



Document 1: Summary of Actions by Standing Committee Oversight

2019-2022 City Strategic Plan

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LEGENDS

CMO - City Manager's Office

CSS - Community and Social Services Department

EPS - Emergency and Protective Services Department

FS - Finance Services Department

ICS - Innovative Client Services Department

OCC - Office of the City Clerk

PIED - Planning, Infrastructure and Economic Development Department

PWES - Public Works and Environmental Services Department

RCFS - Recreation, Cultural and Facility Services Department

TS - Transportation Services Department

AGRICULTURE AND RURAL AFFAIRS COMMITTEE

PRIORITY: ECONOMIC GROWTH AND DIVERSIFICATION

Encourage economic growth and diversification by supporting business investment and expansion, and talent attraction and retention, showcasing the city’s bilingual and multicultural character, and branding Ottawa as a place to be.

Actions under this priority	Update
Develop a new Official Plan ¹ that will result in a future vision of growth for the city that enables business investment, employment opportunities, and liveable communities as economic assets. (PIED)	The new Official Plan project is launching another round of stakeholder engagement in fall 2020. The draft new Official Plan will be shared with the public in Q4 2020. Council will consider a final plan in 2021.
Develop and implement a Rural Economic Development Strategy and Action Plan to support growth in Ottawa’s rural economy. (PIED)	The strategy was approved by ARAC in March and Council in April.

¹ Shared oversight with Planning Committee

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

PRIORITY: ECONOMIC GROWTH AND DIVERSIFICATION

Encourage economic growth and diversification by supporting business investment and expansion, and talent attraction and retention, showcasing the city’s bilingual and multicultural character, and branding Ottawa as a place to be.

Actions under this priority	Update
Invest in major sports, tournament and event facilities to attract high-calibre sporting events to Ottawa. (RCFS)	<p>The City is working with Indigenous Sport and Wellness Ontario to reschedule the Masters Indigenous Games and Ontario Indigenous Sport Games. The Masters Games have been rescheduled from July 2021 to August 2021 and the Ontario Games will be moved to 2022 (dates to be finalized).</p> <p>Upgrades to the Terry Fox Athletic Facility continue, with the installation of a new accessible washroom and pathway.</p>

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

PRIORITY: THRIVING COMMUNITIES

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

Actions under this priority	Update
Increase affordable housing ² as a key component of the City's 10-Year Housing and Homelessness Plan. (CSS)	This Action has been completed with the inclusion of affordable housing as a key priority of the City's 10-Year Housing and Homelessness Plan that is currently being implemented.
Invest in recreation infrastructure and improve selected parks and facilities across all City wards. (RCFS)	The planning process to improve selected parks and recreation infrastructure continues. The availability of sanitizing stations and requirement of physical distancing on construction sites could increase project costs.
Invest in childcare services to improve accessibility, affordability, quality and responsiveness of childcare services across all City wards. (CSS)	The time and cost for improving childcare services, led by CSSD's Children's Service, has been affected by the COVID-19 emergency response. Being responsible for Municipal Child Care Centres, Children's Services were forced to refocus time and resources towards closing and then implementing a phased approach to re-opening the centers, with equipment and resources to keep children and staff physically safe. Children's Services has been working with the sector to identify immediate needs and supports, providing financial supports for the closure, reopening and safe restart of community-based childcare, liaising with OPH to develop local guidelines, and organizing and delivering training for local service providers. This work had significant impact on the capacity of Children's Services to advance the objectives of the Child Care and Early Years Service System Plan (accessibility, affordability, quality, and responsiveness), in collaboration with community partners.
Develop a Community Safety and Well-Being Plan to achieve sustainable communities where everyone is safe, has a sense of belonging and has opportunities to participate. We have communities where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and	Due to COVID-19, the timeline for developing the plan has been extended to ensure effective and inclusive engagement. The provincial deadline has been extended, though a new date is still to be determined.

² Shared oversight with Planning Committee

cultural expression. (EPS)	
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COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

PRIORITY: THRIVING COMMUNITIES

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

Actions under this priority	Update
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. (CSS)	Strategy is in development and work in progress includes consultations with more than 600 community members and City staff to inform the strategy's priorities. In addition, the Women and Gender Equity Working group was established, and tools developed for staff to apply an intersectional/gender equity lens in responding to COVID-19 related community needs.

PRIORITY: SERVICE EXCELLENCE THROUGH INNOVATION

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

Actions under this priority	Update
Enhance the client booking and registration experience by replacing our program registration, facilities booking and payment system. (RCFS)	The City entered into an agreement with Active Network Ltd. to replace the existing facility booking, program registration, membership management and payment software. Over the coming months, staff will develop, test and prepare for the transition to the new software. Timelines will be reassessed as we adapt our programs to follow health guidelines to limit the spread of COVID-19.

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

PRIORITY: SUSTAINABLE INFRASTRUCTURE

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

Actions under this priority	Update
Optimize our arenas to balance user demand with service delivery, mitigate aging infrastructure and maximize revenue opportunities. (RCFS)	The City is developing a framework and roadmap to review its aging arenas to ensure they are accessible and efficient. The aim is to develop a fair and consistent process to make decisions that meet current and future service needs. The framework and roadmap will respect the need for staff guidance, public consultation and legislative approvals.

FINANCE AND ECONOMIC DEVELOPMENT COMMITTEE

PRIORITY: ECONOMIC GROWTH AND DIVERSIFICATION

Encourage economic growth and diversification by supporting business investment and expansion, and talent attraction and retention, showcasing the city’s bilingual and multicultural character, and branding Ottawa as a place to be.

Actions under this priority	Update
Link light-rail transit to the Ottawa International Airport to connect visitors to the city. (TS)	Design and construction are proceeding on schedule. The four-kilometer Airport Link is quickly taking shape with the bridge girder installation complete at the Airport Parkway and Uplands Drive, and column construction progressing along the 400-meter elevated guideway leading up to the new Airport Station.
Develop a Connectivity Ottawa Strategy to support the Smart City 2.0 strategy and enable a digitally connected city. (ICS)	Development of the strategy is in progress as part of the Smart City Strategy that recognizes the importance of connectivity in sustaining economic growth, quality of life and the delivery of government services.
Implement the Ottawa Music Strategy to make Ottawa a music-friendly city with an improved local music ecosystem. (RCFS)	There has been unprecedented disruption in the music industry due to COVID-19. Live music venues were among the first to close and will be among the last to open, and the local music ecosystem is at risk. The strategy is on hold as the Ottawa Music Industry Coalition, Recreation, Cultural and Facility Services and Planning, Infrastructure and Economic Development focus on relief and recovery. Funding for 2019 has been disbursed to the coalition. Opportunities to establish the recommended music industry development officer position, as a subject matter expert and liaison for the music industry, are being explored for 2021.

FINANCE AND ECONOMIC DEVELOPMENT COMMITTEE

PRIORITY: INTEGRATED TRANSPORTATION

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

Actions under this priority	Update
With the construction of Stage 2 LRT, we will bring 77 per cent of residents within five kilometers of an LRT station and connect the City’s east, west and south communities. (TS)	Design and construction are on schedule. On the Trillium Line, work is ongoing on seven new rail-over-road bridges. In the east, work is progressing to relocate Highway 174 lanes to make room for guideway and track infrastructure, two new Highway 174 bridges at Montreal Road and a new rail-flyover bridge. In the west, construction of the rail-flyover bridge south of Lincoln Fields is well underway.
Start the process to negotiate with federal and provincial levels of government for funding of the LRT to Kanata, Stittsville and Barrhaven. (CMO)	To be confirmed.

PRIORITY: ENVIRONMENTAL STEWARDSHIP

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

Actions under this priority	Update
Develop light-rail transit to create a positive imprint on our environment by reducing the amount of harmful emissions in our atmosphere ³ . (TS)	Design and construction are on schedule. On the Trillium Line, work is ongoing on seven new rail-over-road bridges. In the east, work is progressing to relocate Highway 174 lanes to make room for guideway and track infrastructure, two new Highway 174 bridges at Montreal Road and a new rail-flyover bridge. In the west, construction of the rail-flyover bridge south of Lincoln Fields is well underway.

³ Shared oversight with Transit Commission

FINANCE AND ECONOMIC DEVELOPMENT COMMITTEE

PRIORITY: SERVICE EXCELLENCE THROUGH INNOVATION

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

Actions under this priority	Update
Enhance our information technology and digital capabilities to better support our ability to deliver services to our residents. (ICS)	Work is progressing, with the City continuing to launch new ways for residents to access a range of programs and services online.
Promote consistent and more diverse representation through our public participation and engagement project (ICS)	Work is in progress and will be adapted to the new normal, including physical distancing per the direction to staff at the June 10, 2020 Council meeting.

PRIORITY: SUSTAINABLE INFRASTRUCTURE

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

Actions under this priority	Update
Continue to advance and promote the adoption of the Comprehensive Asset Management program across the organization. (PIED)	There are no impacts to this Action due to COVID-19 and work is progressing.
Increase capital funding to reduce the infrastructure funding gap. (FS)	There are currently no plans to revise the agreed to infrastructure gap funding plan.

FINANCE AND ECONOMIC DEVELOPMENT COMMITTEE

PRIORITY: THRIVING WORKFORCE

Promote bilingual service excellence by supporting a workforce that is healthy, diverse, adaptive and engaged.

Actions under this priority	Update
Transform our human resources and improve our capabilities through the implementation of a human resources service model. (ICS)	This Action is complete.
Through the diversity and inclusion project for recruitment, outreach, retention and culture, ensure our workforce is qualified and reflects the community's diverse population, and that we attract a diverse, high-performing workforce. (ICS)	Work is in progress including setting representational targets and developing policies, programs and supports to promote diversity and inclusion such as employee-led Affinity Groups, a refreshed 'Count Me In' employee self-identification survey, and the upcoming launch of "The Path" - a series of Indigenous Awareness learning modules.
Advance learning and development to meet the future requirements of the organization and the diverse learning needs of individual employees through our Learning and Development Strategy. (ICS)	The strategy is in development and will consider the changing needs of employees in the COVID-19 context.
Create and implement a Wellness Strategy to improve the wellness of the City's workforce. (ICS)	The strategy is in development and will consider the emerging wellness challenges related to COVID-19.

INFORMATION TECHNOLOGY SUB-COMMITTEE⁴

PRIORITY: ECONOMIC GROWTH AND DIVERSIFICATION

Encourage economic growth and diversification by supporting business investment and expansion, and talent attraction and retention, showcasing the city’s bilingual and multicultural character, and branding Ottawa as a place to be.

Actions under this priority	Update
Develop a Connectivity Ottawa Strategy to support the Smart City 2.0 Strategy and enable a digitally connected city. (ICS)	Work is in progress as part of the Smart City 2.0 Strategy that recognizes the importance of connectivity in sustaining economic growth, fostering quality of life and delivering government services.

PRIORITY: SERVICE EXCELLENCE THROUGH INNOVATION

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

Actions under this priority	Update
Enhance our information technology and digital capabilities to better support our ability to deliver services to our residents. (ICS)	Work is progressing, with the City continuing to launch new ways for residents to access a range of programs and services online.
Promote consistent and more diverse representation through our public participation and engagement project (ICS)	Work is in progress and will be adapted to the new normal, including physical distancing per the direction to staff at the June 10, 2020 Council meeting.

⁴ ITSC is a sub-committee of FEDC and actions that align with the ITSC Terms of Reference have been delegated from FEDC to ITSC

PLANNING COMMITTEE

PRIORITY: ECONOMIC GROWTH AND DIVERSIFICATION

Encourage economic growth and diversification by supporting business investment and expansion, and talent attraction and retention, showcasing the city’s bilingual and multicultural character, and branding Ottawa as a place to be.

Actions under this priority	Update
Develop a new Official Plan ⁵ that will result in a future vision of growth for the city that enables business investment, employment opportunities and liveable communities as economic assets. (PIED)	Staff are launching another round of stakeholder engagement this fall. The draft new Official Plan will be shared with the public in Q4 2020. Council will consider a final plan in 2021.

PRIORITY: THRIVING COMMUNITIES

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

Actions under this Priority	Update
Increase affordable housing ⁶ as a key component of the City’s 10-Year Housing and Homelessness Plan. (CSS)	This Action has been completed with the inclusion of affordable housing as a key priority of the City’s 10-Year Housing and Homelessness Plan that is currently being implemented.

⁵ Shared oversight with Agriculture and Rural Affairs Committee

⁶ Shared oversight with Community and Protective Services Committee

STANDING COMMITTEE ON ENVIRONMENTAL PROTECTION, WATER AND WASTE MANAGEMENT

PRIORITY: ENVIRONMENTAL STEWARDSHIP

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

Actions under this priority	Update
<p>Implement the City of Ottawa - Declaration of Climate Emergency report recommendations as adopted by Council (PIED)</p>	<p>Council approved the Climate Change Master Plan in January 2020 and received local climate projections in June 2020. Consultation with the Climate Change Council Sponsors Group is ongoing, and staff will be bringing forward Energy Evolution and the Hydro Ottawa dividend surplus spending plan to Committee and Council in October 2020.</p>
<p>Continue to reduce the overall carbon footprint of the City through our Smart Energy (Phase 2) efforts to reduce energy consumption, the amount spent on utilities and the amount of greenhouse gas the City creates. (RCFS)</p>	<p>Last year, the City reduced electricity by 2.2 million kilowatt-hours and water by 47,785 cubic meters compared to 2018. Natural gas use went up by 185,000 cubic meters because of colder weather and the conversion of ice resurfacing from propane to natural gas at six arenas. COVID-19 shut down many facilities from March, so Q2 2020 savings cannot be accurately measured as most facilities were unoccupied, significantly reducing their energy use and altering their energy profiles. The \$1 million reduction in budget for 2020 will limit the scope of projects that can be implemented, resulting in an estimated 8.3 per-cent drop in savings.</p>
<p>Continue the management of solid waste and reduce its long-term impact on the environment through a Sustainable Way Forward - Solid Waste Strategic Plan. (PWES)</p>	<p>COVID-19 has extended the timeline to develop the plan by four months to Q1 2022. The Phase 1 report was delayed while Committee meetings were suspended. There was also a delay in public engagement, as all planned in-person consultations were moved to digital platforms.</p>

STANDING COMMITTEE ON ENVIRONMENTAL PROTECTION, WATER AND WASTE MANAGEMENT

PRIORITY: ENVIRONMENTAL STEWARDSHIP

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

Actions under this priority	Update
Save on energy and reduce greenhouse gas emissions through the Robert O. Pickard Environmental Centre's electrical reliability and co-generator replacement. (PWES)	COVID-19 has no impact on the scope or budget. Design is well underway, however there will be impacts to the design timelines due to COVID-19 and other project-related issues that will also impact construction. Staff are reviewing the timelines and will notify the Standing Committee on Environmental Protection, Water and Waste Management of the revised timelines as soon as possible.
Implement protective measures to maintain the quality of Ottawa's drinking water sources at the provincially mandated standard. (PWES)	There are no impacts to this Action due to COVID-19 and work is progressing.
Review the Air Quality and Climate Change Management Plan to see how Ottawa will mitigate and adapt to climate change in the coming years. (PIED)	On January 29, 2020, Council approved the Climate Change Master Plan, the City's overarching framework to reduce greenhouse gas emissions and respond to the current and future effects of climate change. The plan aims to take unprecedented collective action to transition Ottawa into a clean, renewable and resilient city by 2050 and sets a long-term target to reduce city-wide emissions by 100 per cent by 2050.
Implement the recommendations included in the Council-approved Urban Forest Management Plan. (PIED)	The implementation of the new Tree Protection By-law was delayed due to the COVID-19 response and staff redeployment. Council recently approved a motion to implement the new by-law in January 2021. Staff will also expedite stage two of the by-law, lowering the tree size that requires a permit from 50 centimeters to 30 centimeters.

TRANSIT COMMISSION

PRIORITY: INTEGRATED TRANSPORTATION

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

Actions under this priority	Update
Make the O-Train's Confederation Line extensions an integrated part of the OC Transpo system and improve how to get around. (TS)	OC Transpo staff continue to implement projects and activities to prepare for the successful operation of the Stage 2 light-rail transit system. Progress to date includes rolling out the 24 operational projects within the Rail Operational Readiness Program.
Report to the Transit Commission on system performance metrics for OC Transpo that are reflective of the multimodal transit system (TS)	Recommendations were scheduled to be considered by the Transit Commission in Q2 2020, with the Q1 and Q2 2020 reports scheduled for Q3 2020. As a result of COVID-19 and related impacts to service, the recommendations have been deferred until Q4 2020 and the Q3 and Q4 2020 results will be deferred to Q1 2021.

PRIORITY: ENVIRONMENTAL STEWARDSHIP

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

Actions under this priority	Update
Develop light-rail transit to create a positive imprint on our environment by reducing the amount of harmful emissions in our atmosphere ⁷ . (TS)	Design and construction are proceeding on schedule. On the Trillium Line, work is ongoing on seven new rail-over-road bridges. In the east, work is progressing to relocate Highway 174 lanes for guideway and track infrastructure, two new Highway 174 bridges at Montreal Road and a new rail-flyover bridge. In the west, construction of the rail-flyover bridge south of Lincoln Fields is well underway.

⁷ Shared oversight with Finance and Economic Development Committee

TRANSPORTATION COMMITTEE

PRIORITY: INTEGRATED TRANSPORTATION

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

Actions under this priority	Update
<p>Update our Transportation Master Plan to define the policies, projects and other actions that will support a connected and sustainable transportation network. (TS)</p>	<p>The origin-destination survey will be deferred by a year to fall 2021 due to the traffic pattern disruption caused by COVID-19. While the scope of work remains intact, the overall schedule to complete the plan update will extend into late 2023. Work is still progressing on many fronts, including addressing how new and emerging technologies, such as autonomous vehicles, affect land use and transportation network planning, studying micro-mobility, finding alternative funding sources, incorporating equity and resiliency, assessing the cost of travel and updating project cost estimates.</p>
<p>Implement mobility safety initiatives to enhance the safety of vulnerable road-users like pedestrians, cyclists and motorcyclists. (TS)</p>	<p>Traffic Services continues to develop and implement temporary traffic calming plans in consultation with Ward Councillors. Despite COVID-19 delaying installations, staff anticipate completing 2020 plans in all wards.</p> <p>Traffic Services also continues to meet traffic mobility objectives that enhance the safety of all road users through the Road Safety Action Plan, Safer Roads Ottawa, safety improvements for cyclists and pedestrians, accessible pedestrian signals and pedestrian crossovers. Certain program objectives, especially educational and promotional activities requiring in-person interaction, have been revised or delayed due to pandemic safety protocols.</p>
<p>Implement mobility safety initiatives to enhance the safety of vulnerable road-users like pedestrians, cyclists and motorcyclists-Safer Roads Ottawa. (TS)</p>	<p>As some scheduled in-person educational and promotional activities have been paused due to the pandemic, several Safer Roads Ottawa staff were temporarily redeployed to Ottawa Public Health to support COVID-19 initiatives. \$60,000 of the 2020 budget has been redirected as part of the COVID-19-related capital and operational budget review. This project had no measured deliverables scheduled in 2020 and staff anticipate completing all progress planned for 2021.</p>