

The background of the slide features several large, overlapping, curved bands in shades of teal and light blue, creating a sense of motion and depth.

# **Document 1: Draft 2019-2022 Term of Council Priorities**

Two large, thick, curved lines on the left side of the slide. The outer line is a light teal color, and the inner line is a light purple color. They both curve from the top left towards the bottom left, creating a large, open, C-shaped frame.

# **BACKGROUND**

# BACKGROUND

Ottawa has reached a population of 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.



Existing  
Services



Future  
Growth

# CONSIDERATIONS: CURRENT SITUATION

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- 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:

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- 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

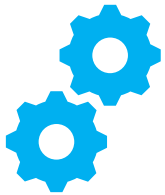
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**In 10 years...** Ottawa continues to be the best place in Canada in which to live, work, and study, and is a destination capital known around the world.



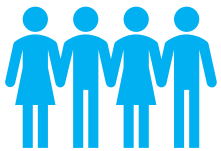
## OUR CITY

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 SERVICE

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



## OUR PEOPLE

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 and sustainable transportation, embraces our diversity, social and cultural activities, and is a leader in environmental stewardship.



**Economic Growth  
& Diversification**



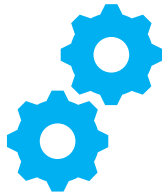
**Integrated  
Transportation**



**Thriving  
Communities**



**Environmental  
Stewardship**



## OUR SERVICE

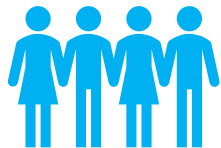
Our services are designed using innovative approaches and continuously improving to proactively respond to and meet the needs of individuals and communities.



**Service Excellence  
through Innovation**



**Sustainable  
Infrastructure**



## OUR PEOPLE

Our staff are highly skilled, work in a collaborative and healthy environment to deliver innovative services to our residents



**Thriving  
Workforce**

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.
  - For each action, the Lead Departments, Standing Committee Oversight and Budget Reference are included.
  - These actions will be considered by the aligned Standing Committee.
- **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.

*Draft Priority for consideration for **Our City***

*Priority*



**Economic Growth  
& Diversification**

*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 TOC:***

*Outcomes*

- 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

# PROPOSED PRIORITY - ECONOMIC GROWTH & DIVERSIFICATION

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Develop a <b>new Official Plan</b> that will result in a future vision of growth for the city that enables business investment, employment opportunities, and liveable communities as economic assets.	Planning, Infrastructure and Economic Development Department	Planning Committee	<ul style="list-style-type: none"> <li>• Strong knowledge-based workforce with a skilled talent pipeline</li> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> <li>• An affordable city for all its residents</li> </ul>
<b>Invest in major sports, tournament and event facilities</b> to attract high-calibre sporting events to Ottawa.	Recreation, Cultural and Facility Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> </ul>
Develop a <b>Connectivity Ottawa Strategy</b> to support the Smart City 2.0 strategy and enable a digitally connected city.	Innovative Client Services Department	IT Sub-Committee	<ul style="list-style-type: none"> <li>• A digitally connected city and a smart economy</li> </ul>
Implement the <b>Ottawa Music Strategy</b> to make Ottawa a music-friendly City with an improved local music ecosystem.	Recreation, Cultural and Facility Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>• Strong knowledge-based workforce with a skilled talent pipeline</li> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> </ul>

# PROPOSED PRIORITY - ECONOMIC GROWTH & DIVERSIFICATION

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Link <b>Light Rail Transit to the Ottawa International Airport</b> to connect visitors to the city.	Transportation Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>• Economic connectivity to other cities and regions.</li> </ul>
Develop and implement a <b>Rural Economic Development Strategy and Action Plan</b> to support growth in Ottawa's rural economy.	Planning, Infrastructure and Economic Development Department	Agriculture and Rural Affairs Committee	<ul style="list-style-type: none"> <li>• Robust rural economic development that increases Ottawa's overall economic growth and diversification</li> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> <li>• An affordable city for all its residents</li> </ul>

# PROPOSED PRIORITY - ECONOMIC GROWTH & DIVERSIFICATION

*The City will **collaborate** with stakeholders on the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
<p>Collaborate with partners and stakeholders to develop an implementation strategy and action plan for <b>Bayview Redevelopment</b>; achieve transit-oriented development objectives through the Innovation Hub/Village concept for Bayview Yards.</p>	<ul style="list-style-type: none"> <li>• A digitally connected city and a smart economy</li> <li>• Strong knowledge-based workforce with a skilled talent pipeline</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> </ul>
<p>Collaborate with <b>Invest Ottawa to continue the diversification and growth of Ottawa's economy</b> 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.</p>	<ul style="list-style-type: none"> <li>• A digitally connected city and a smart economy</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> <li>• Strong knowledge-based workforce with a skilled talent pipeline</li> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• An affordable city for all its residents</li> </ul>
<p>Collaborate with <b>Ottawa Tourism to promote Ottawa as a destination</b> for major sporting, music, and cultural events and deliver new destination development initiatives.</p>	<ul style="list-style-type: none"> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> </ul>
<p>Collaborate with the Ottawa Board of Trade, Ottawa Coalition of BIAs, and other stakeholders to <b>ensure the continued health and vitality of small business, main streets and neighbourhoods</b>.</p>	<ul style="list-style-type: none"> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> <li>• An affordable city for all its residents</li> </ul>

# PROPOSED PRIORITY - ECONOMIC GROWTH & DIVERSIFICATION

*The City will **support** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
<p><b>Support high economic impact projects</b> including Hard Rock Casino Ottawa's expansion plans for the Rideau Carleton Raceway.</p>	<ul style="list-style-type: none"> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> </ul>
<p>Support the Ottawa Film Office in delivering a <b>sound stage campus and creative hub</b> on NCC land, growing the sector and further diversifying the local economy.</p>	<ul style="list-style-type: none"> <li>• Strong knowledge-based workforce with a skilled talent pipeline</li> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> </ul>
<p><b>Support festival and event organizers</b> in delivering memorable visitor experiences and enhancing destination attractiveness by advocating for legislation to permit more affordable security.</p>	<ul style="list-style-type: none"> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> </ul>
<p>Support <b>public realm projects</b> to enhance public life and social interactions.</p>	<ul style="list-style-type: none"> <li>• Strong knowledge-based workforce with a skilled talent pipeline</li> <li>• Enhanced global reputation as a G7 capital city and destination for business, talent, music, and tourism</li> <li>• Tourism, sporting and cultural events are major drivers of economic activity</li> <li>• Growth in business investment, small and medium enterprises, and entrepreneurship</li> </ul>

# PROPOSED PRIORITY - ECONOMIC GROWTH & DIVERSIFICATION

**Draft Priority for consideration for *Our City***

## Priority



## Economic Growth & Diversification

## 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.

**The City will take the following actions during the TOC to achieve the outcomes under this priority**

### Actions

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	New Official Plan	PIED	\$3,700	\$0
2	Invest in our major sports, tournament and event facilities	RCFS	\$400	\$0
3	Connectivity Ottawa Strategy	ICS	\$0	\$0
4	Ottawa Music Strategy	RCFS	\$0	\$540
5	Light Rail Transit to the Ottawa International Airport	TSD		
6	Rural Economic Development Strategy and Action Plan	PIED		
Total			\$4,100	\$540

### Collaborations

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Bayview Redevelopment	PIED	TBD	\$1600
2	Invest Ottawa	PIED	\$0	\$2,000
3	Promote Ottawa as a destination	PIED		
4	Ensure the continued health and vitality of small business, main streets and neighbourhoods	PIED		
Total			TBD	\$3,600

### Support

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Support high economic impact projects	PIED		
2	Sound stage campus and creative hub	PIED		
3	Support festival and event organizers	PIED		
4	Public realm projects	PIED		
Total				

# PROPOSED PRIORITY - INTEGRATED TRANSPORTATION

*Draft Priority for consideration for Our City*

## Priority



## Integrated Transportation

## What this means

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

*Outcomes for this priority during the TOC:*

## 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 - INTEGRATED TRANSPORTATION

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
With the construction of the <b>Stage II Light Rail Transit (LRT) Project</b> , 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.	Transportation Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>• An integrated transportation network that incorporates all modes of getting around</li> <li>• Residents have easy access to their preferred transport choice</li> </ul>
<b>Make the O-Train's Confederation Line extensions an integrated part of the OC Transpo system</b> and improve getting around.	Transportation Services Department	Transit Commission	<ul style="list-style-type: none"> <li>• An integrated transportation network that incorporates all modes of getting around</li> <li>• Residents have easy access to their preferred transport choice</li> </ul>
Update our <b>Transportation Master Plan (TMP)</b> to define the policies, projects and other actions that will support a connected and sustainable transportation network.	Transportation Services Department	Transportation Committee	<ul style="list-style-type: none"> <li>• An integrated transportation network that incorporates all modes of getting around</li> <li>• Residents have easy access to their preferred transport choice</li> <li>• Building development in and around transportation hubs is central to official planning</li> <li>• Transportation infrastructure investment is sustainable and meets long-term needs</li> </ul>

# PROPOSED PRIORITY - INTEGRATED TRANSPORTATION

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Implement <b>Mobility Safety</b> initiatives to enhance the safety of vulnerable road-users like pedestrians, cyclists and motorcyclists.	Transportation Services Department	Transportation Committee	<ul style="list-style-type: none"><li>• An integrated transportation network that incorporates all modes of getting around</li><li>• Residents have easy access to their preferred transport choice</li><li>• Transportation infrastructure investment is sustainable and meets long-term needs</li></ul>
Start process to negotiate with Federal and Provincial levels of government for funding of the <b>LRT to Kanata, Stittsville, and Barrhaven</b> .	Transportation Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"><li>• An integrated transportation network that incorporates all modes of getting around</li><li>• Residents have easy access to their preferred transport choice</li><li>• Transportation infrastructure investment is sustainable and meets long-term needs</li></ul>

# PROPOSED PRIORITY - INTEGRATED TRANSPORTATION

*The City will **collaborate** with stakeholders on the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
Work collaboratively with each Ward Councilor to identify sites for the installation of <b>temporary traffic calming measures</b> .	<ul style="list-style-type: none"><li>• An integrated transportation network that incorporates all modes of getting around</li><li>• Residents have easy access to their preferred transport choice</li></ul>

*The City will **support** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
Support our stakeholders in the advancement of the city's <b>autonomous vehicles initiative</b> .	<ul style="list-style-type: none"><li>• An integrated transportation network that incorporates all modes of getting around</li><li>• Residents have easy access to their preferred transport choice</li><li>• Transportation infrastructure investment is sustainable and meets long-term needs.</li><li>• Building development in and around transportation hubs is central to official planning</li></ul>

# PROPOSED PRIORITY - INTEGRATED TRANSPORTATION

**Draft Priority for consideration for *Our City***



## Priority Integrated Transportation

### What this means

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

**The City will take the following actions during the TOC to achieve the outcomes under this priority**

### Actions

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Construction of the Stage II Light Rail Transit (LRT) Project	TSD	-	\$0
2	Making the O-Train's Confederation Line extensions an integrated part of the OC Transpo system	TSD	\$3,300	\$0
3	Transportation Master Plan (TMP) Update	TSD	\$3,073	\$0
4	Mobility Safety	TSD	\$8,020	\$0
5	LRT to Kanata, Stittsville, and Barrhaven	TSD		
<b>TOTAL</b>			<b>\$14,393</b>	<b>\$0</b>

### Collaborations

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Temporary Traffic Calming Measures Program (TTCMP)	TSD	\$3,160	\$3,360
2				
3				
<b>Total</b>			<b>\$3,160</b>	<b>\$3,360</b>

### Support

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Autonomous vehicles eco-system	PIED		
2				
3				
<b>Total</b>				

# PROPOSED PRIORITY - THRIVING COMMUNITIES

**Draft Priority for consideration for *Our City***

## Priority



## Thriving Communities

## What this means

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

**Outcomes for this priority during the TOC:**

## Outcomes

- 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

# PROPOSED PRIORITY - THRIVING COMMUNITIES

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Increase affordable housing as a key component of the City's <b>10 Year Housing and Homelessness Plan</b> .	Community and Social Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"> <li>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)</li> <li>Residents have access to safe, adequate and affordable housing</li> </ul>
Develop a <b>Women and Gender Equity Strategy</b> 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.	Community and Social Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"> <li>Ottawa is inclusive and culturally diverse</li> </ul>
<b>Invest in recreation infrastructure</b> and improve selected parks and facilities across all City wards.	Recreation, Cultural and Facility Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"> <li>Communities have access to affordable recreation facilities and programs, and attractive signature public spaces</li> </ul>
Develop a <b>Community Safety and Well-Being Plan</b> 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.	Emergency and Protective Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"> <li>Ottawa is inclusive and culturally diverse</li> <li>Residents are safe in their communities</li> <li>Safety, culture, recreation, physical and social well-being for our residents are promoted through City programs and initiatives</li> </ul>

# PROPOSED PRIORITY - THRIVING COMMUNITIES

*The City will **collaborate** with stakeholders on the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
We will continue our commitment to <b>Reconciliation and engage with host nations, First Nations, Inuit and Métis</b> in response to the Truth and Reconciliation Commission's Calls to Action and the Missing and Murdered Indigenous Women and Girls Calls for Justice.	<ul style="list-style-type: none"> <li>Ottawa is inclusive and culturally diverse</li> <li>Ottawa's programs, services and facilities better reflect the needs of host nations, First Nations, Métis and Inuit</li> </ul>
We will continue to engage community stakeholders in <b>responding to the complex and diverse needs of vulnerable members of the community</b> (e.g. youth, older adults, and new immigrants)	<ul style="list-style-type: none"> <li>Ottawa is inclusive and culturally diverse</li> <li>Residents are safe in their communities</li> <li>Safety, culture, recreation and social well being for our residents are promoted through our City programs and initiatives</li> <li>Residents have access to safe, adequate and affordable housing</li> </ul>

*The City will **support** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
Support the development of the new <b>Central Public Library project</b> .	<ul style="list-style-type: none"> <li>Communities have access to affordable recreation facilities and programs, and attractive signature public spaces</li> </ul>
<b>Support neighborhoods</b> in developing a vibrant and accessible street life by reducing patio fees to <b>support restaurants</b> .	<ul style="list-style-type: none"> <li>Communities have access to affordable recreation facilities and programs, and attractive signature public spaces</li> <li>Safety, culture, recreation, physical and social well-being for our residents are promoted through City programs and initiatives</li> </ul>

# PROPOSED PRIORITY - THRIVING COMMUNITIES

**Draft Priority for consideration for *Our City***

## Priority



## Thriving Communities

## What this means

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

**The City will take the following actions during the TOC to achieve the outcomes under this priority**

### Actions

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Affordable Housing	CSSD	\$21,500	\$4,000
2	Women and Gender Equity Strategy	CSSD	\$0	\$540
3	Investing in Recreation Infrastructure	RCFS	\$2,400	\$0
4	Community Safety and Well-Being Plan	EPS	\$0	\$0
Total			\$23,900	\$4,540

### Collaborations

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Culture Response to Truth and Reconciliation Commission Calls to Action	RCFS		
2	Support our vulnerable members of the community	CSSD		
Total				

### Support

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Ottawa central public library project			
2	Support neighborhoods, support restaurants	PIED		
Total				

*Draft Priority for consideration for **Our City***

*Priority*



**Environmental  
Stewardship**

*What this means*

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

***Outcomes for this priority during the TOC:***

***Outcomes***

- 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

# PROPOSED PRIORITY - ENVIRONMENTAL STEWARDSHIP

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Continue the management of solid waste and reduce its long-term impact on the environment through <b>a Sustainable Way Forward - Solid Waste Strategic Plan</b> .	Public Works and Environmental Services Department	Standing Committee on Environmental Protection, Water and Waste Management- Rate	<ul style="list-style-type: none"> <li>The City is a leader in energy management and in conserving, recycling and reusing resources</li> <li>The City's long-term plan for solid waste includes more diversion from landfills</li> </ul>
Save on energy and reduce GHG through the <b>Robert O. Pickard Environmental Centre's Electrical Reliability and Co-generator Replacement</b> .	Public Works and Environmental Services Department	Standing Committee on Environmental Protection, Water and Waste Management	<ul style="list-style-type: none"> <li>The City is a leader in energy management and in conserving, recycling and reusing resources</li> <li>The City reduces its green house gas output</li> </ul>
Implement protective measures to <b>maintain the quality of Ottawa's drinking water sources</b> at the provincially mandated standard.	Public Works and Environmental Services Department	Standing Committee on Environmental Protection, Water and Waste Management- Rate	<ul style="list-style-type: none"> <li>Ottawa's excellent water quality index rating is maintained</li> </ul>
Review the <b>Air Quality and Climate Change Management Plan (AQCCMP)</b> to see how Ottawa will mitigate and adapt to climate change in the coming years.	Planning, Infrastructure and Economic Development Department	Standing Committee on Environmental Protection, Water and Waste Management- Tax	<ul style="list-style-type: none"> <li>Ottawa's natural environmental landscape is protected and enhanced</li> <li>The City has climate change mitigation and resiliency plans in place</li> <li>Ottawa's biodiversity is maintained despite population growth and climate change</li> <li>The City is a leader in energy management and in conserving, recycling and reusing resources</li> </ul>
<b>Develop the Light-rail Transit</b> to create a positive imprint on our environment by reducing the amount of harmful emissions in our atmosphere.	Transportation Services Department	Finance and Economic Development Committee / Transit Commission	<ul style="list-style-type: none"> <li>The City has climate change mitigation and resiliency plans in place</li> <li>The City reduces its green house gas output</li> </ul>

# PROPOSED PRIORITY - ENVIRONMENTAL STEWARDSHIP

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Implement the City of Ottawa - <b>Declaration of Climate Emergency</b> report recommendations as adopted by the Standing Committee on Environmental Protection, Water and Waste Management.	Planning, Infrastructure and Economic Development Department	Standing Committee on Environmental Protection, Water and Waste Management	<ul style="list-style-type: none"> <li>Ottawa's natural environmental landscape is protected and enhanced</li> <li>The City has climate change mitigation and resiliency plans in place</li> <li>Ottawa's biodiversity is maintained despite population growth and climate change</li> <li>The City is a leader in energy management and in conserving, recycling and reusing resources</li> <li>The City reduces its greenhouse gas output and climate change considerations are embedded across all elements of operations</li> </ul>
Implement the recommendations included in the Council-approved <b>Urban Forest Management Plan</b> .	Planning, Infrastructure and Economic Development Department	Standing Committee on Environmental Protection, Water and Waste Management	<ul style="list-style-type: none"> <li>Ottawa's natural environmental landscape is protected and enhanced</li> <li>Ottawa's biodiversity is maintained despite population growth and climate change</li> <li>The City has climate change mitigation and resiliency plans in place</li> </ul>
Continue to reduce the overall carbon footprint of the City through our <b>Smart Energy (Phase 2)</b> efforts to reduce energy consumption, reduce the amount spent on utilities and reduce the amount of greenhouse gas (GHG) the City creates.	Recreation, Cultural and Facility Services Department	Standing Committee on Environmental Protection, Water and Waste Management- Tax	<ul style="list-style-type: none"> <li>The City is a leader in energy management and in conserving, recycling and reusing resources</li> <li>The City reduces its green house gas output</li> </ul>

# PROPOSED PRIORITY - ENVIRONMENTAL STEWARDSHIP

*The City will **collaborate** with stakeholders on the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
<b>Plant 500,000 trees and support the protection of existing trees</b> to maintain Ottawa as a green city, grow our urban forest and assist in our efforts against climate change.	<ul style="list-style-type: none"><li>• Ottawa's natural environmental landscape is protected and enhanced</li><li>• Ottawa's biodiversity is maintained despite population growth and climate change</li><li>• The City has climate change mitigation and resiliency plans in place</li></ul>

*The City will **support** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Outcomes
Support <b>native pollinator health</b> 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.	<ul style="list-style-type: none"><li>• Ottawa's natural environmental landscape is protected and enhanced</li><li>• Ottawa's biodiversity is maintained despite population growth and climate change</li></ul>

# PROPOSED PRIORITY - ENVIRONMENTAL STEWARDSHIP



Draft Priority for consideration for *Our City*



**Environmental  
Stewardship**


**What this means**

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

The City will take the following actions during the TOC to achieve the outcomes under this priority

Actions					Collaborations					Support				
#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)	#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)	#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	A Sustainable Way Forward - Solid Waste Strategic Planning	PWES	\$900	\$900	1	Plant 500,000 trees and support the protection of existing trees	PWES			1	Native pollinator health	PIED		
2	Robert O. Pickard Environmental Centre's Electrical Reliability and Co-generator Replacement	PWES	\$57,200	\$0						2				
3	Smart Energy - Phase 2	RCFS	\$12,000	\$0						3				
4	Maintain Ottawa's drinking water sources	PWES	\$0	\$0										
5	Air Quality and Climate Change Management Plan (AQCCMP)	PIED	\$0	\$0	Total					Total				
6	Develop the light rail	TSD												
7	Urban Forest Management Plan	PIED												
8	Climate emergency	PIED												
Total			\$70,100	\$900										

**Draft Priority for consideration for *Our Service***

Priority	What this means
 <b>Service Excellence through Innovation</b>	Deliver quality services that are innovative and continuously improve to meet the needs of individuals and communities.

**Outcomes for this priority during the TOC:**

Outcomes
<ul style="list-style-type: none"><li>• Services to residents are more personalized to their needs and expectations</li><li>• Residents have more self-serve access to information and services</li><li>• Improved service delivery through data analysis</li><li>• Public engagement and client insight are used to design and/or refine City services</li><li>• Intelligent infrastructure supports effective, efficient, economical service delivery</li><li>• Innovation in service design allows more focus on residents</li></ul>

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Enhance the client booking and registration experience by <b>replacing our Program Registration, Facilities Booking and Payment System.</b>	Recreation, Cultural and Facility Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"> <li>Intelligent infrastructure supports effective, efficient, economical service delivery</li> <li>Innovation in service design allows more focus on residents</li> </ul>
<b>Enhance our information technology and digital capabilities</b> to better support our ability to deliver services to our residents.	Innovative Client Services Department	Information Technology Sub-Committee	<ul style="list-style-type: none"> <li>Services to residents are more personalized to their needs and expectations</li> <li>Residents have more self-serve access to information and services</li> <li>Improved service delivery through data analysis</li> <li>Intelligent infrastructure supports effective, efficient, economical service delivery</li> <li>Innovation in service design allows more focus on residents</li> </ul>
Promote consistent and more diverse representation in public participation in public engagements through our <b>Public Participation and Engagement</b> project.	Innovative Client Services Department	Information Technology Sub-Committee	<ul style="list-style-type: none"> <li>Public engagement and client insight are used to design and/or refine City services</li> </ul>

Draft Priority for consideration for **Our Service**



**Service Excellence  
through Innovation**

**What this means**

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

The City will take the following actions during the TOC to achieve the outcomes under this priority

Actions				
#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Program Registration, Facilities Booking and Payment System Replacement	RCFS	\$0	\$0
2	Enhance our Information Technology and Digital capabilities <sup>1</sup>	ICS	\$0	\$0
3	Public Participation and Outreach	ICS	\$0	\$0
Total			\$0	\$0

Collaborations				
#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1				
2				
3				
Total				

Support				
#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1				
2				
3				
Total				

<sup>1</sup> Funded under IT renewal budget

# PROPOSED PRIORITY - SUSTAINABLE INFRASTRUCTURE

*Draft Priority for consideration for Our Service*

## Priority



## Sustainable Infrastructure

## What this means

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

*Outcomes for this priority during the TOC:*

## Outcomes

- 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

# PROPOSED PRIORITY - SUSTAINABLE INFRASTRUCTURE

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Increase capital funding to <b>reduce the infrastructure funding gap</b> .	Finance Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"><li>• Infrastructure investment meets long-term growth, renewal and service needs</li><li>• Infrastructure funding is predictable and sustainable</li></ul>
Continue to advance and promote the adoption of the <b>Comprehensive Asset Management (CAM)</b> program across the organization.	Planning, Infrastructure and Economic Development Department	Finance and Economic Development Committee	<ul style="list-style-type: none"><li>• City assets are effectively managed through evidence-based decisions</li></ul>
<b>Optimize our arenas</b> to balance user demand with service delivery, mitigate aging infrastructure and maximize revenue opportunities.	Recreation, Cultural and Facility Services Department	Community and Protective Services Committee	<ul style="list-style-type: none"><li>• Infrastructure investment meets long term growth, renewal and service needs</li></ul>

# PROPOSED PRIORITY - SUSTAINABLE INFRASTRUCTURE



Draft Priority for consideration for **Our Service**



Priority

**Sustainable Infrastructure**

What this means

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

The City will take the following actions during the TOC to achieve the outcomes under this priority

Actions

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Reduce Infrastructure funding gap	FS	\$19,800	TBD
2	Comprehensive Asset Management Program	PIED	\$1,080	\$0
3	Arena Optimization	RCFS	\$0	\$0
Total			\$20,880	\$0

Collaborations

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1				
2				
3				
Total				

Support

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1				
2				
3				
Total				

# PROPOSED PRIORITY - THRIVING WORKFORCE

**Draft Priority for consideration for *Our People***



**Priority**

**Thriving  
Workforce**

**What this means**

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

**Outcomes for this priority during the TOC:**

## **Outcomes**

- 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
- The City works collaboratively with the bargaining agents representing its employees
- The City of Ottawa is an employer of choice
- Learning and development is customized, adaptable, and meets the needs of our people

# PROPOSED PRIORITY - THRIVING WORKFORCE

*The City will **take** the following actions during the TOC to achieve the outcomes under this priority*

Actions	Lead Department	Standing Committee Oversight / Budget Reference	Outcomes
Through the <b>Diversity and Inclusion (recruitment, outreach, retention, culture of inclusion)</b> project, ensure its workforce is qualified and reflective of the community's diverse population and attract a diverse, high-performing workforce.	Innovative Client Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>Our people are respectful, inclusive and are encouraged to be themselves</li> <li>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</li> </ul>
<b>Transform our HR Services</b> and improve our capabilities through the implementation of a HR service model.	Innovative Client Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>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</li> <li>The City of Ottawa is an employer of choice</li> </ul>
Advance learning and development to meet the future requirements of the organization and the diverse learning needs of individual employees through our <b>Learning &amp; Development Strategy</b> .	Innovative Client Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>Learning and development is customized, adaptable, and meets the needs of our people</li> </ul>
Create and implement a <b>Wellness Strategy</b> to improve the wellness of the City's workforce.	Innovative Client Services Department	Finance and Economic Development Committee	<ul style="list-style-type: none"> <li>Our people are healthy, safe, psychologically well, and energized to provide high quality service</li> </ul>

# PROPOSED PRIORITY - THRIVING WORKFORCE

Draft Priority for consideration for *Our People*



Priority

**Thriving  
Workforce**

What this means

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

The City will take the following actions during the TOC to achieve the outcomes under this priority

## Actions

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1	Diversity and Inclusion (Recruitment, Outreach, Retention, Culture of Inclusion)	ICS	\$0	\$0
2	HR Services Transformation (Implementation of a HR Service Model)	ICS	\$0	\$0
3	Learning & Development strategy	ICS	\$0	\$0
4	Wellness Strategy	ICS	\$0	\$0
Total			\$0	\$0

## Collaborations

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1				
2				
3				
Total				

## Support

#	PROJECT	DEPT	\$ CAP (000)	\$ OP (000)
1				
2				
3				
Total				