

CONTEXT

On April 17, 2024, City Manager Wendy Stephanson implemented changes to the City's administrative structure to advance Council and City priorities in an environment of change and set up the organization for success now and in the future.

The organization is experiencing significant change due to ongoing retirements and leadership turnover, continuous legislative changes from the federal and provincial governments, new and emerging technologies, processes and ways of working, and evolving community and workforce needs.

In response, changes to the City's organizational structure have been made to:

- Ensure a focused effort to advance Council's highest priorities with single points of accountability
- Increase staff's overall capacity to respond and adapt to the evolving landscape of the city while continuing to deliver quality and reliable service
- Boost advocacy efforts with all levels of government to ensure fair and ongoing funding opportunities for the City
- Strengthen succession planning efforts to attract and retain future leaders and talent at the City

KEY CHANGES

Creation of a new Strategic Initiatives department

Effective April 17, 2024, a new Strategic Initiatives (SI) department, led by Ryan Perrault, Interim General Manager, has been created to deliver on Council's highest priorities, including economic development, housing solutions and investments, and climate change and resiliency.

SI includes the following four service areas to deliver on Council's vision and increase staff's capacity to respond and adapt to the evolving landscape of the city.

1. Economic Development Services

Economic Development Services is responsible for driving the city's economic growth, prosperity, diversification and resilience through economic development programs and projects that will help position Ottawa as a destination of choice to live, work, play, invest, learn and visit. This team will also work to foster relationships with local, provincial and federal partners to strengthen the local economy and advocate for the city's interest.

Led by Sheilagh Doherty, Acting Director, this service area includes the following branches/units:

- Economic Development Policy and Partnerships
- Community Economic Development
- Nightlife Commissioner

- ByWard Market Strategic Project

2. Housing Solutions and Investments Services

Housing Solutions and Investments Services is responsible for facilitating investments in new housing, developing strategies to increase housing options for moderate- and low-income households, providing innovative real estate solutions as well as managing the City's real estate portfolio, identifying and preparing public lands for new affordable housing, and seeking sustainable funding.

Led by Geraldine Wildman, Interim Director, this service area includes the following branches/units:

- Strategic Housing Projects
- Corporate Real Estate Office
- Land Development (Build Ottawa)

3. Climate Change and Resiliency Services

Climate Change and Resiliency Services is responsible for responding to climate change issues and driving positive environmental results for the City by focusing efforts to advance key strategies, including the Climate Change Master Plan, Energy Evolution Strategy, Climate Resiliency Strategy, Urban Forest Management Plan and associated priorities, programs, projects and policies.

Led by Will McDonald, Interim Director, this service area includes the following branches/units:

- Climate Adaptation
- Climate Mitigation
- Green and Resilient Buildings
- Pilots and Partnerships

4. Strategic Projects Office

The Strategic Projects Office within the department will oversee the City's strategic planning process and include multi-disciplinary teams that will respond to new and emerging priorities and lead short- and long-term transformational projects to support the growth and evolution of the City of Ottawa.

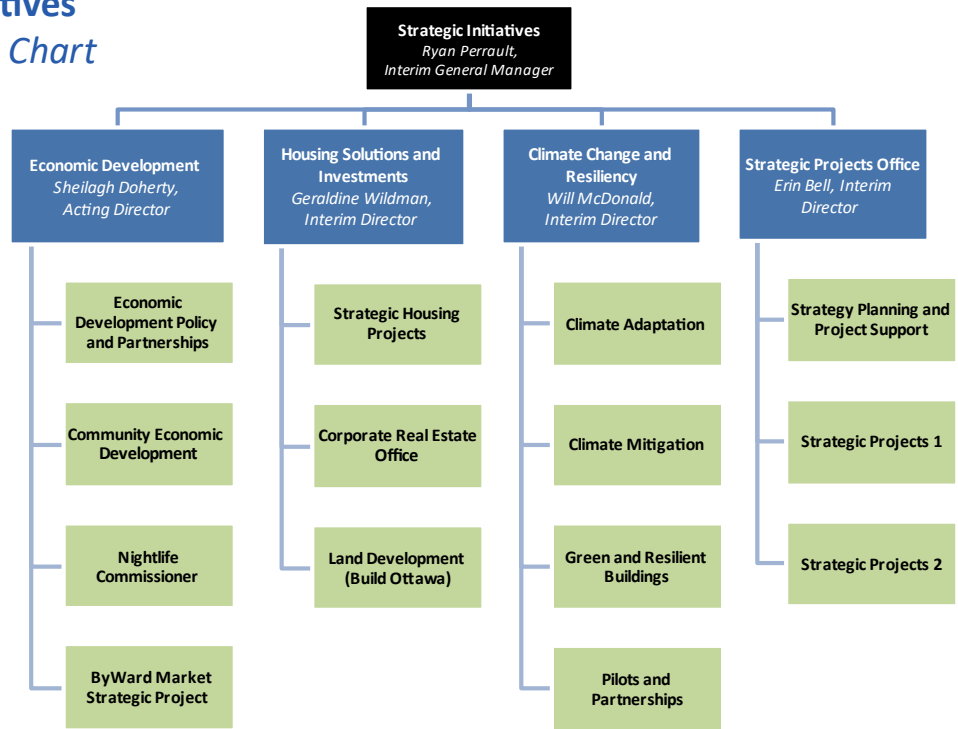
Led by Erin Bell, Interim Director, this service area includes the following branches/units:

- Strategy Planning and Project Support
- Two Strategic Projects Units

The new Strategic Initiatives department is designed to be agile and scalable for the purposes of delivering on and responding to the priorities of Council, the organization and the evolving landscape of our city.

An executive recruitment process will be launched for the GM position the week of April 22 through executive recruitment firm Keynote Search.

Strategic Initiatives Organizational Chart



Focused Planning, Development and Building Services department

With the creation of the new Strategic Initiatives department, the former Planning, Real Estate and Economic Development department (PRED) will become the focused Planning, Development and Building Services department (PDBS).

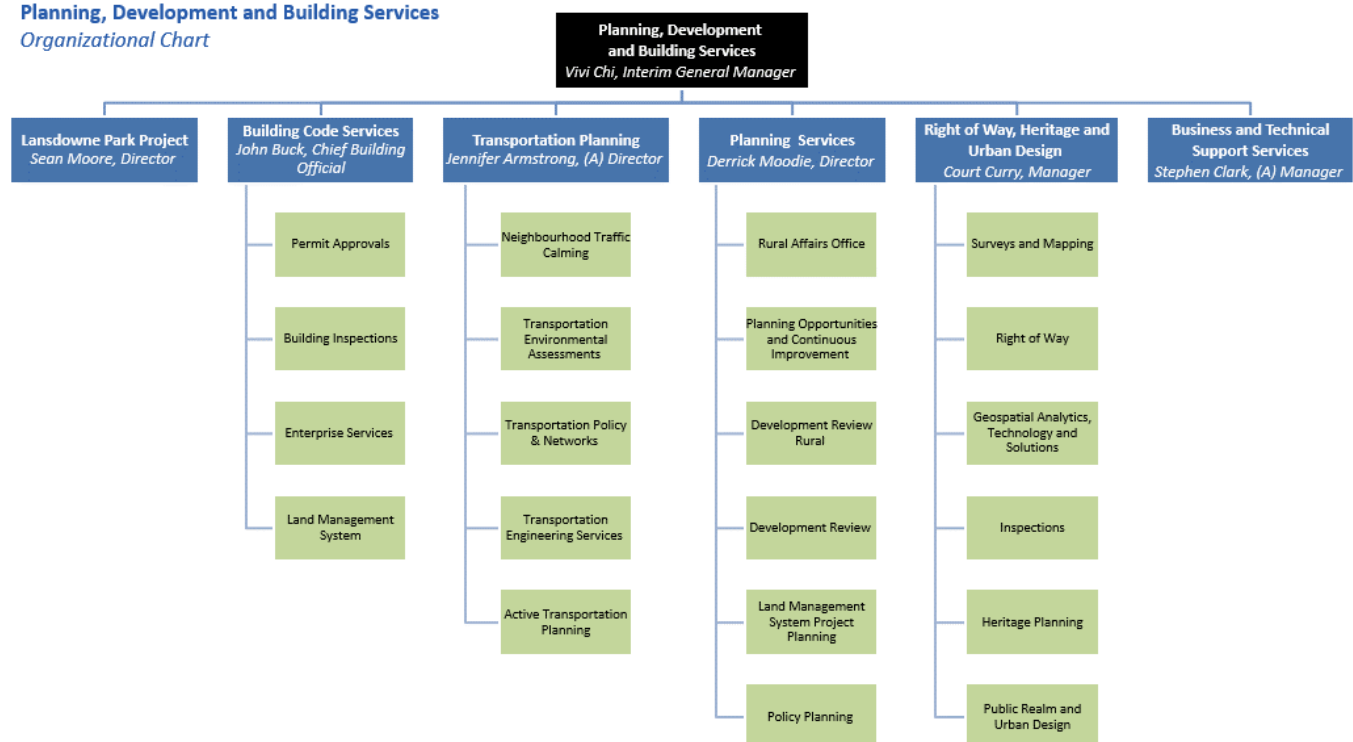
Returning to a true planning department will enable the PDBS team to respond and adapt to new and emerging legislation from the federal and provincial governments in a timely manner and meet statutory provincial targets (e.g., Bill 109 and Bill 23), while continuing to advance major city-wide transformative planning initiatives, including the Official Plan, Zoning Bylaw update, Transportation Master Plan and Lansdowne.

Vivi Chi will remain as Interim GM of the focused department until the executive recruitment process for a new GM is complete.

The focused PDBS will include six service areas including:

1. Building Code Services, led by John Buck, Chief Building Official
2. Transportation Planning, led by Jennifer Armstrong, (A) Director
3. Planning Services, led by Derrick Moodie, Director
4. The Lansdowne Park Project, led by Sean Moore, Director
5. Right of Way, Heritage and Urban Design, led by Court Curry, Manager
6. Business and Technical Support Services, led by Stephen Clark, (A) Manager

Planning, Development and Building Services Organizational Chart



IMPACTS

- The organizational changes are FTE neutral, and the restructuring will mostly result in reporting changes and/or organizational unit transfers to the new department.
- The most significant changes are taking place within the former Planning, Real Estate and Economic Development (PRED) department with organizational unit transfers to the new Strategic Initiatives department.
- Minor changes are taking place within Community and Social Services, Finance and Corporate Services, Recreation, Cultural and Facility Services, and the City Manager's Office with movements to the new Strategic Initiatives department and other reporting changes.
- The organizational structure within Infrastructure and Water Services, Emergency and Protective Services, Public Works, and Transit Services, the Office of the City Clerk, Public Information and Media Relations, and Legal Services remain status quo.
- Additional refinements and minor movements within departments may take place to continuously improve service delivery and adapt to evolving needs and priorities.
- Mitigation measures are being put in place to ensure the continued effectiveness of operations and service delivery.

BENEFITS

The new structure will help the City to:

- Successfully advance Term of Council and City priorities in a way that can be clearly demonstrated to residents, community partners and other levels of government.
- Better respond to new and emerging priorities, including provincial legislation and statutory obligations.
- Provide staff with relevant expertise the opportunity to work collaboratively on key transformational initiatives that cross departmental mandates while operational work continues.
- More easily recruit senior leaders and new talent to the City of Ottawa.
- Offer employees more career development and growth opportunities.
- Keep building an environment of continuous improvement, collaboration and innovation by supporting new ideas and perspectives.
- Continue its efforts to support financial stability and economic recovery.