

REGION OF OTTAWA-CARLETON  
RÉGION D'OTTAWA-CARLETON

REPORT  
RAPPORT

---

Our File/N/Réf.  
Your File/V/Réf.

DATE 8 October 1998

TO/DEST. Co-ordinator  
Corporate Services and Economic Development Committee

FROM/EXP. Chief Administrative Officer

SUBJECT/OBJET **REGION OF OTTAWA-CARLETON**  
**BUSINESS DIRECTIONS**

---

### **DEPARTMENTAL RECOMMENDATIONS**

**That the Corporate Services and Economic Development Committee recommend Council:**

- 1. Endorse the development of a Business Directions document;**
- 2. Authorize the hiring of a consultant to assist with the design and development of the document;**
- 3. Establish a Corporate Steering Committee made up of the Chair, the Budget Sub-Committee Chair, the Standing Committee Chairs and the Chief Administrative Officer;**
- 4. Establish an inter-departmental working group to act as a resource for the Corporate Steering Committee and the consultant.**

### **BACKGROUND**

In 1995, Regional Council directed the Chief Administrative Officer to undertake a review of the core services and levels of service provided by the Region, to review the organizational structure of the Region, and to identify alternative funding sources. On 10 July 1996, Council approved the implementation of changes identified in the Corporate Review, and the permanent reduction in the Regional budget base of \$13 million. This reduction ensured that there was no property tax increase in 1997.

Immediately following came the announcement from the Provincial Government that several services traditionally paid for and administered by the Province were being thrust upon Regional Governments throughout Ontario. The Region is now more than ever the prime municipal service provider in Ottawa-Carleton. Since January 1998, the Region has been providing services that represent at least 80% of all municipal services. Because the increased responsibility came with little or no ongoing Provincial support, the Region is left with the challenging task of funding these new services, integrating them into the regional organization and maintaining a satisfactory level of service. To achieve this, the Region has embarked on a process that will ensure that the transfer of services is completed in a timely and effective way to reduce service impact for the residents as well as identify efficiencies.

Despite the changing environment, the Region has maintained its standards for responsible and responsive service delivery to the residents of Ottawa-Carleton while continuing to seek opportunities for improved cost-effectiveness.

## DISCUSSION

It is important at this stage for Regional Council to pause and consider our future direction and review Corporate priorities. The Business Directions document is intended to help shape departmental plans and act as a tool for identifying and communicating the Region's goals and priorities to members of Council, the administration and the public. The Business Directions document will establish a course that will guide service delivery and policy decisions for the next five years, from 1999 to 2003.

The document is meant to complement longer term policy and planning documents such as the Official Plan, the Transportation Master Plan and the Water and Wastewater Master Plan, and tie their implementation together in a coherent and coordinated policy framework while also looking at the provision of human services. The process for developing the document provides an opportunity for the administration to step back from the day-to-day management of the Corporation and look at the longer term challenges it faces. It will also provide an opportunity to develop a high level outlook for the newly created Economic Affairs function. In addition, 2003 corresponds with Council's 5-year decision on whether to review the new Official Plan.

Completion of the Business Directions document requires the leadership and commitment of Members of Council to review the various departmental service plans, recognize existing community needs and address the affordability issue of meeting these needs. This analysis will identify options in all of the service areas for further exploration and prioritization to create a collaborative service delivery direction that will ensure all residents are being considered in the decision-making process.

The absence of such an all-encompassing strategy would undoubtedly result in decisions being taken in silos rather than with the full knowledge and understanding of the priorities and challenges that lie ahead. This type of decision-making could result in the allocation of resources that would favour one client group over another. Given the range of services for which the

Region is responsible, it is critical that Council identify goals that can universally apply to all sectors of the Corporation, while at the same time establish priorities. Notwithstanding our varied audiences and their needs, the Business Directions document will harmonize these competing priorities into a common vision and delivery purpose.

New internal and external pressures and emerging trends create additional challenges. This exercise will allow members of Council to address key trends or factors facing the Region from a global perspective. These issues include:

◇ ***Economic development***

To operate and compete in a global economic environment, the Region needs to develop a clear direction. The Region must become more self-reliant by pursuing greater economic diversification and stability through new growth sectors and better alignment of skills development with industry employment needs.

◇ ***Changing demographics***

Changes in the age of the population will profoundly affect Ottawa-Carleton over the next few decades. Our population profile has been dominated by the post-war baby boom - people aged 30 to 49 in 1996. Baby boomers will trigger the seniors boom starting in the year 2012 boosting the percentage of people aged 65 and over to 17% of the total population in 2021, compared with about 11% in 1996. As the population ages, natural increase will also gradually diminish. Regional population growth will depend even more on migration and Ottawa-Carleton's ability to attract new jobs in the area. Ottawa-Carleton has the fastest growing senior population in the Province.

The housing choices made by people as they age and retire will help determine how land is developed in Ottawa-Carleton. Will they retire in Ottawa-Carleton? What type of demands will they have on health and social services?

In the shorter term, over the next five years, the population growth in Ottawa-Carleton is likely to follow past trends, steadily growing at a rate of about 10,000 people per year. Despite a dip in the 1991-1996 five year period, immigration to Ottawa-Carleton will figure more prominently to levels of about 55%-60% of the total yearly increases as economic prospects in the Region are high, particularly in the high technology and services sectors. Natural increase should account for the remaining 40%-45%.

◇ ***Intergovernmental Affairs***

The Region of Ottawa-Carleton, like the Province, has a democratically elected government that serves the same citizens and works towards the same goals of providing a high quality of life.

However, the Region of Ottawa-Carleton does not currently have access to sufficient and appropriate sources of funding to continue providing the services for which it is responsible, including some services for which there is joint Provincial responsibility.

The Region of Ottawa-Carleton recognizes fiscal responsibility as a primary goal for

all levels of government. While the Region has been able to support the Province over the short term by absorbing impacts of Provincial grant cuts, service reductions, and downloading without increasing property taxes, issues such as reinvestment, revenue sharing, alternative sources of financing, consultation, and policy changes need both parties to work in concert to create a venue for local service concerns to be heard.

To rebalance the financial relationship, ensure awareness of common interests and concerns, clarify the roles and responsibilities and protect local autonomy, a new relationship with the Province of Ontario is required.

◇ ***Technological developments***

As society becomes accustomed to increased access to information in general, the Corporation will need to respond by continuing to improve in this area by leveraging the expanding potential of web-based services. Residents will demand timely and easy access to information regarding regional policies and programs.

The Corporation is implementing an enterprise resource planning and management information system. In order to meet the corporate objectives of improving operational effectiveness and reducing administrative overhead costs, the Region will maximize the productivity benefits from this new technology. A major challenge in achieving this will be in adequately resourcing this systems initiative.

◇ ***Public expectations***

Accountability will never be more relevant in the next five to ten years as the Region assumes even more responsibilities with services traditionally funded and managed by other levels of government. Residents expectations of greater efficiencies and transparencies in the delivery of municipal services will undoubtedly dominate the public agenda. It will be essential for Council and Management to state its commitment to maintaining a high level of accountability while balancing the need for fiscal restraint.

◇ ***Fiscal constraints***

The immediate fiscal challenge to the Corporation is to accommodate within the base operating budget the \$43 million in savings target downloaded to the RMOC in 1998 by the provincial Local Services Realignment. In the longer term, the ten-year capital plan must provide for the infrastructure necessary to support the development strategy built into the Regional Official Plan.

◇ *Community Commitment*

The Region has fulfilled a critical role in ensuring the health and well-being of residents. These services are undergoing considerable change due to Provincial Government initiatives. We must continue to seek out the best service delivery models.

Effective human services programs are a critical component of our economic development strategy.

The factors that affect services the Region provides are diverse. These factors are often in conflict. The challenge for the Corporation is to identify the critical issues and the interrelationships between these and develop a balanced approach to address them.

This requires the administration, with the support of Council, to reaffirm our Mission Statement in order to provide a consistent overall focus for all the Region's diverse operations and convey a common sense of purpose for staff throughout the Corporation. This Vision will also guide departments' operational planning initiatives and provide a common framework. Finally, the Corporate Vision sends a clear and concise message to the community about the Corporation, what it does and how.

The extensive consultation program that was initiated in 1995 as part of the Vision process will be our starting point. The Region hears from the community daily in a myriad of ways, and have heard from the broad community through our Community Visioning process in 1995. That visioning exercise enabled staff to determine our citizens' perception of the organization and their major expectations of and concerns about the Region. The overall objective of the Community and the associated survey was to determine community values to be used as a reference point for Regional Council in preparing the Official Plan and Master Plans and providing input to daily decision-making.

This document will serve as a useful reference for future budget deliberations and can be used by Members of Council in their respective wards. It will contribute to successfully addressing internal objectives of predicting future trends, evaluating alternatives, minimizing surprises and enhancing management development. It will be used to frame future financial, service and political decisions.

In summary, it will:

- enhance the relationship between Council and staff
- re-focus priorities within the Corporation, as necessary
- foster more effective, integrated planning relationships among departments
- allow periodic assessment of Council's expectations
- identify areas of opportunity and uncertainty
- provide a basis for the re-allocation of resources
- provide managers with a clearly defined and agreed upon business direction
- encourage positive action rather than reaction

The Chief Administrative Officer will be seeking professional services to develop, design and produce the document. It is felt that this approach will facilitate neutrality in presenting the issues, provide strategic planning expertise, and ensure completion of the assignment within the timeframe specified. The workplan will be divided into three components: first, a consolidation of existing information; secondly, facilitate sessions with Members of Council and Management Committee, and finally the preparation of the written document. Much of the information that will support this collaborative exercise is already available. This assignment will build on the following documents previously prepared by staff:

- the Ottawa-Carleton Community Vision
- the Community Vision Survey of Residents
- the Official and Master Plans
- Departmental Strategic Service Plans, including Ottawa-Carleton Regional Police and the outcome of the OC Transpo service review

To oversee and guide the development of this critical component for our future, it is recommended that a Corporate Steering Committee comprised of the Chair, the Budget Subcommittee Chair, the Standing Committee Chairs and the Chief Administrative Officer be established. To support the Steering Committee and the consultant, it is recommended that an internal departmental working group be established to provide additional information.

A copy of the Request for Proposal and the existing Region of Ottawa-Carleton's Mission and Corporate Values statements are attached at Annex A and B respectively.

### PUBLIC INFORMATION AND CONSULTATION

There is a wealth of recently solicited information available to us. This process will utilize

- 1) the results of the comprehensive public consultation undertaken to develop a Community Vision in 1995
- 2) the survey results
- 3) the extensive public consultation programs carried out through the development of the Official and Master Plans in 1997 approved by Regional Council
- 4) surveys conducted on specific operational issues
- 5) the results of another consultation currently being carried out by the governance sub-committee

The consultant will provide advice on public consultation requirements with respect to the preliminary draft Business Directions document.

### FINANCIAL IMPLICATIONS

Funds are available for this expenditure in account No. 912-13404. The funds will be used for the hiring of a consultant, translation, design and production of the document.

## CONCLUSION

Notwithstanding the changing environment we live in, the need for the municipal services that we currently provide is likely to continue. Regardless of the ultimate form of governance we settle on, the planning for the delivery of these essential services must proceed. The Business Directions document is intended to set the course for the Region of Ottawa-Carleton's service delivery into the next century.

*Approved by  
C.M. Beckstead*

attach. (2)

# ANNEX A

## REQUEST FOR PROPOSAL

### CONSULTING SERVICES

### REGION OF OTTAWA-CARLETON

---

#### **REQUIREMENT**

The Chief Administrative Officer of the Region of Ottawa-Carleton is seeking consultant services to facilitate establishing Corporate priorities that will guide service delivery and policy decisions for the years 1999 to 2003. The scope of this exercise will include all Regional departments, OC Transpo and Regional Police Services.

#### **SCOPE/ISSUES**

This initiative will consider a broad range of existing long term policy and planning documents as well as all departmental service plans. It will also involve reviewing key internal and external pressures and emerging trends currently facing the Region.

In summary this project will involve an examination of:

- Existing long term policy and planning documents such as the Official Plan, the Transportation Master Plan, the Water and Wastewater Master Plan and the Ottawa-Carleton Community Vision
- New internal Economic Development directions
- All departmental Strategic Service Plans
- Our Mission Statement, Community Goal and Corporate Values
- Internal and external pressures and emerging trends
- Industry best practices with respect to the design, production of the document and ability to update

## **METHODOLOGY**

It is expected that this project will involve the following consultation process once the material available has been collected and analyzed and emerging internal and external pressures and trends have been identified. The purpose of the consultation is to present the preliminary findings.

- Interviews with Chair's Office and Regional Councillors
- Interviews with the Chief Administrative Officer, all Department Heads, including Regional Police Services and OC Transpo
- Facilitation sessions with Management and Council as required
- Meetings with Inter-departmental Working Group and Corporate Steering Committee
- Ongoing discussions with the Chief Administrative Officer and the Director of Corporate Programs and Administration

## **DELIVERABLES AND TIMEFRAME**

The contract must be completed by the end of May 1999.

The expected deliverables are:

- Bi-weekly verbal feedback and advice on consultation process to director of Corporate Programs and Administration
- Design options for document as a result of analysis of comparable organizations' best practices by March 15, 1999
- Public Consultation requirements by April 15, 1999
- Preliminary Report with recommendations by April 30, 1999
- Final report by May 31, 1999

Anticipated milestones are as follows:

1. Presentation of proposed workplan and schedule
2. Verbal status report and observations
3. Selection of design for document
4. One camera ready copy of the preliminary report with likely recommendations or options in both official languages
5. Results of the public consultation process
6. Three copies of the Final Report, one camera ready, by May 31, 1999 in both official languages and in a Word document.

## **EVALUATION**

The evaluation of the proposals will be based on the following criteria:

- availability within the time frame specified under the Period of Proposed Contract
- thoroughness and integrity of the approach or chosen methodology
- the quality of the proposal
- workplan, scheduling of work and level of effort indicated for each task
- project team's experience in strategic planning, process facilitation and documentation
- bilingual capabilities of project team
- cost
- client references

## **PROPOSAL SUBMISSIONS**

Proposals should be submitted to the Region of Ottawa-Carleton by **\*\*insert date\*\*** 1998, 3:00 p.m. at the following address:

Regional Clerk's Department  
111 Lisgar Street  
Heritage Building  
Ottawa, ON K2P 2L7

For additional information, please call Judy Barbeau, Director, Corporate Programs and Administration at 560-6063, ext. 1536.

**RMOC MISSION STATEMENT**

**Mission Statement**

We are committed to the social, economic and environmental well-being of the Ottawa-Carleton community

We are dedicated to providing our citizens cost-effective, quality service delivered with care, competence and integrity

**Corporate Values \***

**Innovation is central to excellence in service delivery**

The RMOC will foster a culture that will reward creativity and will seek new opportunities and improve existing methods of service delivery.

**Service delivery must be affordable to the citizens of Ottawa-Carleton**

The RMOC will plan, use and evaluate its fiscal policies so that the optimum amount of services can be delivered at the most affordable cost, recognizing that there is only one taxpayer.

**Ensure accountability**

We will report financial and performance information to our funders and to our taxpayers.

**Work together**

Work with Regional Council, Mayors, the Province, the Federal Government, and all local communities to implement policies and programs.

**RMOC employees are our most crucial resource**

The RMOC is proud of its excellent staff complement, and commits to treating our staff with trust, fairness and openness. We will recognize and acknowledge achievement, and support employees in their career development endeavours.

\* redrafted on 7 October 1997

## Community Goals<sup>1</sup>

- *Environment:* Ottawa-Carleton will be a model region in preserving, protecting and enhancing a green, clean and healthy natural environment.
- *Economy:* Ottawa-Carleton's economic base will be strong and diverse.
- *Safety:* All men, women and children will be safe and feel safe in their own homes, at school, and in public places.
- *Wellness:* Residents of Ottawa-Carleton will aspire to the highest possible standards of health.
- *Prosperity:* Ottawa-Carleton will invest in people in order to eliminate poverty and build prosperity.
- *Caring Communities:* All residents will have access to a range of suitable resources within their own community.
- *Respecting Bilingualism and Diversity:* Ottawa-Carleton, as the home of the National Capital of an officially bilingual country, will be a community which thrives on cross-cultural respect and understanding and which celebrates its aboriginal, bilingual and multicultural nature.
- *Community Partnership and Participation:* Ottawa-Carleton residents will be active partners in the development of their community and will understand, be consulted on and involved in government issues which are important to them.
- *Regional Governance:* The Regional Municipality of Ottawa-Carleton will be an open, accountable, efficient and innovative government which will take the initiative in developing partnerships with other government and community members toward the achievement of Ottawa-Carleton's Vision.
- *Rural Development:* Rural communities, with their distinct economies and lifestyles, will be valued, as will their role in protecting natural resources, agriculture and environmentally sensitive lands.
- *The Central Area:* Downtown Ottawa will be a vibrant and attractive mix of diverse and thriving economic and cultural activity and celebration within an environment which preserves and honours the unique aspects of the region and the National Capital.
- *Urban Development:* Ottawa-Carleton will be a mosaic of distinctive communities built on a human scale, reflecting the heritage and diversity of the region, which respects environmentally sensitive lands.

---

<sup>1</sup> As identified in the Ottawa-Carleton's Community Vision document approved by Regional Council in July 1995