

**Report to
Rapport au:**

**Council
et au Conseil**

6 November 2019 / 6 novembre 2019

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**Submitted by
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2019-ICS-ST-0003

SUBJECT: Proposed 2019-2022 Term of Council Priorities

OBJET: Les priorités proposées pour le mandat du Conseil 2019-2022

REPORT RECOMMENDATIONS

- 1. That, at its meeting of November 6, 2019, Council receive and refer the Proposed 2019-2022 Term of Council Priorities to the Standing Committees of Council, the Information Technology Sub-Committee and the Transit Commission for consideration of the Actions under their respective mandates, as outlined in Document 1.**
- 2. That, at its meeting of December 11, 2019, City Council:**
 - a. Approve the proposed Term of Council Priorities as outlined in Document 1.**

- b. **Receive the 2015-2018 City Balanced Scorecard Results Summary, outlined in Document 2.**

RECOMMANDATIONS DU RAPPORT

1. **Qu'à sa réunion du 6 novembre 2019, le Conseil municipal prenne acte des priorités du mandat du Conseil 2018-2022 proposées et les renvoie à ses comités permanents, au Sous-comité de la technologie de l'information et à la Commission du transport en commun afin qu'ils étudient les mesures à prendre en vertu de leurs mandats respectifs, comme il est indiqué dans le document 1.**
2. **Qu'à sa réunion du 11 décembre 2019, le Conseil municipal :**
 - a. **approuve les priorités du mandat du Conseil proposées, comme il est indiqué dans le document 1.**
 - b. **reçoive le sommaire des résultats du bulletin de rendement équilibré 2015-2018, figurant dans le document 2.**

BACKGROUND

The City of Ottawa develops and implements Term of Council priorities to ensure City programs and services address the diverse and changing needs of the community. Strategic priorities provide clear direction from Council to staff on initiatives to be achieved during the Term of Council. These priorities are presented in the City's Strategic Plan every four years with each new Term of Council.

The Mayor, Standing Committees and Transit Commission oversee the priorities on behalf of Council, monitor performance and provide direction to staff. Staff provide updates on overall progress to Council twice during the term of Council and provide updates to Standing Committees on the actions as required throughout the term through the legislative agenda.

The City's annual capital and operating budgets support Council-approved programs and initiatives outlined in the Term of Council priorities while remaining flexible to respond to unforeseen developments including changes to federal and provincial funding models, and significant weather events.

As the previous term has come to an end, the final summary of the achievements of the City of Ottawa 2015-2018 Strategic Plan ([ACS2015-CMR-OCM-0016](#)) is included in this report as supporting Document 2, 2015-2018 Balanced Scorecard Results Summary. Staff previously provided a mid-term update ([ACS#2017-SIP-ST-0007](#)) on the 2015-2018 plan in July 2017.

DISCUSSION

DEVELOPMENT OF THE DRAFT 2019-2022 TERM OF COUNCIL PRIORITIES

In 2018, City staff began the planning process for the 2019-2022 Term of Council priorities. Several inputs informed the development of the priorities including Council-approved planning documents such as the Official Plan, Transportation Master Plan, Infrastructure Master Plan and Long-Range Financial Plan, that span beyond each term. The process was also informed by Ottawa Next: Beyond 2036, a scenario-based study that identifies the forces that will shape Ottawa over the next 100 years and help position the City as resilient and adaptable ([ACS2019-PIE-EDP-0001](#)). These plans were developed through large-scale planning initiatives with significant public engagement.

In keeping with past planning exercises, the development of the draft priorities considered the commitments made by the Mayor and Councillors during the 2018 election, the priorities of the previous term that extended to this term, and the work that this Council already started on its long-term strategies, such as the Official Plan.

The City's Senior Leadership Team, which includes the City Manager and general managers from all departments, considered the key issues and opportunities facing Ottawa in the coming years to assess their potential impact on services to residents. City staff were consulted in the development of the strategies, and external subject matter experts provided research on global trends in similar mid-sized cities and their implications, the changing service expectations of the community and trends in technology and the workforce.

The Council-approved Corporate Planning Framework ([ACS2011-COS-ODP-0007](#)) was also used in the development of the proposed Term of Council priorities. The framework outlines best practices for strategic planning and performance measurement tools to enhance the City's strategic approach. The framework strengthens accountability at all levels and aligns the planning and budget processes.

The Draft 2019-2022 Term of Council Priorities report was tabled at the September 10, 2019 Finance and Economic Development Committee meeting ([ACS2019-ICS-ST-002](#)) to allow members of Council to consult the public through their respective ward budget consultations.

SUMMARY OF DRAFT 2019-2022 TERM OF COUNCIL PRIORITIES

This year, Ottawa reached a population of one million people. To keep pace with a growing population, the City must stay competitive to encourage business investment, while working to anticipate and meet the diverse and changing needs and service expectations of residents. The proposed priorities outlined in Document 1, Draft 2019-2022 Term of Council Priorities, will help the City to navigate these challenges by continuing investments in technology, infrastructure and people. To continue delivering

and advancing reliable services and programs, the City must strike the right balance between spending on existing services and investing for future growth.

Three themes, Our City, Our Service and Our People, underpin seven strategic priorities that lay the foundation for the delivery of all City programs and services. Each of the seven strategic priorities include concrete actions and targeted outcomes.

Strategic priorities:

1. **Economic Growth & Diversification:** Encourage economic growth and diversification by supporting business investment and expansion, talent attraction and retention, and branding Ottawa as a place to be.
2. **Integrated Transportation:** Enable effective mobility through a sustainable, accessible and connected city transportation system.
3. **Thriving Communities:** Promote safety, culture, social and physical well-being for our residents.
4. **Environmental Stewardship:** Grow and protect a healthy, beautiful, and vibrant city that can adapt to change.
5. **Service Excellence Through Innovation:** Deliver quality services that are innovative and continuously improve to meet the needs of individuals and communities.
6. **Sustainable Infrastructure:** Ensure sustainable infrastructure investment to meet the future growth and service needs of the city.
7. **Thriving Workforce:** Promote Service Excellence by supporting a workforce that is healthy, diverse, adaptive and engaged.

The priorities are driven by the vision of Ottawa as the best place in Canada to live, work, study and play, and are achievable within existing and anticipated budget directions. Actions are led by City departments and funded through their Council-approved capital and operating budgets. If approved, the proposed priorities will form the basis for 2019-2022 City Strategic Plan.

OVERSIGHT OF TERM OF COUNCIL PRIORITIES

The Mayor, Standing Committees and Transit Commission have oversight of the Term of Council priorities. Council is responsible for setting the priorities, providing direction to staff, and monitoring the performance of City programs and services.

Each of the seven priorities include concrete actions to achieve the priority outcomes, as outlined in Document 1, Draft 2019-2022 Term of Council Priorities.

For each action that the City leads, a department and Standing Committee have been identified as responsible for providing oversight. These are identified, along with the appropriate budget document references, as part of Document 1.

The City's Senior Leadership Team is accountable to deliver the Term of Council priorities and to ensure appropriate reporting to Committee and Council.

To keep Council apprised on the progress of the priorities, staff will report to Council twice during the term through a summary scorecard report. Lead departments will also report on specific actions to the respective Standing Committees throughout the Term of Council as required through the legislative process.

Following approval by Council of the 2019-2022 Term of Council Priorities, staff will develop a scorecard of performance measures that will serve as the basis for reporting over the Term of Council. The scorecard will be included in the 2019-2022 City Strategic Plan document which will be finalized, communicated to Council and added to Ottawa.ca in Q1, 2020.

REVIEW AND APPROVAL OF THE DRAFT 2019-2022 TERM OF COUNCIL PRIORITIES BY COMMITTEE AND COUNCIL

The Draft 2019-2022 Term of Council Priorities report was tabled at the September 10, 2019 Finance and Economic Development Committee meeting ([ACS2019-ICS-ST-002](#)) to allow Councillors time to consult residents through the Councillor-led budget consultation process.

Throughout November, Standing Committees and Transit Commission will consider the draft 2019-2022 Term of Council priorities that fall within their purview. If a Standing Committee and Transit Commission recommend changes to the priorities, they will table a motion for consideration at Council.

The 2019-2022 Term of Council Priorities and Budget 2020 will rise to Council for approval in December 2019. Once approved, the 2019-2022 Term of Council priorities will form the basis of the 2019-2022 City Strategic Plan.

2015-2018 BALANCED SCORECARD RESULTS SUMMARY

Council approved the 2015-2018 Term of Council Priorities in July 2015. The four-year plan guided Council and staff in setting measurable strategic priorities, ensuring that the City's programs and services would address the changing needs of the community. Since then, the City has delivered on Council's priorities and the strategic initiatives in the City of Ottawa 2015-2018 Strategic Plan.

As the previous term has come to an end, Document 2 of this report, 2015-2018 Balanced Scorecard Results Summary, presents a summary of the results and accomplishments of the strategic initiatives of the City of Ottawa 2015-2018 Strategic Plan.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

The Draft 2019-2022 Term of Council Priorities were provided to Council in September 2019 to allow members of Council to consult the public through their respective ward budget consultations.

LEGAL IMPLICATIONS

There are no legal impediments to 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 on the proposed 2020 tax and rate budgets.

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 documentations directly relate to the Term of Council priorities. The report contains updates on the 2015-2018 City Strategic Plan and Draft Term of Council priorities for the 2019-2022 Term of Council.

SUPPORTING DOCUMENTATION

Document 1: Draft 2019-2022 Term of Council Priorities

Document 2: 2015-2018 Balanced Scorecard Results Summary

DISPOSITION

Following consideration by the Standing Committees, IT Sub-Committee and Transit Commission, the proposed Term of Council Priorities will be presented to Council on December 11, 2019.