



Office of the Auditor General / Bureau du vérificateur général

**FOLLOW-UP TO THE 2007 AUDIT OF THE
ENVIRONMENTAL COMMITMENTS IN THE
OTTAWA 20/20 GROWTH MANAGEMENT STRATEGY
2009**

**SUIVI DE LA VÉRIFICATION DES ENGAGEMENTS D'ORDRE
ENVIRONNEMENTAL ÉNONCÉS DANS LA STRATÉGIE DE
GESTION DE LA CROISSANCE OTTAWA 20/20 DE 2007**

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EXECUTIVE SUMMARY

Introduction

The Follow-up to the 2007 Audit of Environmental Commitments in the Ottawa 20/20 Growth Management Strategy was included in the Auditor General's 2009 Audit Plan.

The key findings of the original 2007 audit included:

- Good progress on a variety of environmental commitments, but better City-wide coordination of activities is required;
- The City has begun and, in some cases, completed a large number of environmental policies, programs and initiatives, however there is no broader monitoring framework in place for these environmental commitments, which impedes tracking of the City's overall progress;
- Branches responsible for implementing activities or initiatives related to one or more of the commitments monitor progress related to their own initiatives to varying degrees;
- While branch-level monitoring provides some useful data and information, there is no corporate-level reporting to assess overall progress related to the environmental commitments as stated in the City's Official Plan and Corporate Plan; and,
- No systematic reporting to Council on initiatives related to these environmental commitments.

Summary of the Level of Completion

The table below outlines our assessment of the level of completion of each recommendation as of Fall 2009.

CATEGORY	% COMPLETE	RECOMMENDATIONS	NUMBER OF RECOMMENDATIONS	PERCENTAGE OF TOTAL RECOMMENDATIONS
LITTLE OR NO ACTION	0 – 24	1, 9, 11, 13, 18, 19	6	32%
ACTION INITIATED	25 – 49	2, 5, 7, 8, 10, 12, 14, 15, 17	9	47%
PARTIALLY COMPLETE	50 – 74	3, 4, 16	3	16%
SUBSTANTIALLY COMPLETE	75 – 99	-	-	-
COMPLETE	100	6	1	5%
TOTAL			19	100%

Conclusion

The City has initiated action to address many of the audit recommendations. While the actions identified in the 2007 management responses appear adequate to address the audit recommendations, progress in implementing these actions has been slow.

The City has done substantial work within various departments that align with aspects of the individual environmental commitment areas. While mechanisms exist for collecting and monitoring information, there remains room for improvement in the systematic use and reporting of that information. As was the case in the original audit, challenges remain in more effectively integrating environmental efforts within the range of applicable plans and strategies and improving alignment with the environmental commitments using appropriate strategic processes and tools. The substance exists, and with further development of the logic model, implementation roadmap and the revision of the Environmental Strategy, an integrated and transparent approach for achieving and reporting on the environmental commitments can be developed.

Acknowledgement

We wish to express our appreciation for the cooperation and assistance afforded the audit team by management.

RÉSUMÉ

Le Suivi de la vérification des engagements d'ordre environnemental énoncés dans la stratégie de gestion de la croissance Ottawa 20/20 de 2007 était prévu dans le Plan de vérification du Bureau du vérificateur général de 2009.

Les constatations principales de la vérification de 2007 sont les suivantes :

- divers engagements d'ordre environnemental ont bien progressé, mais une meilleure coordination des activités à l'échelle de toute la Ville est nécessaire;
- la Ville a amorcé et, dans certains cas, a finalisé un grand nombre de politiques, d'initiatives et de programmes environnementaux. Il n'y a toutefois pas de structure de contrôle à une échelle plus large pour ces engagements environnementaux, ce qui empêche un suivi des progrès généraux de la Ville;
- les directions responsables de la mise en œuvre des activités ou des initiatives liées à un ou à plusieurs de ces engagements assurent un degré de contrôle variable lorsqu'il est question de leurs propres projets;
- si le contrôle à l'échelle des directions fournit des données et une information précieuses, il n'existe aucun mécanisme permettant de faire rapport à l'échelle de l'administration municipale dans le but d'évaluer les progrès liés aux engagements environnementaux énoncés dans le Plan officiel ou dans le Plan stratégique; et,
- aucun rapport n'est systématiquement préparé à l'intention du Conseil municipal relativement aux initiatives liées à ces engagements environnementaux.

Sommaire du degré d'achèvement

Le tableau ci-dessous présente notre évaluation du degré d'achèvement de chaque recommandation à l'automne 2009 :

CATÉGORIE	POURCENTAGE COMPLÉTÉ	RECOMMANDATIONS	NOMBRE DE RECOMMANDATIONS	POURCENTAGE DU TOTAL DES RECOMMANDATIONS
PEU OU PAS DE MESURES PRISES	0 – 24	1, 9, 11, 13, 18, 19	6	32 %
ACTION AMORCÉE	25 – 49	2, 5, 7, 8, 10, 12, 14, 15, 17	9	47 %
COMPLÉTÉE EN PARTIE	50 – 74	3, 4, 16	3	16 %
PRATIQUEMENT COMPLÉTÉE	75 – 99	-	-	-
COMPLÉTÉE	100	6	1	5 %
TOTAL			19	100 %

Conclusion

La Ville a amorcé la mise en place de mesures pour mettre en pratique plusieurs des recommandations de la vérification. Si les mesures précisées dans les réponses de la direction en 2007 semblent adéquates pour répondre à ces recommandations, les progrès liés à leur mise en œuvre ont tout de même été lents.

Au sein de plusieurs de ces services, la Ville a réalisé un travail considérable sur divers aspects des points relatifs à ses engagements environnementaux. S'il existe des mécanismes pour la collecte et le suivi de l'information, il reste beaucoup à faire quant à l'utilisation systématique et à la préparation de rapports sur cette information. Tout comme lors de la vérification réalisée à l'origine, des défis demeurent pour que les efforts sur le plan environnemental soient intégrés plus efficacement dans l'ensemble des plans et les stratégies pertinents et que les engagements en matière d'environnement soient plus harmonisés à l'aide des processus stratégiques et des outils appropriés. Tous les ingrédients sont là, et au fur et à mesure que le modèle logique de la Stratégie environnementale, la feuille de route de sa mise en œuvre et sa révision s'amorceront, une approche intégrée et transparente pour remplir les engagements environnementaux de la Ville et préparer des rapports à cet effet pourra être élaborée.

Remerciements

Nous tenons à remercier la direction pour la coopération et l'assistance accordées à l'équipe de vérification.

1 INTRODUCTION

Introduction

The Follow-up to the 2007 Audit of Environmental Commitments in the Ottawa 20/20 Growth Management Strategy was included in the Auditor General's 2009 Audit Plan.

The key findings of the original 2007 audit included:

- Good progress on a variety of environmental commitments, but better City-wide coordination of activities is required;
- The City has begun and, in some cases, completed a large number of environmental policies, programs and initiatives, however there is no broader monitoring framework in place for these environmental commitments, which impedes tracking of the City's overall progress;
- Branches responsible for implementing activities or initiatives related to one or more of the commitments monitor progress related to their own initiatives to varying degrees;
- While branch-level monitoring provides some useful data and information, there is no corporate-level reporting to assess overall progress related to the environmental commitments as stated in the City's Official Plan and Corporate Plan; and,
- No systematic reporting to Council on initiatives related to these environmental commitments.

2 KEY FINDINGS OF THE ORIGINAL 2007 AUDIT

Overall Findings

City staff manages to their individual branch plans and to the supporting growth management plans, such as the Environmental Strategy and the Greenspace Master Plan, and not to the environmental commitments as outlined in the CCP and the *Window on Ottawa 20/20* document. There is no broader monitoring framework in place for these five environmental commitments, which impedes tracking of the City's overall progress towards these commitments.

Overall, interviewees had no common understanding of what constituted the City's environmental growth management objectives. City staff does not perceive the five environmental commitments as the guiding principles and objectives of the City's environmental programs. This inconsistent understanding of the role of the environmental commitments was identified as a significant barrier to the City's achievement of these commitments. Clarity of vision and objectives is a

prerequisite for developing and executing focused implementation plans, and monitoring and reporting on progress.

While the supporting plans and the City Corporate Plan each contain elements of an implementation plan for the City's environmental programs, there is no overall implementation plan or strategy for the environmental commitments. Recognizing the long time frame for these commitments, an implementation plan is required to lay out the logical steps and activities required to achieve the commitments within measured blocks of time between the present and 2020.

Roles and responsibilities for implementing activities related to the environmental commitments are spread across a number of branches. Specific roles and responsibilities are not documented for the five environmental commitments and, in many cases, are not clearly defined in supporting strategies and plans.

There is no overarching system in place to track progress against the five environmental commitments. Branches responsible for implementing activities or initiatives related to one or more of the commitments monitor progress related to their own initiatives to varying degrees. While branch-level monitoring provides some useful data and information, there is no corporate-level roll-up to assess overall progress related to the environmental commitments. There is no systematic reporting to Council on initiatives related to these environmental commitments.

At the time of the audit, the City was reporting on only two of the five environmental performance indicators identified in the *Window on Ottawa 20/20* document. These two indicators are included in the Executive Management Committee scorecard process. The suite of five environmental indicators identified in the *Window on Ottawa 20/20* document is insufficient to assess progress relative to all five of the commitments, and should be expanded.

Clarity of Commitments

The majority of environmental commitments are clearly worded and understandable. However, the specificity of the commitments varies substantially. While a number of the commitments include activity-based measures that can be tracked, none of the commitments includes specific outcome measures. The lack of specificity of certain commitments could prevent the City from determining when the commitment has been achieved.

Four of the five environmental commitments address environmental challenges facing the City in a meaningful way. The *Protect surface and groundwater* commitment, however, includes only a commitment related to monitoring water quality and could be broadened to include a commitment related to the development and implementation of surface and groundwater protection policies. It should be noted that the Environmental Strategy does discuss protection of surface and groundwater at length and this is part of the actions under *Manage*

resources, Incorporate environmental factors into decision-making and Ecosystem approach commitments contained in this document.

While the Environmental Strategy discusses solid waste management both in terms of strategic planning and program planning, none of the environmental commitments directly addresses solid waste management. Given the importance of solid waste management and the City's commitment to achieve a diversion rate of 60% of all solid waste by the end of 2008, this is a notable gap in the environmental commitments. If the five environmental commitments provide the environmental agenda or vision for the City, then these commitments should communicate the importance of integrated solid waste management in the City.

Supporting Plans

With few exceptions, all supporting plans relating to the environmental commitments have either been developed or are in the process of being developed. Supporting plans that have not yet been developed include:

- Cultural Services and Community Funding has not developed a specific plan to support the *Preserve greenspace* sub-commitment to "contribute to the preservation of greenspace by establishing creative green environments and gardens, land art, and art pathways that follow green corridors."
- While the City addresses efficient energy use in plans and strategies related to its buildings, fleet and waste management activities, it has not yet developed a strategy to reduce consumption of other materials within City operations. At the time of the audit, a study on material usage within the City was underway, the results of which will inform such a strategy.
- The City has not detailed a plan or strategy to encourage and facilitate efficient material and resource use in the broader community.

Resources

Substantial resources are currently dedicated to environmental initiatives and programs at the City, many of which support the environmental commitments. Broadly speaking, it appears that sufficient resources are available to implement the environmental commitments, provided current levels of funding are maintained. Two specific areas were identified where lack of funding may jeopardize the City's ability to meet its environmental commitments:

- Funding for activities detailed in the Groundwater Management Strategy was eliminated in the Long Range Financial Plan; and,
- Funding requests to support completion of an inventory of material resource use in the community were denied in the 2006 and 2007 budgets.

In addition to these areas, Council rejected requests in 2006 to fund the following:

- \$580,000 for Existing Buildings Energy Retrofit Program (based on Toronto Better Buildings Program example); including \$80,000 for new 2006 position of Buildings Program Coordinator;
- \$160,000 for Public Outreach for Air Quality and Climate Change; and,
- \$276,000 for a variety of smaller air quality and climate change initiatives, such as promoting green roofs and partnering with NRCan on a Commercial Buildings Incentive Program pilot project (\$80,000 each from the City and NRCan).

Finally, it should be noted that most of the funding to support air quality and climate change has been obtained from external sources. As the City identifies specific actions to be implemented over time in support of these environmental commitments, new funding may be required.

Progress Towards Each of the Commitments

The City has initiated and, in some cases, completed a large number of environmental policies, programs and initiatives. Recognizing that the environmental commitments are long-term commitments that are to be achieved by 2020, the City has made reasonable progress towards achieving all of the environmental commitments. The following table presents a summary of progress to date related to achievement of the environmental commitments. Each commitment is broken down into its constituent components.

Commitment and Related Sub-Commitments	Status			
	No action	In planning	In progress	Complete
Preserve Greenspace				
Undertake a Greenspace Master Plan to identify and characterize all of the individual greenspaces in the city.				X
Rural land use management practices will be centered on the protection of forests, wetlands, natural areas, greenspace and agriculture;			X	
Work with Conservation Authorities and other partners to develop a Forest Strategy to manage and protect the rural and urban forest;			X	
Both the Greenspace Master Plan and Forest Strategy will include policies and programs to enhance and protect our biodiversity (EnvS); and			X	
A vibrant focus on the arts will also contribute to the preservation of greenspace by establishing creative green environments and gardens, land art, and art pathways that follow green corridors (AHP).		X		
Strengthen Ecosystem Planning and Design				
Undertake watershed and sub-watershed plans in priority areas, both urban and rural, in order to identify environmental features and conditions;			X	
Recommend measures to mitigate the impacts of existing and proposed land-use activities; and,				X
Development proponents will be expected to use "design with nature" principles.			X (qualified)	
Protect Surface and Groundwater				
Policies to protect groundwater help to ensure potable water in rural areas while clean surface water is used for both drinking and recreation;			X	
Monitoring of surface water quality will be carried out through the Water Environment Protection program;				X (on-going)
Watershed planning, [and] a Groundwater Management Strategy [in addition to Water Environment Model assessed below] will be used to improve water quality monitoring for all areas of the City; and			X	
A Water Environment Model [in addition to two listed components above] will be used to improve water quality monitoring for all areas of the City.	X			
Improve Air Quality and Reduce Greenhouse Gas Emissions				
Initiatives have been identified and developed for:				
• Buildings;			X	

Commitment and Related Sub-Commitments	Status			
	No action	In planning	In progress	Complete
• Transportation; and,			X	
• Waste.			X	
There is a system in place to monitor progress towards achievement of the commitment, including:				
• Emissions inventory for: <ul style="list-style-type: none"> ○ GHG's; and, ○ Criteria Air Contaminants. 				X
• Baseline data for each initiative to provide a basis for assessing the air quality and GHG emissions impact of the initiative; and,		X		
• Regular monitoring of the impact of each initiative.	X			
Protect and Conserve Our Resources				
Plans have been established to identify and implement initiatives identified in the commitment. The City has taken initiatives that allow it to:				
• Demonstrate efficient use of material and energy resources in its own operations;			X	
• Encourage and facilitate efficient use of material and energy resources in the wider community;			X	
• Work towards adopting alternative technologies that result in cleaner air; and,			X	
• Establish partnerships related to the adoption of alternative technologies that result in cleaner air.			X	

As shown in the table, the City has initiated action related to the majority of the constituent components of the environmental commitments. This audit has identified several areas where additional effort will be required to achieve certain elements of the environmental commitments by 2020:

- An implementation plan is required to support the sub-commitment to “establish creative green environments and gardens, land art, and art pathways that follow green corridors”. The Policy Statement in this area reads, “The City will develop and implement a comprehensive municipal public art policy that results in: a) the integration of permanent, site-specific works of art into municipal buildings, natural places, public spaces and structures; and b) expanded partnered efforts to integrate public art into all major, new and redevelopment projects in Ottawa.” Funding has not yet been approved to complete this public art policy.
- There has been limited outreach to members of the developers’ community to make them aware of the expectation to apply “design with nature principles” in their projects, and there is a need for tools that can be used by the City’s application review staff to ensure these principles are systematically considered in the application review process.
- Clarity is required on what was intended by the commitment to develop and implement a Water Environment Model.
- The City requires a system to ensure it collects the data and information required to measure and report on the actual air and greenhouse gas emission reductions resulting from significant projects and initiatives designed to improve air quality and/or reduce greenhouse gas emissions. Both RPAM and Fleet have baseline data required to assess the greenhouse gas emissions impact of their initiatives. The impact on total emissions is reported in the Annual Report, but not the specific impact of the initiatives. Emissions are not

measured directly; they are calculated as a function of energy consumption and technology.

- Responsibility and resources need to be assigned for the development and implementation of a strategy to encourage and facilitate efficient use of material and energy resources within the wider community.

3 STATUS OF IMPLEMENTATION OF 2007 AUDIT RECOMMENDATIONS

2007 Recommendation 1

That management review the environmental commitments to determine whether these accurately convey the City's environmental vision and objectives and revise them as required.

2007 Management Response

Management agrees with the recommendation.

The City's environmental commitments are already under review as part of the review of the City's Environmental Strategy. The review began with the publication of the Getting Greener directory in September 2007 and will be completed in Q4 2009.

There is an important distinction that must be made up front in this audit response. The draft Audit Report stated that "City staff manages to their individual branch plans and to the supporting growth management plans, such as the Environmental Strategy and the Greenspace Master Plan, and not to the environmental commitments as outlined in the City Corporate Plan and the Window on Ottawa 20/20 document." This is factually correct however, what is incorrect is the idea that the Window on Ottawa 20/20 document is itself a policy document. The growth management plans and other supporting plans are the relevant Council's policy documents to which staff should be and are managing. The Window on Ottawa 20/20 document was written as an overview of Ottawa 20/20 for general public information and was received by Council in April 2003.

The subheadings from the pages for each Ottawa 20/20 principle were later incorporated as strategic directions in the 2006 City Corporate Plan. However, their use in the City Corporate Plan does not supersede the more complete commitments and decisions on priorities in the growth management plans, which were approved by Council as policy documents after extensive public consultation.

Management Representation of the Status of Implementation of Recommendation 1 at December 31, 2008

This will be completed during the review of the City's Environmental Strategy. A work program and approach are currently being designed. Integration of the

environmental and economic strategy review represents both opportunity and risk. Significant staff resources and some budget are required. A staff report on the Environmental Strategy Review approach is scheduled for Q1 2009 once decisions on integration with economic strategy are confirmed. The Environment Working Group has completed an initial review of the commitments and has determined that they generally continue to accurately convey the City's environmental vision (Sept. 2008 meeting of the EWG).

Management: % complete ***60%***

OAG's Follow-up Audit Findings regarding Recommendation 1

Review and integration of environmental commitments is ongoing. As documented in the meeting minutes of the Environmental Working Group (EWG) over the past year, the 2020 environmental commitments were considered by members to be "generally still valid" and relevant to the Environmental Strategy review.

Interviewees confirmed that a high-level work program and approach for the review of the Environmental Strategy are currently being designed. Interviewees also confirmed that a decision was made not to integrate the Environment Strategy with the Economic Strategy; hence, a staff report on the Environmental Review Strategy was not produced in Q1 2009.

Interviews provided further clarification on the level of relevance of environmental policy within the City. Window on Ottawa 20/20 is not an approved policy document and individual departments manage to their individual branch plans and to the supporting growth management plans (e.g., Environmental Strategy) not the Window on Ottawa 20/20 document.

OAG: % complete ***10%***

Management Representation of Status of Implementation of Recommendation 1 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that there has been little or no action taken to implement this recommendation.

As indicated in the original management response, the Window on Ottawa 20/20 document is not a policy document. The growth management plans and other supporting plans are Council's policy documents to which staff are responding. The Window on Ottawa 20/20 document was written as an overview of Ottawa 20/20 for general public information and was received by Council in April 2003. The appropriate reference document for individual efforts and initiatives across the corporation is the Environmental Strategy.

In terms of assessing the validity of the commitments, a report on the Environmental Strategy refresh was received by Planning and Environment Committee in August 2009 and further discussion and development of the refresh

have occurred with the Environment Working Group and the City's Environmental Advisory Committee. These discussions continue to suggest that the existing commitments are valid and reflect the City's vision. However, final validation of the commitments will not be complete until the refresh of the Strategy has been completed in 2010.

Management: % complete *60%*

2007 Recommendation 2

That management develop a logic model to support achievement of the City's environmental vision and objectives and that this logic model include:

- a) **Desired environmental outcomes (long-term, medium-term and immediate); and,**
- b) **Specific activities and their outputs to achieve the environmental objectives and desired outcomes. Activities should be for a prescribed period, with an indication of what actions will be required in each time period to achieve the objectives by 2020 (i.e., an implementation roadmap).**

2007 Management Response

Management agrees with the recommendation.

The Environment Working Group, a senior level team consisting of directors of environmental programs, chaired by City's Environmental Commissioner (the Deputy City Manager for Planning, Transit and the Environment), has already begun work on developing a logic model. Development of an initial logic model will include activities, outputs and outcomes and is expected to be completed by end of Q4 2008. An implementation roadmap will be completed in 2010, after the Environmental Strategy review has been completed, and will be presented to the new Council in 2011.

Management Representation of the Status of Implementation of Recommendation 2 at December 31, 2008

A logic model workshop was conducted involving staff from all branches responsible for environmental initiatives. Regular meetings of the Environment Working Group are scheduled. A draft logic model was tabled with the working group in September 2008. Review of the environmental strategy will begin with confirmation of the review approach in Q1 2009.

Management: % complete *75%*

OAG's Follow-up Audit Findings regarding Recommendation 2

Development of a logic model has been initiated. The current logic model exists in draft form and includes defined long, medium and short-term outcome. There is evidence that it was presented to the EWG in September 2008. All of the outcomes in the logic model are supported by some degree of outputs and activities.

Activities are not prescribed for specific time periods, and an indication of what actions are bound to what time periods is missing. Targets exist for only a few activities and where they exist they are not time-bound.

An implementation roadmap will complete the missing elements of the logic model and will be finalized after the Environmental Strategy review has been completed. The review of the Environmental Strategy is set to begin in 2009. The implementation road map will follow in 2011.

OAG: % complete 25%

Management Representation of Status of Implementation of Recommendation 2 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered substantially complete.

The follow-up audit estimate of 25% complete appears to be based on the expected "end-state" of the logic model.

The model is an ongoing and evolving tool and the management estimate of 75% complete reflects the view that the model has been developed to the extent possible pending completion of the Environmental Strategy refresh. The model is considered an implementation tool and will be further refined once direction resulting from the refresh is available.

Management: % complete 75%

2007 Recommendation 3

That management continue to strengthen the alignment across the Corporate Plan, and other plans and strategies in support of the environmental commitments as they are revised, including drawing direct linkages to the five commitments.

2007 Management Response

Management agrees with the recommendation.

The City has made reasonable progress towards achieving all of its environmental commitments. Management will use the annual refresh of the City Strategic Plan as well as the reviews of the Ottawa 20/20 growth management plans to strengthen the alignment of the Strategic Plan and other plans and strategies with the City's environmental commitments as revised. This will include direct linkages to the commitments.

Management Representation of the Status of Implementation of Recommendation 3 at December 31, 2008

Management: % complete 100%

OAG's Follow-up Audit Findings regarding Recommendation 3

Efforts to refresh individual City plans and strategies to better align with the environmental commitments are ongoing; however, transparent and strategic integration between these efforts is lacking. While management has confirmed that the environmental commitments are still valid and relevant, further work is required to ensure that the language used in supporting documents and the overall structure of the logic model helps to improve integration and alignment of the City's efforts to achieve the 2020 environmental commitments.

At this time the supporting plans, in which activities related to the environmental commitments are documented, have not all been refreshed to strengthen alignment with the environmental commitments. Revision of the Ottawa 20/20 - Environmental Strategy for the City of Ottawa (October 2003) will begin this year with completion in 2010. This presents an opportunity to align the efforts that have been made on environmental commitments within individual departments and identify opportunities to improve integration. The Official Plan was recently revised and efforts were made to update language to better link to the environmental commitments.

OAG: % complete *50%*

Management Representation of Status of Implementation of Recommendation 3 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that implementation of this recommendation is only partially complete.

As indicated in the original management response, the Window on Ottawa 20/20 was a summary of the environmental commitments developed for the general public. It is unlikely that it will be referenced as the source for those commitments. When new initiatives such as the Ottawa River Action Plan, the Parks and Recreation Master Plan, and the revisions to the Official Plan proceed, they will be aligned with the commitments in the Environmental Strategy.

However, given that this is an ongoing effort and there may be plans and strategies that have not been updated and aligned in terms of specific language in the environmental commitments and the Environmental Strategy, an estimate between the original management status update and the audit follow-up estimate for Winter 2010 represents a balanced approach. By Winter 2010, several of these initiatives including the revision of the Official Plan will be completed and aligned with the environmental commitments.

Management: % complete *75%*

2007 Recommendation 4

That management ensure the Corporate Plan includes priority actions required to implement the environmental commitments.

2007 Management Response

Management agrees with the recommendation.

Environmental commitments are already captured in the Corporate Plan. Management will ensure that City Council is provided with information on any additional priority actions required to implement its environmental commitments as part of the annual refresh of the City Strategic Plan. The timing of the refresh of the City Strategic Plan had not been determined at the time of this response.

Management Representation of the Status of Implementation of Recommendation 4 at December 31, 2008

Management: % complete **100%**

OAG's Follow-up Audit Findings regarding Recommendation 4

The City Strategic Plan (post 2008 budget version) includes a number of priorities and objectives that support aspects of the environmental commitments, but linkages to achieving the 2020 commitments are not clear and direct.

Environmental Commitment #1 - Preserve Greenspace

This commitment is loosely addressed in the Strategic Plan. Under the Planning and Growth Management Priority, Objective 4: Ensure that the City infrastructure required for new growth is built or improved as needed to serve the growth, indicates the actions and on-going activities for a "greenspace network". Direct linkage between this environmental commitment and Strategic Plan is weak.

Environmental Commitment #2 - Strengthen ecosystem planning and design

Loosely addressed throughout the Strategic Plan. Under the Infrastructure Renewal Priority, Objective 3 mentions applying LEED standards for City facilities. Under the Solid Waste and Environment Priority, Objective 4 also mentions LEED standards. Under Planning and Growth Management Priority, Objective 1 relates to "leading edge community and urban design". Due to the broad scope of this environmental commitment it aligns with several priorities and objectives in the Strategic Plan. This may make direct linkage difficult to assess in the future.

Environmental Commitment #3 - Protect Surface and Groundwater

Addressed throughout the Strategic Plan. Under Infrastructure Renewal Priority, Objective 5 discusses improvements to water infrastructure. Under Solid Waste and Environment Priority, several objectives indicate a water protection component. Under Planning and Growth Management Priority, actions and activities under Objective 2 mentions watercourse restoration. This environmental commitment is linked to various sections in the Strategic Plan.

Environmental Commitment #4 - Improve air quality and reduce greenhouse gas emissions

Addressed in the Strategic Plan. Under Solid Waste and Environment Priority, Objectives 3 and 4 explicitly indicates a GHG reduction target and outline actions to implement the Air Quality and Climate Change Master. This environmental commitment is explicitly addressed in the Strategic Plan with a clear target.

Environmental Commitment #5 - Protect and conserve our resources

Loosely addressed throughout the Strategic Plan. Under Planning and Growth Management Priority, actions and activities under Objective 5 mentions resource protection. This environmental commitment is vaguely addressed in the Strategic Plan

OAG: % complete *70%*

Management Representation of Status of Implementation of Recommendation 4 as of Winter 2010

Management agrees with the OAG's follow-up audit finding that implementation of this recommendation is partially complete.

The Corporate Strategic Plan is meant to be an indication of short-term strategic priorities, so it will not necessarily include a complete listing of priorities covering all components of the environmental commitments. As noted in the follow-up audit, there are components in the strategic plan, which address all of the commitments, but some are more complete than others. Additional components in the strategic plan related to initiatives such as the Ottawa River Fund/Ottawa River Action Plan, and waste management as noted in Recommendation 6, continue to improve the connection.

Staff concurs that in future, there should be a more direct and transparent connection between the Environmental Strategy and the City's Strategic Plan and this will be the subject of discussion as the refresh is completed.

Management: % complete *70%*

2007 Recommendation 5

That management communicate the City's environmental commitments to all branches and staff responsible for implementing environmental programs and initiatives to develop a common understanding of the City's environmental commitments, how they relate to the environmental strategies and plans within the City, and how the branches' activities support their achievement.

2007 Management Response

Management agrees with the recommendation.

This effort is already underway via the Environment Working Group, which is composed of the City's Environmental Commissioner and directors of various City branches whose mandates have a significant environmental impact. Going

forward, both the review of the Environmental Strategy and the development of the logic model (which will involve both the Directors and their staff) will be used to review and discuss the City's environmental commitments, and how the activities of various branches support their achievement. Development of the logic model will be completed by end of Q4 2008. The review of the Environmental Strategy will be completed in Q4 2009.

Management Representation of the Status of Implementation of Recommendation 5 at December 31, 2008

A logic model workshop was conducted involving staff from all branches responsible for environmental initiatives. Regular meetings of the Environment Working Group are scheduled. A draft logic model was tabled with the working group in September 2008. Review of the environmental strategy will begin with confirmation of the review approach in Q1 2009.

Management: % complete

50%

OAG's Follow-up Audit Findings regarding Recommendation 5

The Environmental Sustainability Division is planning to make a report available to the public on the planned renewal of the Environmental Strategy.

Regular meetings of the EWG are scheduled for 2009. The EWG is used as a proxy for communicating to staff of representative branches.

The Environmental Sustainability Division intends to use the logic model (once finalized) for communicating individual program contribution to the achievement of environmental commitments. At this time the logic model is not complete – missing the Q4 2008 milestone outlined in the management response.

Suitable mechanisms for broader communication of the City's environmental commitments to all branches and staff responsible for implementing environmental programs and initiatives are at planning or draft stage. Important communication tools such as the report on the renewal of the Environmental Strategy and the logic model will only be available after the Environmental Strategy has been finalized. The expected completion date has been pushed to 2010.

OAG: % complete

30%

Management Representation of Status of Implementation of Recommendation 5 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered partially complete.

The differences in the percentages complete are the result of work being completed between the time the follow-up audit was undertaken and management's response to the follow-up audit report.

Alignment across the corporation and development of a common understanding of the commitments is an ongoing effort that provides both opportunities and challenges to advance the achievement of the environmental commitments. The 2009 corporate re-alignment, while representing some significant opportunities to improve understanding also presents short-term challenges as branches focus initially on establishing new business models and stabilizing new organizational structures. Examples include the organization of a “one-stop” shop approach to development approvals, and a review of strategic organization in the Environmental Services department. The re-alignment also resulted in shifting roles and changes at the management level.

As the organization moves into a phase where changes have been completed and stability allows for further engagement and strategic alignment, there are significant opportunities to improve the understanding and alignment necessary to achieve the environmental commitments on an ongoing basis. For example, meetings are now being held with key branches to review commitments, implementation opportunities and challenges in the context of the Environmental Strategy refresh. Management suggests that after some initial regression in this area as the corporate re-alignment was completed and stabilizing the new corporate structure became a priority, development of common understanding and awareness of the commitments has advanced and will continue to strengthen through the refresh of the Strategy.

Management: % complete *60%*

2007 Recommendation 6

That management include a new environmental commitment to reduce the amount of waste that Ottawa residents and businesses send to landfill to align the environmental commitments with the City’s existing commitment priorities.

2007 Management Response

Management agrees with the recommendation.

City Council has approved a 60% diversion target for residential waste collection. Work is also underway on an ICI (Industrial, Commercial and Institutional) strategy. This diversion target can be featured more prominently in the City’s environmental commitments. This will be addressed during the review of the Environmental Strategy in 2008-09.

Management Representation of the Status of Implementation of Recommendation 6 at December 31, 2008

Management: % complete *100%*

OAG's Follow-up Audit Findings regarding Recommendation 6

Waste diversion will be a target of the revised Environmental Strategy. While that target is not part of the current 2003 Environmental Strategy, waste diversion is a target in the City Strategic Plan under the Solid Waste and Environment Priority Objective 1: Reduce residential dependence on landfill/dumps by 30 per cent within 1,000 days. (pp. 29)

There is also a solid waste diversion target in the logic model - Resources and Waste Footprint - 60% waste diversion target.

OAG: % complete *100%*

2007 Recommendation 7

That management establish and communicate specific, measurable, actionable, relevant and time-bound objectives and targets for each of the environmental commitments.

2007 Management Response

Management agrees with the recommendation.

Objectives and targets have been established in a number of areas including provision of greenspace, greenhouse gas emission reduction, waste diversion, tree cover, and transit modal split. When these targets are based on community progress, it must be recognized that City programs and initiatives may not be able to achieve these targets on their own. Programs and commitments from other levels of government, as well as individual choices, may also be critical success factors for meeting community targets. Continued setting and refinement of objectives and targets will occur as the City's environmental commitments are reviewed and confirmed, during the review of the Environmental Strategy in 2008-09 and contained in the revised Environmental Strategy.

Management Representation of the Status of Implementation of Recommendation 7 at December 31, 2008

The logic model will include measurable objectives and targets. Issues include: the challenge of attaching measurable targets to more descriptive or subjective objectives, and establishing targets in areas such as GHG emissions from the private building sector that the City has only indirect or marginal control over. The initial logic model is currently being reviewed to identify gaps, including those related to measurable targets.

Management: % complete *50%*

OAG's Follow-up Audit Findings regarding Recommendation 7

While targets and objectives related to some aspects of the environmental commitments already exist within individual departments (e.g., waste diversion

targets), the integration of these efforts across the City as a whole to track progress on achieving the environmental commitments is lacking.

The logic model can help with integration. Most short-term outcomes (or objectives) of the logic model are supported by outputs and activities. However, targets exist for only a few activities and where targets have been developed they are not time-bound.

At this time there are over 100 short-term outcomes (over the next five years) in the draft logic model and only 14 targets have been developed to support the achievement of those outcomes.

Finalization of the logic model will occur once the revision of the Environmental Strategy has been completed in 2010. Outcomes in the logic model that do not have supporting activities and targets will have to be addressed in the revised Environmental Strategy or outcomes may need to be prioritized, grouped and/or streamlined going forward in order to meet the five year timelines.

An implementation roadmap (planned for after finalization of the Environmental Strategy) will enable the completion of the logic model.

OAG: % complete *30%*

Management Representation of Status of Implementation of Recommendation 7 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered partially complete.

Establishment of objectives and targets that are measurable for each of the commitments is an ongoing effort and is a major focus of the Environmental Strategy refresh. There are measurable targets in many of the key areas such as waste diversion (residential and ICI), GHG emissions, water efficiency, overflows to the Ottawa River, Transit Modal Splits and tree planting. Taken together, actions associated with these programs would likely exceed 50% of the actions feasible at the municipal level to address the environmental commitments. Additional targets have been set since December 2008 including ICI waste targets and Fleet emission targets.

Management agrees that there may be a need for additional targets but suggests that the number of targets should be kept at a meaningful and manageable number. Based on the audit follow-up estimate that this item is 30% complete with 14 targets already in place, 100% completion would result in 45 or 50 targets. The number of targets and the approach to performance outcome assessment is under discussion through the refresh process.

Since the follow-up audit was undertaken, additional targets have been set, including ICI waste targets and Fleet emission targets.

Management: % complete

60%

2007 Recommendation 8

That management define and document roles and responsibilities for implementing the environmental commitments, as well as for implementing initiatives contained in supporting strategies and plans.

2007 Management Response

Management agrees with the recommendation.

Roles and responsibilities have traditionally followed departmental lines, where the department delivering the program and service is the one responsible. Going forward, there is the opportunity to further define roles and responsibilities as part of the logic model development, and confirmed, or revised as needed during the review of the Environmental Strategy in 2008-09. It will also be reviewed on an ongoing basis as various other plans and strategies are developed, or reviewed, or when City work units are re-organized.

Management Representation of the Status of Implementation of Recommendation 8 at December 31, 2008

Development of the logic model included discussion of roles and responsibilities. The logic model development workshop began the process of role definition and improved communication between environmental branches. The draft logic model presented to the Environment Working Group in September 2008 is now being prepared for use in the review of the Environmental Strategy.

Management: % complete

50%

OAG's Follow-up Audit Findings regarding Recommendation 8

The current re-organization and restructuring within the City has impacted the definition of roles and responsibilities.

The logic model establishes a basis for determining roles and responsibilities for implementing environmental activities. There is no documented evidence that roles and responsibilities for activities in the logic model have been further discussed and/or defined at this time. Interviewees indicated that roles and responsibilities will not be addressed until after the Environmental Strategy has been revised and reorganizations within the City has wrapped up. At this time, responsibilities associated with implementing environmental commitments are being addressed by staff in 'acting' positions.

Interviewees suggested that the development of an implementation roadmap will occur after the refresh of the Environmental Strategy. The implementation plan will include further details on departmental roles and responsibilities for implementing the environmental commitments and other environmental initiatives contained in supporting strategies and plans.

*OAG: % complete**30%***Management Representation of Status of Implementation of Recommendation 8 as of Winter 2010**

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered partially complete.

Since the 2009 corporate re-alignment, defining roles and responsibilities across the corporation has been an ongoing effort that provides both opportunities and challenges to advance the achievement of the environmental commitments.

Progress in this area has been made since the follow-up audit was undertaken and the transition to the new corporate structure continues. Examples include: the organization of a "one-stop" shop for development approvals; a review of the organizational structure in the Environmental Services department; work on the Ottawa River Action Plan which has brought together several branches from across the City committed to addressing water quality issues and the creation of a Water Environment Strategy.

A series of branch meetings have also occurred as part of the Environmental Strategy refresh and the understanding and awareness of roles and responsibilities will continue to strengthen as this initiative progresses.

*Management: % complete**60%***2007 Recommendation 9**

That management identify resource requirements for actions required to implement the environmental commitments as part of the Ottawa 20/20 implementation plan.

2007 Management Response

Management agrees with the recommendation.

Required and ongoing resources will continue to be identified and input into the annual budget process and the Long Range Financial Plan. Any new initiatives identified as a result of the implementation roadmap will be incorporated into the Long Range Financial Plan. The implementation roadmap will be completed in 2010, and will be presented to the new Council in 2011.

Management Representation of the Status of Implementation of Recommendation 9 at December 31, 2008

The 2009 budget includes funding for some environmental initiatives, while others such as the Source Separated Organics Program and the Green Partnership Program, were deferred or delayed. Resources continue to be a constraint in terms of meeting environmental commitments in the short term.

Management: % complete

20%

OAG's Follow-up Audit Findings regarding Recommendation 9

Resources for environmental initiatives have been requested (and some have been approved) for the 2009 budget. To better align funding priorities in order to support efforts that will help implement the environmental commitments a systematic assessment of resource requirements will be associated with the completion of the implementation roadmap in 2011.

Senior management turnover has slowed some staffing action and ability to leverage funding for environmental activities related to the environmental commitments. At this time the Environmental Sustainability Division is working with leaders in 'acting' positions until vacancies at the senior staff level are filled and staff reorganization is complete.

An evidence-based conclusion on the status of implementation of the management response is not possible as the City's financial system does not easily allow the identification of funding earmarked for environmental initiatives.

OAG: % complete

20%

Management Representation of Status of Implementation of Recommendation 9 as of Winter 2010

Management agrees with the OAG's follow-up audit finding.

While some initiatives are being funded, an environmental lens is required for the budget process to ensure transparency and improve the connection between the Environmental Strategy, related commitments and the budget process. The EAC and the Refresh Sponsor Group have identified this as a priority for action during the Environmental Strategy refresh. Work has begun on an environmental lens on the budget including an initial effort at assessing the environmental funding in the now approved 2010 budget.

Management: % complete

20%

2007 Recommendation 10

That management develop a performance measurement and reporting strategy and direct staff to report on the performance indicators identified in the *Window on Ottawa 20/20* document.

2007 Management Response

Management agrees with the recommendation.

As stated earlier, it is important to distinguish between the policy documents (i.e., Official Plan, and Environmental Strategy) and the summary document (*Window on Ottawa*). As noted in the *Window on Ottawa 20/20* document, these indicators

are only examples but are considered to be valid indicators of whether the community is moving toward sustainability.

The five identified indicators are:

- Annual transit ridership (total and per capita);
- Greenhouse gas emissions per capita;
- Solid waste per capita – volume and % landfill versus recycled or composted;
- Residential densities and mix in plans of subdivision built; and,
- Results of well water sample testing.

Currently, most of these indicators are reported, although not in one document. The transit ridership and solid waste indicators are reported in the City of Ottawa Annual Report. The residential densities and mix data is reported in the Annual Development Review.

The Environmental Sustainability Division, in December 2007, brought to Council the results of an inventory of greenhouse gas emissions, both corporate and community, for 2004. Greenhouse gas emissions will be reported at four or five year intervals, as the information is too expensive to collect on an annual basis. The focus will be on total emissions rather than emissions per capita as Council's target is for an absolute reduction in emissions rather than an intensity target.

Staff will report on well water sample testing based on the data currently available from the Provincial Groundwater Monitoring Network locations in the City of Ottawa. The provincial data will be reported in 2008. In addition, staff will work with IT Services to make available compiled results from the tests of private well water samples received from the Ministry of Health, in a way that respects the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The usefulness of this data will be reviewed after two years of reporting (2009 and 2010).

A performance measurement and reporting strategy will be developed by the Environment Working Group working with Corporate Performance Measurement Reporting division during 2008 and finalized in early 2010 after approval of the Environmental Strategy in 2009.

Management Representation of the Status of Implementation of Recommendation 10 at December 31, 2008

Management: % complete

100%

OAG's Follow-up Audit Findings regarding Recommendation 10

An integrated and transparent performance measurement and reporting strategy related to environmental commitments has not been developed.

Interviewees confirmed that reporting on the performance indicators exists at the corporate level, depending on the expectation for environmental performance in various departments' reporting strategies.

There is currently no evidence of systematic reporting of indicators against the environmental commitments. Some indicators associated with the environmental commitments get reported out of various programs (e.g., solid waste per capita, water sampling test results, transit ridership), but there is not one environmental progress report that addresses multiple environmental indicators and tracks progress towards broader environmental objectives. In the future, reporting against performance indicators (to be identified in the logic model) in a more integrated manner will enable easier tracking of progress on environmental commitments across the City as a whole.

There is no evidence that staff has been directed to report on the performance indicators beyond their individual departments or in the Corporate Plan as required.

Since the management response has not been fully integrated as suggested by the self-assessment, a comprehensive performance measurement and reporting strategy should be developed and referenced within the revised Environmental Strategy and logic model.

The current version of the logic model includes examples of different types of environmental performance indicators that can be expanded in subsequent versions of logic model.

For example, potential environmental performance indicators for greenspace are listed (# trees planted by community members, % development properties meeting EIA requirement, % forest cover). However, there are no definitive indicators for the outcomes listed in the logic model at this time.

The City of Ottawa Strategic Plan does not outline any specific indicators that align with the five environmental commitments.

OAG: % complete

40%

Management Representation of Status of Implementation of Recommendation 10 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered partially complete.

Many of the key components of the reporting strategy are in place and what is required is a systematic framework to compile and report. This framework, as noted in the audit report, was meant to be an outcome from the refresh of the Environmental Strategy.

The 2009 corporate re-alignment resulted in changes at the organizational level for corporate performance measurement. The newly formed Organizational Development and Performance department has been designing an enhanced corporate performance management framework which will be implemented in 2010.

Management: % complete

50%

2007 Recommendation 11

That management ensure the performance measurement and reporting strategy aligns with the logic model and includes a broader set of Key Performance Indicators (KPI) to track progress against all five of the environmental commitments. These KPIs should be integrated into the Executive Management Committee Scorecard process.

2007 Management Response

Management agrees with the recommendation.

As stated earlier, it is important to distinguish between the policy documents (i.e., Official Plan, and Environmental Strategy) and the summary document (Window on Ottawa). Further development of the logic model will draw on the Environmental Strategy and a number of supporting plans and will be the first step in developing a broader set of key performance indicators against the City's environmental commitments. This will ensure that the performance measurement and reporting strategy aligns with the logic model. Initial development of the logic model will be completed by end of Q4 2008. If the Environmental Strategy review results in changes to the City's environmental commitments, the logic model will be revisited. As the data and results for the key performance indicators become available, the Corporate Performance Measurement and Reporting division will incorporate this information, and accompanying analysis, into the Corporate Performance Reporting Framework, including annual and quarterly reporting through the Annual Report and the Quarterly Performance Report to Council, as appropriate.

Management Representation of the Status of Implementation of Recommendation 11 at December 31, 2008

Indicators continue to be examined within the logic model framework and will be further developed during the review of the Environmental Strategy. A draft logic model was presented to the Environment Working Group and will be a key tool for formalizing performance measures during the review of the Environmental

Strategy. Review of the environmental strategy will begin with confirmation of the review approach in Q1 2009.

Management: % complete *40%*

OAG's Follow-up Audit Findings regarding Recommendation 11

A performance measurement and reporting strategy related to environmental commitments does not currently exist.

The City is planning to examine the development of indicators in subsequent versions of the logic model and during the revision of the Environmental Strategy. The performance measurement and reporting strategy will need to align with the logic model and revised Environmental Strategy (once finalized) to enable easier tracking of progress on environmental commitments across the City as a whole.

No key performance indicators (KPIs) have been integrated into the Executive Management Committee Scorecard Process.

The current version of the logic model includes some suggested environmental performance indicators, but further work is required to ensure that outcomes can sufficiently be tracked through indicators. Currently, only 14 targets are included in the logic model for over 100 short-term outcomes (five years). These outcomes align with 23 medium-term outcomes and 7 long-term outcomes.

There are no definitive indicators for the outcomes listed in the logic model at this time.

OAG: % complete *10%*

Management Representation of Status of Implementation of Recommendation 11 as of Winter 2010

Management disagrees with the OAG's follow-up audit that there has been little or no action taken to implement this recommendation.

As noted in the response to Recommendation 10, many of the key components to report on the environmental commitments are in place.

Since the follow-up audit was undertaken, the newly- formed Organizational Development and Performance department has been designing an enhanced corporate performance management framework which will be implemented in 2010.

The framework articulates key performance indicators and groups of measures that serve to track performance against strategic objectives, priorities and goals outlined in the City's Strategic Plan. It will form part of an integrated planning process and will serve to support decision-making and provide the basis for corporate-wide reporting and score-carding of all strategic priorities for the City.

Management: % complete *60%*

2007 Recommendation 12

That management establish processes and procedures and assign responsibility for monitoring and reporting on progress related to the five environmental commitments.

2007 Management Response

Management agrees with the recommendation.

The processes, procedures and responsibilities for monitoring some indicators, (e.g., transit ridership and density of new residential development) are already in place and functioning well. In other cases, such as urban tree canopy and greenhouse gas emissions, baseline measures have been collected. As additional indicators are agreed to (primarily through the logic model development in 2008), the necessary processes to collect the needed data will be established and responsibility for data collection assigned. Responsibility for reporting will be determined as part of the performance measurement and reporting strategy, which will be finalized in early 2010.

Management Representation of the Status of Implementation of Recommendation 12 at December 31, 2008

Logic model development includes a more integrated approach to development of reporting processes and this will be further developed in the implementation strategy.

Management: % complete *50%*

OAG's Follow-up Audit Findings regarding Recommendation 12

There is no evidence that a process for monitoring and reporting, including assigning roles and responsibilities for tracking progress, on the environmental commitments has been established. However, a briefing report on the development of the logic model indicates that one of the purposes of the logic model is to allow for development of performance reporting and the logic model sets a basis for assigning roles and responsibilities.

Interviewees indicated that early thought and discussions around monitoring and reporting have taken place, but that no action has been taken to develop monitoring and reporting mechanisms at this time.

Similar to the definition of roles and responsibilities, the development of monitoring and reporting mechanisms will be addressed during subsequent phases of the logic model and the revision of the Environmental Strategy and associated implementation roadmap.

OAG: % complete *30%*

Management Representation of Status of Implementation of Recommendation 12 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered partially complete.

This recommendation is similar to Recommendation 10. Processes, procedures and responsibilities related to monitoring and reporting on progress currently reside with individual branches. The development of an overall framework is required to implement the recommendation. As noted in the management response to the follow-up comments for Recommendation 11, the development of this framework is currently in progress.

Management believes that the establishment of procedures and responsibilities in individual branches represents "50% complete".

Management: % complete *50%*

2007 Recommendation 13

That Cultural Services and Community Funding develop an implementation plan to support the sub-commitment to "establish creative green environments and gardens, land art, and art pathways that follow green corridors" and that this branch develop a methodology for systematic review of projects greater than \$2 million in value to identify opportunities to include a public art component.

2007 Management Response

Management agrees with the recommendation.

A comprehensive review and harmonization of the City's various pre-amalgamation public art policies is needed in order to implement this recommendation. The development and implementation of a new Public Art Policy was also identified in the Ottawa 20/20 Arts and Heritage Plan. Recently, funds to support the development of a new policy were identified in a report to City Council in August 2007, but the report was not approved. Additional resources in the amount of \$50,000 are required to develop and implement a Public Art Policy that would incorporate recent best practices relating to environmental sustainability and public art in general, including criteria and methodology for identifying the projects that would include a public art component. Subject to Council 2009 budget approval, an inter-departmental Steering Committee will be established in March 2009, and will report back to City Council by June 2010 with a proposed Public Art Policy for the City of Ottawa.

Management Representation of the Status of Implementation of Recommendation 13 at December 31, 2008

Implementation of this recommendation has not yet begun. The budget to complete a Public Art Policy was not approved. Management is currently reviewing other options for mitigation.

Management: % complete *0%*

OAG's Follow-up Audit Findings regarding Recommendation 13

The proposed budget for completing a Public Art Policy framework was rejected by management committee and did not go to Council.

Interviewees suggested that barriers to implementing this management response include the lack of necessary resources, lack of overarching policy, lack of integration and involvement with departments completing environmental projects.

OAG: % complete *0%*

Management Representation of Status of Implementation of Recommendation 13 as of Winter 2010

Management agrees with the OAG's follow-up audit finding.

City Council has approved funding for the Ottawa 20/20 Arts and Heritage Plan Refresh and other policy and planning initiatives which emanate from that plan in the 2010 budget. It is management's intention to use some of these resources to develop a comprehensive new Public Art Policy, following adoption of this Refresh in 2011. The department will report back to City Council by December 2012.

Management: % complete *0%*

2007 Recommendation 14

That management develop and provide tools to application review staff to ensure that "design with nature principles" are systematically considered in the application review process, and to allow collection of data and information related to the application of these principles and that management use these results to determine what targeted outreach activities are required for members of the developers' community.

2007 Management Response

Management agrees with the recommendation.

In order to advance the "design with nature principles" within the application review process, staff intends to compile a toolkit, elements of which already exist, for the City and the development industry to use in preparing and reviewing applications. This toolkit will be used in the pre-consultation and at the formative stages of development proposals, prior to design concepts becoming entrenched. Many elements of the toolkit (sustainable development checklist, review of EIS

guidelines, development of natural channel design guidelines) are already in the 2008 work program.

The Official Plan incorporates policies that set the stage for development review. A strengthened toolkit to support the Official Plan will include Council approved guidelines for required studies and improved tools for implementation, possibly including regulations and budgets. This toolkit will be used to support the Integrated Environmental Review to assess development applications as described in Section 4.7.1 of the Official Plan. The kit will incorporate existing tools, such as the Environmental Impact Statement guidelines that will be reviewed in 2008 and brought to Council in Q2 2009. It will also include new natural channel design guidelines to be completed by Q2 2009. Staff will complete an examination of the value and feasibility of a Site Alteration by-law by Q3 2008. The toolkit will include a sustainable design checklist to be used when evaluating applications. This checklist is part of a larger green building promotion program that was presented to Planning and Environment Committee for consideration in January 2008. The checklist will be completed by Q4 2008. Development of the toolkit will be done using existing resources.

The sustainable design checklist will be used to track, the degree to which various design measures are achieved. Tracking will be implemented on a pilot basis in 2008 and on an ongoing basis after formal approval of the checklist in Q4 2008. This will be done using existing staff resources within the Environmental Sustainability Division and the Planning Branch.

The development industry will be among the stakeholders engaged in the review and development of the guidelines and the sustainable development checklist. Tracking against the sustainable development checklist will be used to target additional outreach to the industry. This outreach will focus on promotion of best practices and developments that demonstrate sustainable design, as well as information sessions on specific “design with nature” or sustainable design practices (such as tree preservation, natural channel design, and green roofs).

Management Representation of the Status of Implementation of Recommendation 14 at December 31, 2008

A draft of the sustainable design checklist has been completed and is undergoing further refinement. The checklist has been referenced on Draft Official Plan policies and will be tested against development applications in Q1 2009. A review of the Environmental Impact Statement (EIS) guideline has begun with working group meetings and best practice review. Work is ongoing with a draft being developed by the working group. An online Terms of Reference guide for completion of studies, including environmental studies such as wetland impact statements, is also in the final stages of preparation by the Planning branch.

Management: % complete

35%

OAG's Follow-up Audit Findings regarding Recommendation 14

Progress on this recommendation is ongoing. There is evidence that a draft sustainable design checklist exists, but interviewees were not able to answer the question as to whether or not the sustainable design checklist is currently being used to track (through a pilot effort) the degree to which various design measures are achieved.

The interviewees suggested that most recent revisions to the draft Official Plan policies reference the sustainable design checklist. This was confirmed in documentation provided by the City.

Council has approved guidelines for required studies and improved tools for implementation of the Integrated Environmental Review which will come on-line in September 2009. At this time staff is working on the online Terms of Reference for the completion of studies and reports related to planning applications.

The EIS draft guidelines are being developed and reviewed, as well as membership of the advisory group.

Natural channel drainage guidelines and "in progress" draft TOR are being finalized with the intent to release them early fall 2009.

There is no evidence of work with respect to determining the value and feasibility of a Site Alteration By-law.

The sustainable design checklist has not yet been formally approved, and is not currently used on an ongoing basis in the application review process.

Stakeholders have been consulted on the development of the EIS guidelines and the sustainable design checklist.

OAG: % complete ***35%***

Management Representation of Status of Implementation of Recommendation 14 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered partially complete.

The development review function was re-structured into a "one-stop" shop as part of the 2009 corporate re-alignment. This provides significant opportunities to enhance the City's approach to "design with nature" and enhances communication/advocacy with the development community.

Since the follow-up audit was undertaken, various guidelines and application forms are now available online, including those associated with "design with nature" (e.g., Environmental Impact Statement and Tree Conservation Plans).

The new Official Plan has elaborated on a number of the guidelines and objectives associated with "design with nature", and the Ottawa by Design initiative has

produced a number of new design guidelines (e.g., Greenfield Development and Village Development) which include sustainable design objectives. In addition, the sustainable design checklist has undergone internal testing and upon external consultation, will become a tool – as noted in new Official Plan policies – for discussion around individual development applications in the context of the new sustainable design objectives in the Official Plan.

Management: % complete

50%

2007 Recommendation 15

That management revise the *Protect surface and groundwater* commitment to include a specific commitment related to protection of ground and surface water, and that it clarify the commitment to use a Water Environment Model and determine what action may be required to meet the spirit of this original commitment.

2007 Management Response

Management agrees with the recommendation.

The municipality is doing a great deal to protect surface and ground water, including sub watershed planning, stream restoration projects, development and implementation of the Lower Rideau Watershed Strategy, development of a Stormwater Management Strategy, the Rural Clean Water grant program, groundwater capacity studies in villages, educational workshops and support of programs with partners such as the Children’s Water Festival. Protection of surface and groundwater that is the source for municipal drinking water systems is receiving a great deal of study through the provincially directed Drinking Water Source Protection program. City staff is participating directly in these studies and municipal involvement will increase as the process moves from the technical assessment to the planning stage. A more visible and specific commitment to the protection of surface and groundwater will be considered in the review of the Environmental Strategy in 2008-09. The commitment to develop a Water Environment Model will be clarified and the appropriate action identified.

Management Representation of the Status of Implementation of Recommendation 15 at December 31, 2008

As indicated above, a more visible and specific commitment to the protection of surface and groundwater will be considered in the review of the Environmental Strategy to commence in Q1 2009. The commitment to develop a Water Environment Model will be clarified and the appropriate action identified.

Management: % complete

25%

OAG's Follow-up Audit Findings regarding Recommendation 15

The logic model includes clearly defined long, medium and short-term outcomes which reflects the level of effort that has been put towards water resources within the City and in partnership with the provincial government.

Given the variety of current programs related to ground and surface water (e.g., Ottawa River Water Quality Assessment), management should consider strategically addressing further programs and strategies related to protection of surface and groundwater in the revision of Environmental Strategy and determine if a Water Environment Model is still an appropriate action.

The logic model does not include any outcomes or activities related to a Water Environment Model at this time.

OAG: % complete *25%*

Management Representation of Status of Implementation of Recommendation 15 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding with respect to the percentage complete.

Since the follow-up audit was undertaken, the City has committed to the preparation of a Water Environment Strategy (updated terminology for the Water Environment Model) through the Ottawa River Action Plan.

This includes the provision of \$1 million in funding to develop and implement the Strategy. The Strategy is further described in the Ottawa River Action Plan. The Provincial Source Water Protection program is also advancing which focusses on protection of municipal water supplies and an understanding of related groundwater systems. The technical assessment phase of this work is nearing completion and work will begin by Summer 2010 on source water protection plans.

The Ottawa River Action Plan and the related commitments to protection of surface water will be a central component of the Environmental Strategy refresh.

Management: % complete *30%*

2007 Recommendation 16

That management assign adequate resources to support implementation of the groundwater management strategy.

2007 Management Response

Management agrees with the recommendation.

Implementation of the Groundwater Management Strategy has two components: existing activities and proposed new activities. Spending on existing groundwater activities varies from year to year and averaged \$230,000 per year between 2001 and

2006. All existing authority for this purpose may be utilized by the end of 2008, resulting in a requirement for \$230,000 in annual funding beginning in 2009.

The Groundwater Management Strategy included a proposal for the City to undertake new activities, some of which, such as groundwater use assessments and monitoring, overlap with initiatives under Drinking Water Source Protection. Source Protection Committees have recently been appointed. Their first task is to prepare a Terms of Reference by October 2008. If, as hoped, the preparation of Terms of Reference clarifies what will be accomplished (and funded) through the Drinking Water Source Protection process and what needs to be a local initiative, staff will be able to advise on the resource requirements to fund the new activities in the Groundwater Management Strategy in the 2009 budget requests.

In addition, the City staff commitment to the Drinking Water Source Protection process is already significant and is expected to increase with the formation of Source Protection Committees and the subsequent preparation of Terms of Reference, as well as the requirement to prepare responses to anticipated postings on the Environmental Bill of Rights registry. This workload may reach a point where additional staff resources are required.

Management Representation of the Status of Implementation of Recommendation 16 at December 31, 2008

Council approved funding in the 2009 budget for a temporary position to coordinate Ottawa's participation in the Drinking Water Source Protection process. A report on the Terms of Reference for Drinking Water Source Water Protection areas was prepared and endorsed by City Council. The Terms of Reference focus on protection of the sources of municipal drinking water supplies; however, it is possible to amend the Terms of Reference to include other drinking water systems. Municipalities and Source Water Protection Committees are waiting for guidance from the Ministry of the Environment on the implications of including other systems before making this decision. The account that funds the Groundwater Management Strategy came from the rate budget and was not depleted by the end of 2008, therefore, staff did not request additional funding in 2009.

Management: % complete **50%**

OAG's Follow-up Audit Findings regarding Recommendation 16

Interviewees indicated that there have been discussions about a water environment strategy which is the equivalent of the Water Environment Model and that funding was requested in the 2009 budget. This may include some provisions for groundwater protection within the source water protection initiative. There is significant amount of overlap amongst efforts that may address funding requirements for groundwater protection initiatives if leveraged strategically.

OAG: % complete **50%**

Management Representation of Status of Implementation of Recommendation 16 as of Winter 2010

Management agrees with the OAG's follow-up audit finding.

Significant resources have been dedicated to understanding the groundwater system through the Provincial Source Water Protection Program. In 2007, it was anticipated that there would be some overlap between Source Water Protection (SWP) and the City's Groundwater Strategy, but it now appears that there will be less overlap, as the SWP program focusses largely on protection of municipal well head areas rather than the broader groundwater system.

The Clean Water Act only requires mitigation of significant threats within the municipal wellhead protection and intake protection zones. For all other elements of the Groundwater Management Strategy, continued funding will be required.

The current level of funding will have to be enhanced if the City is to initiate some elements of the Strategy which have yet to be started. These include the development of a monitoring network (including a monitoring program); the development of a database; the implementation of well construction compliance and septic re-inspection programs; and the creation of maps showing areas where groundwater quantity and/or quality is marginal.

The Water Environment Strategy (WES) will assist in the understanding of groundwater systems and related information systems but the WES will not be focussed on groundwater use and consumption.

Management: % complete

50%

2007 Recommendation 17

That management develop a system to collect the data and information required to measure and report on the actual air and greenhouse gas emission reductions resulting from significant projects/initiatives designed to improve air quality and/or reduce greenhouse gas emissions.

2007 Management Response

Management agrees with the recommendation.

Fleet Services has collected data and information regarding fleet emissions since 2002 and systematically presents a Fleet Emissions Reduction Strategy to Council every term. Improvements have been made as new tools have become available such as NRCan's GHGenius analytical tool that permits modeling of greenhouse gas (GHG) reductions for various on-road transportation scenarios. Fleet Services will continue to refine methods to measure and report on fleet emissions in accordance with Council priorities.

The Diesel Electric Hybrid Bus project includes a validation phase to confirm actual performance of the bus compared to estimates. Similarly Real Property Asset

Management is able to track the reductions in energy consumption and associated reductions in GHG emissions from their significant projects/initiatives.

The Environment Working Group will put in place a system by Q4 2008 to ensure that the emissions reductions resulting from significant projects/initiatives are measured (based on fuel consumption and technology) and reported.

Management Representation of the Status of Implementation of Recommendation 17 at December 31, 2008

Fleet Services and RPAM continue to monitor and track emissions from significant initiatives designed to reduce air or GHG emissions. GHG emissions from operations were one of the criteria used to assess Rapid Transit Options. A more systematic framework is being developed through the logic model and will be incorporated into the performance measurement system developed as per recommendations 11 and 12.

Management: % complete *75%*

OAG's Follow-up Audit Findings regarding Recommendation 17

While individual departments have developed systems to report on discrete indicators related to emissions, an overarching system to collect data and track performance on targets is lacking.

The City has identified the hybrid bus and building retrofit projects as significant initiatives for which GHG and other air emissions quantification tools are available.

There is evidence that work is underway to improve air quality monitoring using satellite and ground data.

The logic model includes the framework into which these management responses can be incorporated. Some are already acknowledged, while others are not referred to in the logic model.

The specific linkages between these management responses and the logic model are:

- Under outcomes related to air and energy the logic model identifies data collection and reporting on air quality trends, monitoring of air quality trends, and the implementation Fleet Emissions Reduction Strategy as activities to achieve outcomes.
- The logic model does include an outcome of purchasing more hybrid buses.
- The logic model also includes outcomes and activities that support the management response related to reductions in energy consumption and associated reductions in GHG emissions, but a new system for measurement and reporting of emissions reductions based on fuel consumption and technology is not mentioned.

OAG: % complete *30%*

Management Representation of Status of Implementation of Recommendation 17 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that action has been initiated to implement this recommendation but it is not yet considered substantially complete.

A system is in place to track the actual GHG emissions from corporate activities including the Fleet Emissions Reduction Strategy, the Building Retrofit Program, and the Hybrid Bus Program.

The concern expressed in the follow-up audit is the lack of an overarching system to collect data and track performance on targets. Management agrees that an overall system to report on progress on an integrated basis (rather than a program basis) is required but suggests that most of the effort is in tracking the individual initiatives (and thus the 75% management completion estimate as opposed to the 30% audit follow-up estimate). GHG tracking of individual initiatives will be incorporated into the broader performance measurement framework.

Management: % complete *75%*

2007 Recommendation 18

That management assign responsibility and resources to develop and implement a strategy to encourage and facilitate efficient use of material and energy resources within the wider community.

2007 Management Response

Management agrees with the recommendation.

Currently, community outreach occurs as a component of individual programs such as waste diversion, water efficiency, anti-idling, and energy conservation through Hydro Ottawa. Other outreach programs related to green building measures in the private sector and land stewardship are under development in the Environmental Sustainability Division. A more integrated approach to encouraging more environmental responsibility in the community will be done as part of the implementation roadmap. The roadmap will be completed in 2010, and will be presented to the new Council in 2011.

Management Representation of the Status of Implementation of Recommendation 18 at December 31, 2008

Implementation of this recommendation is in progress and is considered ongoing.

Management: % complete *10%*

OAG's Follow-up Audit Findings regarding Recommendation 18

Various individual departments address aspects of efficient material and energy use; however, there is no cross department strategy for achieving efficiency across a

wider community. Outreach efforts by individuals in departments on efficiency of materials and resource use are the only efforts that relate to this recommendation.

Confirmation of the City's role related to this recommendation is ongoing and will be revisited in the revision of the Environmental Strategy.

OAG: % complete *10%*

Management Representation of Status of Implementation of Recommendation 18 as of Winter 2010

Management disagrees with the OAG's follow-up audit finding that little or no action has been taken to implement this recommendation.

There are significant programs designed to encourage and facilitate efficient use of material and energy resources within the wider community on a program or partnership basis (waste reduction, water efficiency, Hydro Ottawa efforts and partnership with EnviroCentre). However, efforts to articulate an overall strategy or have influence in areas which are directly connected to City mandates and service delivery are a challenge.

Management believes that the overall effort towards community reductions in resources and energy use add up to significant progress towards meeting the intent of this recommendation, but acknowledge that there has been no broad assessment of overall community resource use and that the resources for more inclusive or complete outreach beyond program specific efforts have not been provided.

A community outreach position is currently vacant but recruitment is underway. This resource will assist in addressing community outreach efforts.

Management: % complete *40%*

2007 Recommendation 19

That management develop specific commitments on the adoption of alternative technologies and partnerships that result in clean air and integrate them into Ottawa 20/20 supporting plans and strategies.

2007 Management Response

Management disagrees with the recommendation.

The draft Audit Report lists examples of alternative technologies used by the City and more than half a page of partnerships in this area, including both the private sector, non-profit and government agencies. However, there is no evidence that specific commitments on the adoption of alternative technologies or partnerships would lead to better outcomes or that the City's progress in this area is deficient. It is not possible to know what new technologies may be developed or what partnership opportunities will arise. As examples, City staff would not have identified the technology being tested by Plasco in advance. While the City has

partnered with Hydro Ottawa on energy conservation initiatives in the past, the energy conservation initiatives that local hydro authorities were developing and implementing have now been centralized with the Ontario Power Authority. Specific advance commitments to the adoption of alternative technologies and partnerships are likely to lead to the need for revisions as new opportunities are identified and circumstances change. This creates process requirements with no offsetting benefit. Management agrees that as new technologies and partners are identified, where agreements can be reached that yield significant air quality benefits, these initiatives should be integrated into Ottawa 20/20 supporting plans and strategies.

Management Representation of the Status of Implementation of Recommendation 19 at December 31, 2008

Implementation of this recommendation has not yet begun. This recommendation will be scheduled for discussion at an upcoming CAWG meeting.

Management: % complete *0%*

OAG's Follow-up Audit Findings regarding Recommendation 19

OAG: % complete *0%*

Management Representation of Status of Implementation of Recommendation 19 as of Winter 2010

Management: % complete *0%*

4 SUMMARY OF THE LEVEL OF COMPLETION

The table below outlines our assessment of the level of completion of each recommendation as of Fall 2009.

CATEGORY	% COMPLETE	RECOMMENDATIONS	NUMBER OF RECOMMENDATIONS	PERCENTAGE OF TOTAL RECOMMENDATIONS
LITTLE OR NO ACTION	0 – 24	1, 9, 11, 13, 18, 19	6	32%
ACTION INITIATED	25 – 49	2, 5, 7, 8, 10, 12, 14, 15, 17	9	47%
PARTIALLY COMPLETE	50 – 74	3, 4, 16	3	16%
SUBSTANTIALLY COMPLETE	75 – 99	-	-	-
COMPLETE	100	6	1	5%
TOTAL			19	100%

5 CONCLUSION

The City has initiated action to address many of the audit recommendations. While the actions identified in the 2007 management responses appear adequate to

address the audit recommendations, progress in implementing these actions has been slow.

The City has done substantial work within various departments that align with aspects of the individual environmental commitment areas. While mechanisms exist for collecting and monitoring information, there remains room for improvement in the systematic use and reporting of that information. As was the case in the original audit, challenges remain in more effectively integrating environmental efforts within the range of applicable plans and strategies and improving alignment with the environmental commitments using appropriate strategic processes and tools. The substance exists, and with further development of the logic model, implementation roadmap and the revision of the Environmental Strategy, an integrated and transparent approach for achieving and reporting on the environmental commitments can be developed.

6 ACKNOWLEDGEMENT

We wish to express appreciation to the staff and management for their cooperation and assistance throughout the audit process.