

DRAFT

2019-2022 Term of Council Priorities

Background

- Ottawa has reached a population of over one million and is at an important point in its growth.
- Ottawa has the opportunity to take the next step to become a world class capital.
- However, the City runs the risk of service decline if it is not prepared for future growth.
- The City needs to balance existing services with future growth and service needs.
- Therefore, the City's strategy must strike the right balance between spending on existing core services and investing for the future.

Considerations: Current Situation

- The population of Ottawa is growing and the service needs and expectations of residents are changing.
- There is more competition than ever for economic investment.
- Climate change is impacting the city.
- There is tension between spending to maintain the current situation and investing for future development.
- Without preparation for long-term growth, there is a risk of service outcomes declining for residents.
- Maintaining resident confidence in the City is important for economic investment.
- There is a need for a healthy and engaged workforce to meet the public's growing service needs and expectations.

Considerations

- Build the City's brand and reputation so to attract talent and investment.

- Ensure the city remains affordable for all residents when setting tax rates.
- Take action to protect the economy, the eco-systems and the community from climate change.
- Be innovative in how services are designed and delivered to residents.
- Balance short-term and long-term investment.
- Strengthen public engagement to understand residents' changing needs and expectations.
- Invest in staff and ensure long-term requirements and leadership needs are met.

Long-Term Considerations

In 10 Years:

- Ottawa continues to be the best place in Canada to live, work, and study, and is a destination capital known around the world.
- Our city is made up of vibrant, distinctive, connected and safe neighbourhoods, is economically diverse, strong, and affordable, has accessible and sustainable transportation, embraces our diversity, social and cultural activities, and is a leader in environmental stewardship.
- Our services are designed using innovative approaches and continuously improving to proactively respond to and meet the needs of individuals and communities.
- Our staff is highly skilled, work in a collaborative and healthy environment to deliver innovative services to our residents.

Draft Strategy for Council's Consideration

OUR CITY: Our city is made up of vibrant, distinctive, connected and safe neighbourhoods, is economically diverse, strong, and affordable, has accessible sustainable transportation, embraces our diversity, social and cultural activities, and is a leader in environmental stewardship.

- Economic Growth & Diversification
- Integrated Transportation
- Thriving Communities
- Environmental Stewardship

OUR SERVICE: Our services are designed using innovative approaches and continuously improving to proactively respond to and meet the needs of individuals and communities.

- Service Excellence through Innovation
- Sustainable Infrastructure

OUR PEOPLE: Our people are highly skilled, work in a collaborative and healthy environment to deliver innovative services to our residents.

- Thriving Workforce

Actions in the Draft Strategy – Roles and Definitions

The City of Ottawa takes or contributes to strategic actions to achieve priority outcomes in three ways.

- Take actions and lead in achieving the priority outcomes.
- Collaborate directly with other strategic stakeholders to achieve the priority outcomes but is not the main lead.
- Support and indirectly help others to achieve the priority outcomes.

Proposed Priority – Economic Growth & Diversification

Draft Priority for consideration for Our City

What this means:

- Encourage economic growth and diversification by supporting business investment and expansion, talent attraction and retention, and branding Ottawa as a place to be.

Outcomes for this priority during the Term of Council:

- A digitally connected city and a smart economy
- Economic connectivity to other cities and regions
- Robust rural economic development that supports Ottawa's overall economic growth and diversification
- Strong knowledge-based workforce with a skilled talent pipeline
- Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
- Tourism, sporting and cultural events are major drivers of economic activity
- Growth in business investment, small and medium enterprises, and entrepreneurship
- An affordable city for all its residents

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- Develop a new Official Plan that will result in a future vision of growth for the city that enables business investment, employment opportunities, and liveable communities as economic assets.
 - Outcomes:
 - Strong knowledge-based workforce with a skilled talent pipeline
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - Growth in business investment, small and medium enterprises, and entrepreneurship
 - An affordable city for all its residents
- Invest in major sports, tournament and event facilities to attract high-calibre sporting events to Ottawa
 - Outcome:
 - Tourism, sporting and cultural events are major drivers of economic activity
- Develop a Connectivity Ottawa Strategy to support the Smart City 2.0 strategy and enable a digitally connected city.
 - Outcome:
 - A digitally connected city and a smart economy
- Implement the Ottawa Music Strategy to make Ottawa a music-friendly City with an improved local music ecosystem.
 - Outcomes:
 - Strong knowledge-based workforce with a skilled talent pipeline
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - Tourism, sporting and cultural events are major drivers of economic activity
 - Growth in business investment, small and medium enterprises, and entrepreneurship
- Link Light Rail Transit to the Ottawa International Airport to connect visitors to the city.
 - Outcome:
 - Economic connectivity to other cities and regions.
- Develop and implement a Rural Economic Development Strategy and Action Plan to support growth in Ottawa's rural economy.

- Outcomes:
 - Robust rural economic development that increases Ottawa's overall economic growth and diversification
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - Tourism, sporting and cultural events are major drivers of economic activity
 - Growth in business investment, small and medium enterprises, and entrepreneurship
 - An affordable city for all its residents

The City will collaborate with stakeholders on the following actions during the Term of Council to achieve the outcomes under this priority.

- Collaborate with partners and stakeholders to develop an implementation strategy and action plan for Bayview Redevelopment; achieve transit-oriented development objectives through the Innovation Hub/Village concept for Bayview Yards.
 - Outcomes:
 - A digitally connected city and a smart economy
 - Strong knowledge-based workforce with a skilled talent pipeline
 - Growth in business investment, small and medium enterprises, and entrepreneurship
- Collaborate with Invest Ottawa to continue the diversification and growth of Ottawa's economy through i) advancement of knowledge-based industry sectors focused on gov tech, health, and high-tech ii) incubation and acceleration of local entrepreneurs iii) foreign direct investment vi) development of a talent attraction and retention strategy.
 - Outcomes:
 - A digitally connected city and a smart economy
 - Growth in business investment, small and medium enterprises, and entrepreneurship
 - Strong knowledge-based workforce with a skilled talent pipeline
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - An affordable city for all its residents
- Collaborate with Ottawa Tourism to promote Ottawa as a destination for major sporting, music, and cultural events and deliver new destination development initiatives.

- Outcomes:
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - Tourism, sporting and cultural events are major drivers of economic activity
- Collaborate with the Ottawa Board of Trade, Ottawa Coalition of BIAs, and other stakeholders to ensure the continued health and vitality of small business, main streets and neighbourhoods.
 - Outcomes:
 - Growth in business investment, small and medium enterprises, and entrepreneurship
 - An affordable city for all its residents

The City will support the following actions during the Term of Council to achieve the outcomes under this priority.

- Support high economic impact projects including Hard Rock Casino Ottawa's expansion plans for the Rideau Carleton Raceway.
 - Outcomes:
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - Tourism, sporting and cultural events are major drivers of economic activity
 - Growth in business investment, small and medium enterprises, and entrepreneurship
- Support the Ottawa Film Office in delivering a sound stage campus and creative hub on NCC land, growing the sector and further diversifying the local economy.
 - Outcomes:
 - Strong knowledge-based workforce with a skilled talent pipeline
 - Tourism, sporting and cultural events are major drivers of economic activity
 - Growth in business investment, small and medium enterprises, and entrepreneurship
- Support festival and event organizers in delivering memorable visitor experiences and enhancing destination attractiveness by advocating for legislation to permit more affordable security.
 - Outcome:
 - Tourism, sporting and cultural events are major drivers of economic activity

- Support public realm projects to enhance public life and social interactions.
 - Outcomes:
 - Strong knowledge-based workforce with a skilled talent pipeline
 - Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism
 - Tourism, sporting and cultural events are major drivers of economic activity
 - Growth in business investment, small and medium enterprises, and entrepreneurship

Proposed Priority – Integrated Transportation

Draft Priority for consideration for Our City

What this means:

- Enable effective mobility through a sustainable, accessible and connected city transportation system.

Outcomes for this priority during the Term of Council:

- An integrated transportation network that incorporates all modes of getting around
- Residents have easy access to their preferred transport choice
- Transportation infrastructure investment is sustainable and meets long-term needs
- Building development in and around transportation hubs is central to official planning

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- With the construction of the Stage II Light Rail Transit (LRT) Project, we will bring 77 per cent of residents to within 5km from a LRT station and connect the City's communities east, west, and south.
 - Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice

- Make the O-Train's Confederation Line extensions an integrated part of the OC Transpo system and improve getting around.
 - Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice
- Update our Transportation Master Plan (TMP) to define the policies, projects and other actions that will support a connected and sustainable transportation network.
 - Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice
 - Building development in and around transportation hubs is central to official planning
 - Transportation infrastructure investment is sustainable and meets long-term needs
- Implement Mobility Safety initiatives to enhance the safety of vulnerable road-users like pedestrians, cyclists and motorcyclists.
 - Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice
 - Transportation infrastructure investment is sustainable and meets long-term needs
- Start process to negotiate with Federal and Provincial levels of government for funding of the LRT to Kanata, Stittsville, and Barrhaven.
 - Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice
 - Transportation infrastructure investment is sustainable and meets long-term needs

The City will collaborate with stakeholders on the following actions during the Term of Council to achieve the outcomes under this priority:

- Work collaboratively with each Ward Councillor to identify sites for the installation of temporary traffic calming measures.

- Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice

The City will support the following actions during the Term of Council to achieve the outcomes under this priority:

- Support our stakeholders in the advancement of the city's autonomous vehicles initiative.
 - Outcomes:
 - An integrated transportation network that incorporates all modes of getting around
 - Residents have easy access to their preferred transport choice
 - Transportation infrastructure investment is sustainable and meets long-term needs.
 - Building development in and around transportation hubs is central to official planning

Proposed Priority – Thriving Communities

Draft Priority for consideration for Our City

What this means:

- Promote safety, culture, social and physical well-being for our residents.

Outcomes for this priority during the Term of Council:

- Communities have access to affordable recreation facilities and programs, and attractive signature public spaces
- Ottawa is inclusive and culturally diverse
- Residents are safe in their communities
- Safety, culture, recreation, physical and social well-being for our residents are promoted through City programs and initiatives
- Residents have access to safe, adequate and affordable housing
- The City's planning and policy frameworks support the development of affordable housing options and homelessness solutions (10 Year Housing and Homelessness Plan, Official Plan, Long Range Financial Plan)

- Ottawa's programs, services and facilities better reflect the needs of host nations, First Nations, Métis and Inuit

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- Increase affordable housing as a key component of the City's 10 Year Housing and Homelessness Plan.
 - Outcomes:
 - The City's planning and policy frameworks support the development of affordable housing options and homelessness solutions (10 Year Housing and Homelessness Plan, Official Plan, Long Range Financial Plan)
 - Residents have access to safe, adequate and affordable housing
- Develop a Women and Gender Equity Strategy and apply a women and gender equity lens to new and existing policies and programs to remove barriers and create more inclusive and responsive services.
 - Outcome:
 - Ottawa is inclusive and culturally diverse.
- Invest in recreation infrastructure and improve selected parks and facilities across all City wards.
 - Outcome:
 - Communities have access to affordable recreation facilities and programs, and attractive signature public spaces
- Develop a Community Safety and Well-Being Plan to achieve sustainable communities where everyone is safe, has a sense of belonging, opportunities to participate. It is a community where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.
 - Outcomes:
 - Ottawa is inclusive and culturally diverse
 - Residents are safe in their communities
 - Safety, culture, recreation, physical and social well-being for our residents are promoted through City programs and initiatives

The City will collaborate with stakeholders on the following actions during the Term of Council to achieve the outcomes under this priority:

- We will continue our commitment to Reconciliation and engage with host nations, First Nations, Inuit and Métis in response to the Truth and Reconciliation

Commission's Calls to Action and the Missing and Murdered Indigenous Women and Girls Calls for Justice.

- Outcomes:
 - Ottawa is inclusive and culturally diverse
 - Ottawa's programs, services and facilities better reflect the needs of host nations, First Nations, Métis and Inuit
- We will continue to engage community stakeholders in responding to the complex and diverse needs of vulnerable members of the community (e.g. youth, older adults, and new immigrants)
 - Outcomes:
 - Ottawa is inclusive and culturally diverse
 - Residents are safe in their communities
 - Safety, culture, recreation and social well-being for our residents are promoted through our City programs and initiatives
 - Residents have access to safe, adequate and affordable housing

The City will support the following actions during the Term of Council to achieve the outcomes under this priority:

- Support the development of the new Central Public Library project.
 - Outcome:
 - Communities have access to affordable recreation facilities and programs, and attractive signature public spaces
- Support neighborhoods in developing a vibrant and accessible street life by reducing patio fees to support restaurants.
 - Outcomes:
 - Communities have access to affordable recreation facilities and programs, and attractive signature public spaces
 - Safety, culture, recreation, physical and social well-being for our residents are promoted through City programs and initiatives

Proposed Priority – Environmental Stewardship

Draft Priority for consideration for Our City

What this means:

- Grow and protect a healthy, beautiful, and vibrant city that can adapt to change.

Outcome for this priority during the Term of Council:

- Ottawa's natural environmental landscape is protected and enhanced
- Ottawa's excellent water quality index rating is maintained
- The City has climate change mitigation and resiliency plans in place
- Ottawa's biodiversity is maintained despite population growth and climate change
- The City is a leader in energy management and in conserving, recycling and reusing resources
- The City's long-term plan for solid waste includes more diversion from landfills
- The City reduces its greenhouse gas output and climate change considerations are embedded across all elements of operations

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- Continue to reduce the overall carbon footprint of the City through our Smart Energy (Phase 2) efforts to reduce energy consumption, reduce the amount spent on utilities and reduce the amount of greenhouse gas (GHG) the City creates.
 - Outcomes:
 - The City is a leader in energy management and in conserving, recycling and reusing resources
 - The City reduces its green house gas output
- Continue the management of solid waste and reduce its long-term impact on the environment through a Sustainable Way Forward - Solid Waste Strategic Plan.
 - Outcomes:
 - The City is a leader in energy management and in conserving, recycling and reusing resources
 - The City's long-term plan for solid waste includes more diversion from landfills
- Save on energy and reduce GHG through the Robert O. Pickard Environmental Centre's Electrical Reliability and Co-generator Replacement.
 - Outcomes:
 - The City is a leader in energy management and in conserving, recycling and reusing resources
 - The City reduces its green house gas output
- Implement protective measures to maintain the quality of Ottawa's drinking water sources at the provincially mandated standard.
 - Outcome:

- Ottawa's excellent water quality index rating is maintained
- Review the Air Quality and Climate Change Management Plan (AQCCMP) to see how Ottawa will mitigate and adapt to climate change in the coming years.
 - Outcomes:
 - Ottawa's natural environmental landscape is protected and enhanced
 - The City has climate change mitigation and resiliency plans in place
 - Ottawa's biodiversity is maintained despite population growth and climate change
 - The City is a leader in energy management and in conserving, recycling and reusing resources
- Develop the Light-rail Transit to create a positive imprint on our environment by reducing the amount of harmful emissions in our atmosphere.
 - Outcomes:
 - The City has climate change mitigation and resiliency plans in place
 - The City reduces its green house gas output
- Implement the City of Ottawa - Declaration of Climate Emergency report recommendations as adopted by the Standing Committee on Environmental Protection, Water and Waste Management.
 - Outcomes:
 - Ottawa's natural environmental landscape is protected and enhanced
 - The City has climate change mitigation and resiliency plans in place
 - Ottawa's biodiversity is maintained despite population growth and climate change
 - The City is a leader in energy management and in conserving, recycling and reusing resources
 - The City reduces its greenhouse gas output and climate change considerations are embedded across all elements of operations
- Implement the recommendations included in the Council-approved Urban Forest Management Plan.
 - Outcomes:
 - Ottawa's natural environmental landscape is protected and enhanced
 - Ottawa's biodiversity is maintained despite population growth and climate change
 - The City has climate change mitigation and resiliency plans in place

The City will collaborate with stakeholders on the following actions during the Term of Council to achieve the outcomes under this priority:

- Plant 500,000 trees and support the protection of existing trees to maintain Ottawa as a green city, grow our urban forest and assist in our efforts against climate change.
 - Outcomes:
 - Ottawa's natural environmental landscape is protected and enhanced
 - Ottawa's biodiversity is maintained despite population growth and climate change
 - The City has climate change mitigation and resiliency plans in place

The City will support the following actions during the Term of Council to achieve the outcomes of this priority:

- Support native pollinator health and include a pollinator garden and/or bee hotel at City Hall or suitable city-owned facility, education and outreach, and an exhibit to celebrate and promote pollinators at the 2019 Mayor's Rural Expo.
 - Outcomes:
 - Ottawa's natural environmental landscape is protected and enhanced
 - Ottawa's biodiversity is maintained despite population growth and climate change

Proposed Priority – Service Excellence Through Innovation

Draft Priority for consideration for Our Service

What this means:

- Deliver quality services that are innovative and continuously improve to meet the needs of individuals and communities.

Outcomes for this priority during the Term of Council:

- Services to residents are more personalized to their needs and expectations
- Residents have more self-serve access to information and services
- Improved service delivery through data analysis

- Public engagement and client insight are used to design and/or refine City services
- Intelligent infrastructure supports effective, efficient, economical service delivery
- Innovation in service design allows more focus on residents

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- Enhance the client booking and registration experience by replacing our Program Registration, Facilities Booking and Payment System.
 - Outcomes:
 - Intelligent infrastructure supports effective, efficient, economical service delivery
 - Innovation in service design allows more focus on residents
- Enhance our information technology and digital capabilities to better support our ability to deliver services to our residents.
 - Outcomes:
 - Services to residents are more personalized to their needs and expectations
 - Residents have more self-serve access to information and services
 - Improved service delivery through data analysis
 - Intelligent infrastructure supports effective, efficient, economical service delivery
 - Innovation in service design allows more focus on residents
- Promote consistent and more diverse representation in public participation in public engagements through our Public Participation and Outreach project.
 - Outcome:
 - Public engagement and client insight are used to design and/or refine City services

Proposed Priority – Sustainable Infrastructure

Draft Priority for consideration for Our Service

What this means:

- Ensure sustainable infrastructure investment to meet the future growth and service needs of the city.

Outcomes for this priority during the Term of Council:

- City assets are effectively managed through evidence-based decisions to prioritize investment decisions
- Infrastructure investment meets long-term growth, renewal and service needs
- Infrastructure funding is predictable and sustainable

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- Increase capital funding to reduce the infrastructure funding gap.
 - Outcomes:
 - Infrastructure investment meets long-term growth, renewal and service needs
 - Infrastructure funding is predictable and sustainable
- Continue to advance and promote the adoption of the Comprehensive Asset Management (CAM) program across the organization.
 - Outcome:
 - City assets are effectively managed through evidence-based decisions
- Optimize our arenas to balance user demand with service delivery, mitigate aging infrastructure and maximize revenue opportunities.
 - Outcome:
 - Infrastructure investment meets long term growth, renewal and service needs

Proposed Priority – Thriving Workforce

Draft Priority for consideration for Our People

What this means:

- Promote Service Excellence by supporting a workforce that is healthy, diverse, adaptive and engaged.

Outcomes for this priority during the Term of Council:

- Our people are healthy, safe, psychologically well, and energized to provide high quality service
- Our people are respectful, inclusive and are encouraged to be themselves

- 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 is flexible enough to support the needs of the city
- Workforce planning and succession planning meet our long-term staff and leadership needs
- Our labour relations strategy ensures consistent and fair treatment of our people
- The City of Ottawa is an employer of choice
- Learning and development is customized, adaptable, and meets the needs of our people.

The City will take the following actions during the Term of Council to achieve the outcomes under this priority:

- Through the Diversity and Inclusion (recruitment, outreach, retention, culture of inclusion) project, ensure its workforce is qualified and reflective of the community's diverse population and attract a diverse, high-performing workforce.
 - Outcomes:
 - Our people are respectful, inclusive and are encouraged to be themselves
 - 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
- Transform our HR Services and improve our capabilities through the implementation of a HR service model.
 - Outcomes:
 - 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
 - The City of Ottawa is an employer of choice
- Advance learning and development to meet the future requirements of the organization and the diverse learning needs of individual employees through our Learning & Development Strategy.
 - Outcome:
 - Learning and development is customized, adaptable, and meets the needs of our people
- Create and implement a Wellness & Mental Health Strategy (wellness, disability, benefits) to improve the wellness of the City's workforce.

- Outcome:
 - Our people are healthy, safe, psychologically well, and energized to provide high quality service