa.ca**

**Ward: CITY WIDE / À L'ÉCHELLE DE LA  
VILLE**

**File Number: ACS2019-ICS-ST-002**

**SUBJECT: Proposed Process for the 2019 – 2022 Term of Council Priorities**

**OBJET: Processus proposé dans le cadre des priorités du mandat 2019-2022  
du Conseil**

**REPORT RECOMMENDATIONS**

**That the Finance and Economic Development Committee recommend Council:**

- 1. Approve the recommended approach to develop the 2019-2022 Term of Council Priorities described in this report, including the timetable for Committee and Council consideration;**
- 2. Receive the Draft 2019-2022 Term of Council Priorities, attached as Document 1, for information in advance of Ward Councillor consultations on the draft 2020 operating and capital budgets for tax- and rate-supported programs.**

### **RECOMMANDATIONS DU RAPPORT**

**Que le Comité des finances et du développement économique recommande au Conseil:**

- 1. Approuver la démarche recommandée d'élaboration des priorités pour le mandat du Conseil 2019-2022 décrite dans le présent rapport de même que l'échéancier d'examen du Comité et du Conseil; et,**
- 2. Recevoir le document 1 ci-joint (Version provisoire – *Priorités pour le mandat du Conseil 2019-2022*) à titre informatif en prévision des consultations des conseillers de quartier sur les budgets provisoires de fonctionnement et d'immobilisations 2020 des programmes financés par les recettes fiscales et les redevances.**

### **BACKGROUND**

In May 2011, Council adopted the Corporate Planning Framework (ACS2011-COS-ODP-0007), which outlines best practices for strategic planning and performance measurement tools to make the City more strategy driven. The framework strengthens accountability at all levels and aligns the planning and budget processes.

The framework supports setting strategic priorities for each Term of Council, ensuring that the City's programs and services address the changing needs of the community. Strategic priorities provide clear direction from Council to staff on significant actions that should be accomplished during the term. These priorities are presented in a strategy map and reported in the City Strategic Plan.

The City's long-term strategic vision is based on Council-approved planning documents, including the Official Plan, Transportation Master Plan, Infrastructure Master Plan and

Long-Range Financial Plan, that span beyond each term. These plans were developed through large-scale planning initiatives with significant public engagement. The directions in these plans are reflected in the Draft 2019-2022 Term of Council Priorities.

The annual capital and operating budgets allow Council to direct staff on actions and priorities that support the City's long-term strategic vision while taking into account the unforeseen circumstances that may require a shift in how far and how fast these priorities are addressed (i.e., weather events, downloading, changes to federal and provincial funding models).

The Mayor, Standing Committees and Transit Commission oversee the priorities on behalf of Council, monitor performance and provide appropriate direction to staff. Staff report on overall progress to Council twice during the term. Throughout the term, staff report on specific actions to the appropriate Standing Committee.

A mid-term update on the 2015-2018 City Strategic Plan (ACS2017-SIP-ST-0007) was provided to Council in July 2017. The final report on that plan will be provided to Council with the tabling of the draft 2020 budget in fall 2019.

## **DISCUSSION**

### **DEVELOPMENT OF THE DRAFT TERM OF COUNCIL PRIORITIES**

In line with previous planning exercises, staff prepared the draft priorities presented in Document 1 based on the common goals expressed by the Mayor and Councillors during the election, the priorities of the previous term that extend to this term and the work that this Council already began on its long-term strategies, such as the Official Plan.

Staff provided input for each of the three themes: Our City, Our Service and Our People. External subject matter experts provided data and research on global trends in similar sized cities and their implications, the changing service expectations of the community and trends in technology and the workforce. The Senior Leadership Team considered the key issues and opportunities facing Ottawa in the coming years and assessed their potential impact on services to residents.

The process was also informed by Ottawa Next: Beyond 2036, a long-term scenario-based study presented to the Planning Committee on February 14, 2019 (ACS2019-PIE-EDP-0001). The study identifies the forces that will shape Ottawa over the next

century and help position the City as resilient and adaptable. Other Council-approved long-term plans developed with extensive community consultation, such as the Transportation Master Plan, Infrastructure Master Plan and Long-Range Financial Plan, were also considered when drafting the recommended priorities.

The draft priorities are achievable within existing and anticipated budget directions. Actions are led by City departments and funded through their Council-approved capital and operating budgets.

### **SUMMARY OF DRAFT TERM OF COUNCIL PRIORITIES**

Ottawa now has a population of over one million and continues to grow. Ottawa faces various challenges as it competes for economic investment and growth, improves mobility, protects the environment while managing the impact of climate change and fosters safe, culturally diverse and inclusive communities.

While promoting growth, the City must anticipate and meet the changing needs and service expectations of residents by continuing to invest in technology, infrastructure and people. The City runs the risk of service decline if it is not prepared for growth, so it must strike the right balance between spending on existing core services and investing for future growth.

The draft 2019-2022 Term of Council Priorities address these challenges and opportunities, as well as the vision from the Official Plan for the future growth of the city. The proposed priorities envision Ottawa as the best place in Canada in which to live, work and study, and as a destination capital known around the world.

As noted, the draft priorities are presented around three themes: Our City, Our Service and Our People. Under these themes, there are seven strategic priorities identified, with outcomes and concrete actions for each.

### **APPROACH AND TIMETABLE FOR COMMITTEE AND COUNCIL CONSIDERATION**

The Draft 2019-2022 Term of Council Priorities is provided with this report to allow Members of Council to gather public input on them during ward budget consultations. The draft priorities have been prepared within Council's approved Fiscal Framework, and the strategic actions are achievable within the budget directions that are before Council for consideration. Proposed actions in the draft priorities are led by City departments and funded through their capital and operating budgets approved by

Council. The Draft 2019-2022 Term of Council Priorities will be before Council for consideration and approval at the same time Council considers the draft 2020 capital and operating budgets.

The draft priorities will align with the development of the draft 2020 budget by the City Manager's Office with the Mayor and Committee Chairs. In keeping with the annual budget consultation and development process adopted by Council, Members of Council will meet with the Mayor, City Manager and City Treasurer to discuss their priorities.

The draft 2020 budget will be tabled at Council in November 2019. Staff will formally table the Draft 2019-2022 Term of Council Priorities at this time and identify the budget, lead department and Standing Committee for each action. Staff will also propose performance measures and provide a final report on the results and accomplishments of the 2015-2018 City Strategic Plan.

Throughout November, each Standing Committee and the Transit Commission will consider the portions of the draft priorities and draft budget that fall within the Committee's terms of reference and hear from public delegations. Proposed changes will be made through motions to the appropriate Standing Committee.

The 2019-2022 Term of Council Priorities and Budget 2020 will be approved by Council in December 2019. Once approved, the Term of Council Priorities will inform the 2019-2022 City Strategic Plan.

Attached to this report as Document 1 is the Draft 2019-2022 Term of Council Priorities.

## **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## **CONSULTATION**

The Draft 2019-2022 Term of Council Priorities is provided with this report to allow Members of Council to gather public input on them during ward budget consultations.

### **ADVISORY COMMITTEE(S) COMMENTS**

There are no comments by an advisory committee required for this report.

### **LEGAL IMPLICATIONS**

There are no legal impediments in approving the recommendations in this report.

### **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with the recommendation of this report.

### **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

### **ACCESSIBILITY IMPACTS**

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

### **TERM OF COUNCIL PRIORITIES**

This report and the supporting documentation directly relate to the Term of Council Priorities. The report contains Draft Term of Council Priorities for the 2019-2022 term of Council.

### **SUPPORTING DOCUMENTATION**

Document 1 - Proposed 2019-2022 Draft Term of Council Priorities *(Held on file with the City Clerk)*

### **DISPOSITION**

The draft 2020 budget will be tabled at Council in November 2019. Staff will formally table the Draft 2019-2022 Term of Council Priorities at this time and identify the budget, lead department and Standing Committee for each action. Staff will also propose performance measures and provide a final report on the results and accomplishments of the 2015-2018 City Strategic Plan.