

Report to/Rapport au :

**Finance and Economic Development Committee
Comité des finances et du développement économique**

and Council / et au Conseil

**May 28, 2013
28 mai 2013**

Submitted by/Soumis par : Kent Kirkpatrick, City Manager/Directeur municipal

*Contact Person / Personne ressource: Steve Box, Director, Corporate Programs and Business Services / directeur, Programmes municipaux et Services opérationnels, City Manager's Office / Bureau du directeur municipal
613-580-2424, ext/poste 24200, steve.box@ottawa.ca*

CITY WIDE / À L'ÉCHELLE DE LA VILLE

Ref N°: ACS2013-CMR-OCM-0005

SUBJECT: 2012 ANNUAL CITY BALANCED SCORECARD

OBJET : BULLETIN DE RENDEMENT ÉQUILIBRÉ DE LA VILLE DE 2012

REPORT RECOMMENDATIONS

That the Finance and Economic Development Committee:

- 1. Table Appendix A to this report, for consideration at its meeting of July 2, 2013.**
- 2. Refer this report and appendices B, C, D, E, F and G to the other Standing Committees and the Transit Commission for their consideration and approval as follows:**
 - Transportation Committee – Appendix B: June 5, 2013;**
 - Agriculture and Rural Affairs Committee – Appendix C: June 6, 2013;**
 - Planning Committee – Appendix D: June 11, 2013;**
 - Environment Committee – Appendix E: June 18, 2013;**
 - Transit Commission – Appendix F: June 19, 2013;**
 - Community and Protective Services Committee – Appendix G: June 20, 2013; and**
- 3. Following the above-referenced schedule, that Council consider and approve this report, including any motions arising from the Transit**

Commission and the Standing Committees.

RECOMMANDATIONS DU RAPPORT

Que le Comité des finances et du développement économique :

- 1. Dépose l'Annexe A du présent rapport aux fins d'examen à sa réunion du 2 juillet 2013.**
- 2. Soumette le présent rapport et les annexes B, C, D, E, F et G aux autres comités permanents, à la Commission de transport en commun et au Conseil à des fins d'examen et d'approbation, comme suit :**
 - Comité des transports – Annexe B : 5 juin 2013**
 - Comité de l'agriculture et des affaires rurales – Annexe C : 6 juin 2013**
 - Comité de l'urbanisme – Annexe D : 11 juin 2013**
 - Comité de l'environnement – Annexe E : 18 juin 2013**
 - Commission du transport en commun – Annexe F : 19 juin 2013**
 - Comité des services communautaires et de protection – Annexe G : 20 juin 2013.**
- 3. À la suite du calendrier ci-dessus mentionné, que le Conseil examine et approuve le présent rapport, y compris toute motion provenant de la Commission du transport en commun et des comités permanents.**

EXECUTIVE SUMMARY

This is the first Annual City Balanced Scorecard Report to Council. Its purpose is to report to Council and the public on the progress of objectives, initiatives and performance measures in the 2011-2014 City Strategic Plan. It is based on performance data for the 2012 reporting year and includes information for 2011 where applicable.

Appendices A through G contain the following information: (1) detailed performance results from the City Balanced Scorecard (data tables and explanatory text), (2) proposed changes for Committee and Council consideration and (3) technical amendments to the 2011-2014 City Strategic Plan, relevant to Transit Commission or Standing Committee oversight.

All performance results and proposed changes to the 2011-2014 City Strategic Plan were reviewed and endorsed for Council's consideration by senior management at a Strategy Review Meeting on April 29, 2013. Subject to Council's approval of the proposed changes, staff will update the 2011-2014 City Strategic Plan and produce a consolidated 2012 City Balanced Scorecard Report that will be provided to Councillors

and posted on ottawa.ca.

BACKGROUND

Corporate Planning Framework

On May 25, 2011, Council adopted the Corporate Planning Framework (Ref No: ACS2011-COS-ODP-0007) in response to previous recommendations by the Office of the Auditor General regarding the alignment of the City's planning and budgeting processes, Council's directions on establishing accountability at all levels of the City, and recommendations emanating from mid-term governance reviews related to strategic planning. The Corporate Planning Framework introduced strategic planning and performance management tools, aligned planning and performance activities at all levels of the City, and supported direction from Council with respect to Council and Committee structure and mandate received through the Council Governance Review 2010-2014 Report (Ref No: ACS2010-CMR-CCB-0106).

Included in the Corporate Planning Framework were recommendations to develop the Term of Council Priorities for 2011-2014; align strategic objectives and initiatives under the priorities; link strategic planning with the Long Range Financial Plan and budget planning processes; create a City Strategic Plan and City Balanced Scorecard; institute new performance management mechanisms; and support the increased oversight responsibilities for the Transit Commission and Standing Committees.

The Corporate Planning Framework assisted in the strengthening Council's oversight for the City's strategic priorities and the oversight of strategic initiatives under the mandate of the Transit Commission and Standing Committees. The Transit Commission and Standing Committees are responsible for providing direction to City staff and clarifying expectations in fulfilling objectives; monitoring performance against targets; deciding on corrective action, as necessary, to meet performance expectations; and approving newly proposed strategic initiatives when appropriate.

Term of Council Priorities

On July 13, 2011, Council approved the Term of Council Priorities (Ref No. ACS2011-COS-ODP-0011), which define what the City plans to accomplish over the 2011-2014 term. The Term of Council Priorities include strategic objectives for each of the strategic priorities as well as the strategic initiatives (concrete actions, tactical programs and services) that advance the objectives. The Term of Council Priorities also outline the resource impacts (budget and full-time equivalents (FTEs)) to implement the strategic initiatives. The resource impacts of the strategic initiatives informed the 2012 budget process and 2013 and 2014 budget forecasts and were incorporated into the Long Range Financial Plan.

City Balanced Scorecard and 2011-2014 City Strategic Plan

On May 23, 2012, Council approved performance measures and targets for the City Balanced Scorecard; Transit Commission and Standing Committee oversight

responsibilities over these measures; and amendments to the Term of Council Priorities (Ref. No. ACS2012-CMR-OCM-0008).

The City Balanced Scorecard, along with the amended Term of Council Priorities, formed the basis of the 2011-2014 City Strategic Plan, which was published in July 2012. The 2011-2014 City Strategic Plan includes the oversight responsibilities of the Transit Commission and Standing Committees, and the resource impacts for each of the strategic initiatives approved during the 2012 tax and rate-supported budget process and revisions approved by Council during the 2013 tax and rate-supported budget process. The performance information in the City Strategic Plan is being used to monitor and report progress against the Term of Council Priorities.

DISCUSSION

Annual City Balanced Scorecard Report to Council

Since the approval of the Term of Council Priorities in July 2011, progress has been made towards the City Balanced Scorecard targets approved by Council in May 2012. In order to track the progress of these initiatives, as well as that of the strategic objectives and priorities, Council adopted a balanced scorecard reporting system as well as a management strategy review process.

The 2012 City Balanced Scorecard is the first report to Council and the public on the progress of the strategic initiatives, objectives and priorities in the 2011-2014 City Strategic Plan. It is based on performance data through to the end of 2012, which includes 2011 progress where applicable. Appendices A through G contain detailed performance results from the City Balanced Scorecard (data tables and explanatory text) relevant to Transit Commission and Standing Committee oversight.

Proposed Changes to the 2011-2014 City Strategic Plan

The 2011-2014 City Strategic Plan continues to evolve in response to program changes and direction from Council received through approval of legislative reports including the tax and rate budgets. Budget impacts contained in the 2011-2014 City Strategic Plan associated with the strategic initiatives approved by Council in July 2011 are updated by staff in accordance with Council's annual adoption of the tax and rate budgets.

Appendices A through G contain tables of proposed changes being recommended for Council consideration and technical amendments to the 2011-2014 City Strategic Plan outlined according to oversight responsibility. Proposed changes include: adding or enhancing an existing target; adding, modifying or deleting a performance measure to reflect organizational changes, reassignment of initiatives or wording changes; or deleting a strategic initiative. Technical amendments include minor adjustments to the wording of a performance measure or initiative resulting from a change to a program or initiative.

The following table summarizes the number of proposed changes and technical amendments to the 2011-2014 City Strategic Plan by Transit Commission and Standing

Committee.

Committee/Commission	Proposed Changes	Technical Amendments
Finance and Economic Development Committee	4	4
Transportation Committee	0	1
Agriculture and Rural Affairs Committee	0	1
Planning Committee	4	0
Environment Committee	1	3
Transit Commission	0	0
Community and Protective Services Committee	1	3

All proposed changes were reviewed and endorsed for Council's consideration by senior management at a Strategy Review Meeting on April 29, 2013. Subject to Council's approval of the proposed changes, staff will update the 2011-2014 City Strategic Plan accordingly and produce a consolidated 2012 City Balanced Scorecard Report that will be provided to Councillors and posted on ottawa.ca. This consolidated report will provide the public with the information approved by Council in a consolidated, accessible document.

Progress on the 2011-2014 City Strategic Plan

Overall, significant progress has been made to date towards the targets established by Council in 2012 and the City is on track to achieve the Term of Council Priorities as intended by the end of 2014. Where results are currently available, 77 per cent of targets either have been met, or are on target to be met. For those initiatives that are currently behind schedule, steps are being taken to get them back on target.

It should be noted that there are measures for which results are unavailable at this time. In most cases where results are unavailable it is because the targets occur in 2013 or 2014. There are also some instances in which data from an external source, such as Statistics Canada or the Conference Board of Canada, is not yet available and must be reported at a later date. For those measures where results are unavailable, other data and information on progress has been provided in the explanatory text contained in the appendices.

Progress by Transit Commission or Standing Committee

The Term of Council Priorities adopted by Council in July 2011 identified specific oversight responsibilities for the Transit Commission and Standing Committees for 76 strategic initiatives (concrete actions, tactical programs and services). Through this oversight role, the Transit Commission and Standing Committees are responsible to evaluate performance results against targets and recommend corrective action to staff as necessary. On May 23, 2012, Council approved performance measures with targets for the strategic initiatives and related strategic objectives that support Council's priorities, and assigned oversight responsibilities for these measures to the Transit Commission and Standing Committees. The performance results provided in this City Balanced Scorecard report contain information to support the Transit Commission and Standing Committees in fulfilling their oversight roles, and support the City's commitment to accountability and transparency.

Of the strategic initiatives approved by Council in the Term of Council Priorities, 10 were fully complete by the end of 2012 and the remainder continue to progress towards 2013 and 2014 targets. One strategic initiative, the Water and Wastewater Rate Review, has been removed from the 2011-2014 City Strategic Plan per Council's direction through the rate-supported budget process (Ref. No. ACS2013-COS-ESD-0004).

Much progress has been made towards all eight of Council's Priorities, and within the areas of oversight for the Transit Commission and Standing Committees many achievements occurred in 2012. This is particularly true for Finance and Economic Development Committee, Environment Committee and Community and Protective Services Committee, which between them have oversight responsibility for nearly three-quarters of the strategic initiatives adopted by Council.

The following summary, broken down by Transit Commission or Standing Committee, highlights some of the progress made by the end of 2012. The detailed performance results from the City Balanced Scorecard (data results and explanatory text) are included in Appendices A through G according to Transit Commission or Standing Committee oversight. There are a number of instances in which oversight for strategic initiatives and performance measures is shared between two committees.

Finance and Economic Development Committee

Finance and Economic Development Committee has oversight responsibility for 28 strategic initiatives and 52 performance measures. For those measures with 2012 targets and available results, 67 per cent were completed or on target in 2012. Some achievements include:

- The City secured 12 major events in 2012, more than doubling the target of five per year.
- The target to implement 80 per cent of the initiatives identified in Invest Ottawa's annual operating plan (2012-2014) was exceeded, with 85 per cent achieved.
- The target to increase the percentage of service requests processed via all

ServiceOttawa channels (web, 3-1-1 and Client Service Centre counters) by five per cent in 2012, 2013 and 2014 was exceeded in 2012, with a 13 per cent increase.

- OpenData sets made available increased in 2012 to 132, above the target of 95.
- The target to decrease the number of times Council or Committee discussions went *in-camera* to fewer than 15 per year was reached, with only nine in 2012. The target for the number of confidential reports going to Committee and Council of fewer than 15 per year was reached, with a total of only eight in 2012.
- The target to complete 80 per cent of the Auditor General's 2009 follow-up audit recommendations on corporate planning and performance management by the end of 2012 was met.
- The target to complete 80 per cent of the deliverables in the Corporate Planning Framework related to strategic planning by the end of 2012 was met.
- The Comprehensive Asset Management Policy and Strategy was approved by Council and the State of the Asset Report (SOAR) was completed by Q4 2012.
- The target to increase the number of union complaints and/or grievances resolved without arbitration to more than 90 per cent annually was exceeded, at 98 per cent.
- The target to maintain the percentage of annual tax increase to no more than 2.5 per cent was met. The actual tax increase was 2.39 per cent.
- While some initiatives in the Employee Engagement strategic priority are behind schedule, much progress has been made on the priority as a whole. For targets related to succession planning and increasing the percentage of representation of diverse group members in the workplace, that are behind schedule, there has been significant progress and many successes. Success in the Employee Engagement priority is demonstrated by the following: In 2012, the City of Ottawa was named one of Canada's Best Diversity Employers, one of Canada's Top 100 Employers, and one of the National Capital Region's Top Employers.

Community and Protective Services Committee

Community and Protective Services Committee has oversight responsibility for 11 strategic initiatives and 21 performance measures. For those measures with 2012 targets and available results, 89 per cent were completed or on target in 2012. Some achievements include:

- The 2012 target to have 25 per cent of selected staff and managers trained in how to apply the Equity and Inclusion Lens in their daily work was surpassed, with an actual result of 176 per cent (i.e., more staff and managers were trained than the number targeted).
- The target to complete 30 per cent of the action plan recommendations for Community Development Funding for Priority Neighbourhoods by the end of 2012 was exceeded, with an actual level of 60 per cent.

- The objective to obtain a satisfaction rating of at least 80 per cent from participants in the Seniors Summit was exceeded, at 89 per cent.
- The target to increase the number of households granted the Ontario Disability Support Program (ODSP) by 150 annually (2011-2014) was exceeded, with an actual number of 265.

Environment Committee

Environment Committee has oversight responsibility for 17 strategic initiatives and 28 performance measures. For those measures with 2012 targets and available results, 92 per cent were completed or on target in 2012. Some achievements include:

- The target to start 60 per cent of the projects identified in the Ottawa River Action Plan (ORAP) by the end of 2012 was exceeded, at 94 per cent.
- The target to increase the percentage of rivers and streams in Ottawa that are monitored and reported against Canadian Council of Ministers of the Environment (CCME) water quality objectives to 40 per cent by the end of 2012 was exceeded, at 80 per cent.
- The target to plant 90,000 trees per year (2012-2014) was exceeded in 2012, with 120,481 trees planted.
- The target under the Drinking Water Quality Management System (DWQMS) initiative to decrease the number of major non-conformances to fewer than five per annual audit was achieved, with an actual result of zero.

Transportation Committee

Transportation Committee has oversight responsibility for six strategic initiatives and 11 performance measures. For those measures with 2012 targets and available results, 56 per cent were completed or on target in 2012. Some achievements include:

- The target to increase the annual growth in the number of trips made by cycling over the 2011 baseline by 3.5 per cent was surpassed, with an increase of 5.6 per cent.
- The target to increase the percentage of Ottawa intersections equipped with audible signals to 55 per cent of the 1,114 signalized intersections in 2012 was exceeded, with an actual result of 59 per cent.

Agriculture and Rural Affairs Committee

Agriculture and Rural Affairs Committee (ARAC) has oversight responsibility for nine strategic initiatives and 12 performance measures. For those measures with 2012 targets and available results, 86 per cent were completed or on target in 2012. Note: Oversight for all strategic initiatives and performance measures that fall under ARAC is shared with other committees. Some achievements include:

- The target to complete 25 per cent of the Stormwater Retrofit Master Plan

deliverables by Q4 2012 was achieved.

- The target to increase the percentage of rivers and streams in Ottawa that are monitored and reported against Canadian Council of Ministers of the Environment (CCME) water quality objectives to 40 per cent by the end of 2012 was exceeded, at 80 per cent.

Planning Committee

Planning Committee has oversight responsibility for nine strategic initiatives and 13 performance measures. For those measures with 2012 targets and available results, 63 per cent were completed or on target in 2012. Some achievements include:

- The target to complete 38 per cent of the Transit-Oriented Development studies by the end of 2012 was achieved.
- The target to start 90 new affordable housing units in 2012 was exceeded, with 118 new units started.

Transit Commission

Transit Commission has oversight responsibility for five strategic initiatives and 9 performance measures. For those measures with 2012 targets and available results, 100 per cent were completed or on target in 2012. Some achievements include:

- In 2012, the total ridership-per-revenue-service-hour, which is the ratio of passengers to “in-service” hours, increased by 7.9 per cent from 2011 to 2012.
- OC Transpo’s target to increase customer connections made through social media channels by 10 per cent per quarter on a year-over-year basis was exceeded in all four quarters of 2012: 35 per cent (Q1), 24 per cent (Q2), 22 per cent (Q3), 22 per cent (Q4).
- The City reached its target of completing 40 per cent of project milestones for O-Train Service Expansion in 2012.

RURAL IMPLICATIONS

The rural implications of implementing the recommendations set out in this report are identified in the strategic initiatives outlined in the 2011-2014 City Strategic Plan.

CONSULTATION

The Term of Council Priorities in the 2011-2014 City Strategic Plan were developed collaboratively with: 1) direction and input from the Mayor, Transit Commission and Standing Committee Chairs and Vice-Chairs; 2) direction and input from senior management; 3) input received from members of the public through delegations at

Transit Commission and Standing Committees; and 4) presentations from Advisory Committees that occurred at Transit Commission and Standing Committee meetings.

The development of the performance measures approved by Council in May 2012 involved extensive consultation with the Chairs and Vice-Chairs of the Transit Commission and Standing Committees.

COMMENTS BY THE WARD COUNCILLOR(S)

This item is citywide.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendations in the report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications with respect to implementing the recommendations as set out in this report.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this report.

ACCESSIBILITY IMPACTS

Both this report and Appendices A-G have been produced in accessible format. Any accessibility implications with respect to implementing the recommendations set out in this report have been identified.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications with respect to implementing the recommendations set out in this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

This report and the supporting documentation directly relate to the Term of Council Priorities. This report contains annual performance results and analysis for performance measures related to the Term of Council Priorities and associated strategic objectives and strategic initiatives as set out in the 2011-2014 City Strategic Plan.

SUPPORTING DOCUMENTATION

Appendix A: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Finance and Economic Development Committee (FEDC)

Appendix B: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Transportation Committee (TRC)

Appendix C: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Agriculture and Rural Affairs Committee (ARAC)

Appendix D: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Planning Committee (PC)

Appendix E: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Environment Committee (EC)

Appendix F: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Transit Commission (TC)

Appendix G: Detailed Performance Results from the City Balanced Scorecard and Proposed Amendments to the 2011-2014 City Strategic Plan – Community and Protective Services Committee (CPSC)

DISPOSITION

The City Strategic Plan will be revised in accordance with Council's approval and direction to staff.