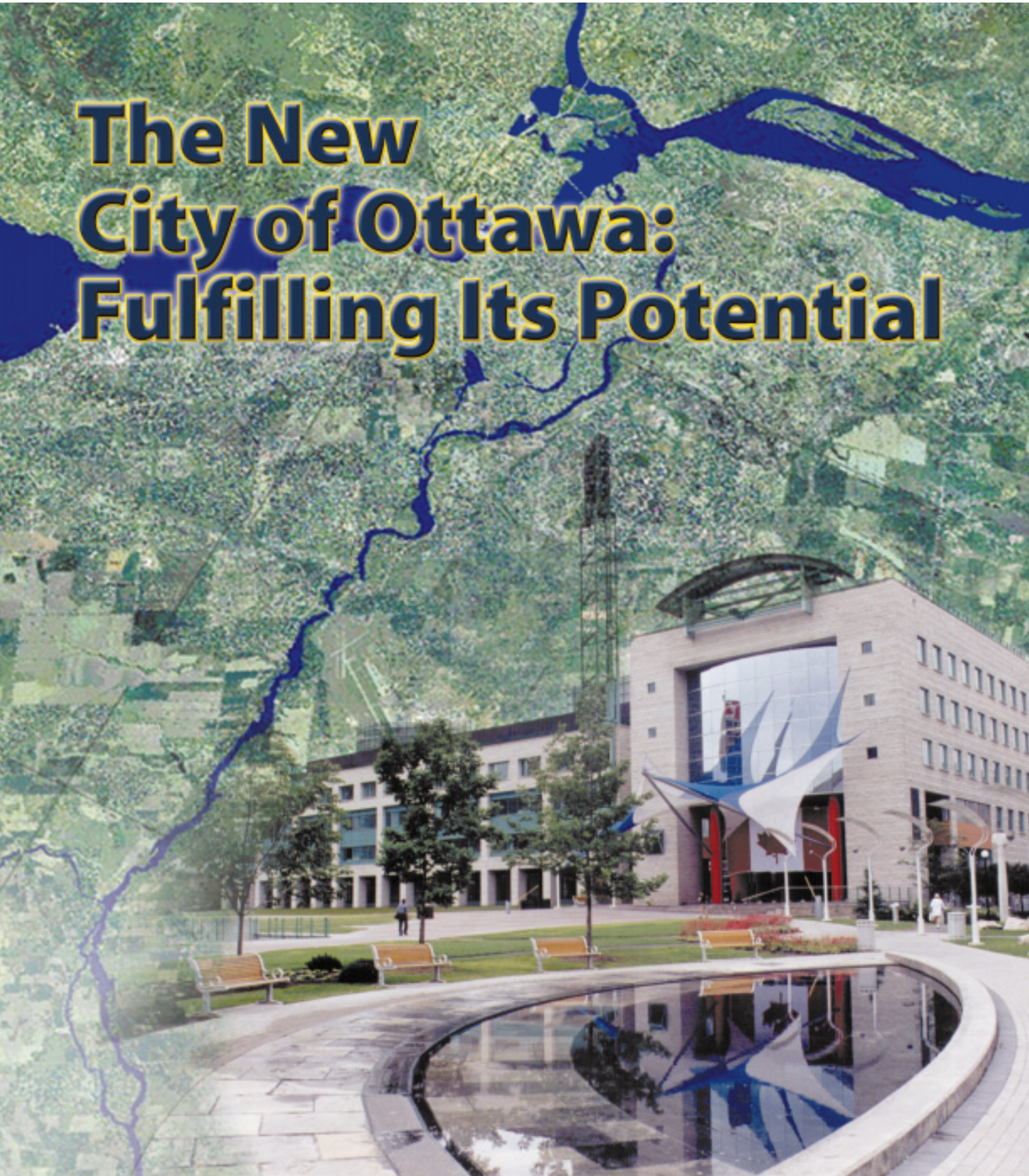


# The New City of Ottawa: Fulfilling Its Potential







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# **The New City of Ottawa: Fulfilling Its Potential**

## **Ottawa Transition Board's Final Report and Recommendations**

**The Ottawa Transition  
Board work is dedicated  
to the many Ottawa  
citizens who participated  
in the transition process. It  
is also especially  
dedicated to the families  
and loved ones of the  
Board members and staff.**

The final report was written by Chris George, with direction from the Ottawa Transition Board members, and assistance from the files of Stephanie Machel, Carl Martin and Marc Gervais.



**Claude F. Bennett**



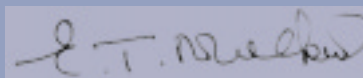
**Albert Bouwers**



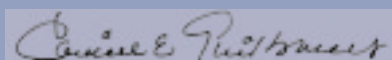
**David Muir**



**Kathy Greiner**



**Edward T. Mulkins**



**Camille Guilbault**



**Pierre Tessier**



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# The New City of Ottawa: Fulfilling Its Potential

## Ottawa Transition Board's Final Report and Recommendations

# Introduction





# Introduction & Overview

On January 1<sup>st</sup>, 2001, the City of Ottawa was created from twelve local governments, a product of over thirty years of municipal reform dialogue. In the last year, the Ottawa Transition Board has acted as a catalyst for change and the whole of the community has evolved with a reinvigorated sense of itself and its promise. Ottawa is now a fledgling City comprised of over 150 communities from Galetta to Vars to Burrett's Rapids, from Parliament Hill to Silicon Valley North's golden mile. As a result of transition year, community leaders are poised to carry forward the challenges of amalgamation and fulfill the potential of the new City of Ottawa.

The Ottawa Transition Board was constituted with a one-year mandate to establish a new governance model and City administration that would lead the City of Ottawa into the 21<sup>st</sup> century. This final report and recommendations, *The New City of Ottawa: Fulfilling Its Potential*, is a record of the work that has taken place over the last twelve months. It is a product of over a thousand individuals – municipal employees, volunteers, interested citizens, Board consultants and staff – who took part in the transition process and offered their expertise and opinions in the shaping of the new City. Their efforts, and the input of thousands of other residents, who contacted or appeared before the Board, are reflected in this report.

## Where we are today

*The New City of Ottawa: Fulfilling Its Potential* is a report for Ottawa City Council, the new administration and, most important, the residents of the new City. It relates the principles and guidelines that were established, and documents the decisions and recommendations made during the transition year. The Board has set a course for the new City to reduce its bureaucracy by 1,100 positions and eliminate any duplicate service between two local levels of government. It has delivered on the amalgamation's anticipated \$75 million savings and, in fact, has identified \$86.5 million savings annually for the taxpayers of Ottawa after the third year. From these results, the immediate goals of less government and tax savings can be met.

However, the full impact of the amalgamation will take years to measure and appreciate. Many factors still weigh on whether Ottawa's amalgamation will be a 'success.' Some of the greatest benefits of amalgamation – like the introduction of new technologies and the streamlined departmental structure – will take years to assess. Though the genesis of a more efficient and effective local government can be found in the work of this transition year, there are still many more decisions that will determine the full extent of our community's ability to make the most of this amalgamation opportunity.

The Board's mandate was but a threshold for the community to pass over. It served to focus the community on solutions, on viable options, and on potential. The successes and failures of the amalgamation now rest with the long-term decisions of the newly elected Council and, through them, with the residents of the new City.



## The Report's Content

The Board hopes this final report will serve as a resource through the critical years of the community's amalgamation. It includes 20 recommendations taken from over 400 motions made by the Board between February 1<sup>st</sup>, 2000 and January 31<sup>st</sup>, 2001.

The report is divided into three sections. *The Ottawa Transition Board* section reviews the mandate and the Board's approach in carrying out its responsibilities through the transition year. This section also relates the organizational structure and operations of the Board.

The *Transition Issues* section documents the Board's work in a summary fashion. Board decisions and recommendations have been referenced to ensure readers can trace decisions back to source materials and transition reports. Every effort has been made to provide the source material in the appendix, on the Board website, or on this report's accompanying CD.

The final section, *Looking to the Future*, is a comment on the many amalgamation decisions that still need to be made by our community. It contains final observations of the Board that are intended to be helpful for both City Council and Ottawa's residents in their mutual pursuit of an effective local government.

The report should be viewed as a summary document, a reference guide to the tome of reports and background papers produced over this past year. \* It is hoped that *The New City of Ottawa: Fulfilling Its Potential* proves a resourceful working document.

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\* In no way can this summary report represent the breadth and width of consultation, research and deliberation by the many agents of the Board in this last year. There are countless details, suggestions and ideas offered in the work of the transition process, which have not made it into this report. Our apologies to those people whose work we might have omitted. The Board members are very appreciative of all the assistance and dedication provided by everyone involved in the transition work.



# **The New City of Ottawa: Fulfilling Its Potential**

## **Ottawa Transition Board's Final Report and Recommendations**

# **The Ottawa Transition Board**



# The Ottawa Transition Board

## 1. Board Mandate and Approach

*The Board is beginning the historic task of preparing our area for the birth of the new City of Ottawa. From the first builders of this land – people like Philemon Wright and John By – the settlers landing along the Ottawa and Rideau Rivers recognized the beauty and unbridled opportunity here. And through the last 200 years, it has been our ancestors' fortitude and sense of community that have built the area's lumber towns into what is today a remarkable National Capital Region. Our community has prospered beyond the dreams of those first residents, and today we are standing at yet another watershed. As we begin our job, the Ottawa Transition Board recognizes the significance of this moment in time and the potential it holds for this community's next 200 years.*

**Claude Bennett's Opening Statement, February 14, 2000**

### 1.11 The Mandate

The Honourable Tony Clement, Ontario Minister of Municipal Affairs and Housing, introduced the role and responsibilities of the Ottawa Transition Board at the introduction of its members on January 26<sup>th</sup>, 2000. The Board's mandate was clearly described in the Ministry releases of that day.

*Ontario Government Media Release: January 26, 2000*

**Ontario moves forward on commitment to fewer politicians and lower taxes in Ottawa**

Municipal Affairs and Housing Minister Tony Clement today appointed a transition board to ensure a smooth, seamless transition toward fewer politicians and lower taxes for the new City of Ottawa.

"The government established the new City of Ottawa to reduce the number of politicians and improve local government, making it simpler, more efficient, and more accountable. The goal is fewer politicians and lower taxes," Clement said.

The board will be chaired by former provincial Cabinet minister Claude Bennett. The other board members will be former Osgoode Township mayor Albert Bouwers, former member of the Citizen's Panel on Restructuring in Ottawa-Carleton Camille Guilbault, chartered accountant David Muir, former Ottawa councillor Edward Mulkins, Nepean Hydro Commission chair Kathy Greiner and Gloucester city manager Pierre Tessier.

Clement said the board members have been chosen on the basis of the expertise they can bring to the job, and the contribution they can make to ensure that the new municipality will work efficiently for the next 20 years.

"This transition board will protect the interests of taxpayers, make sure there is no interruption in service delivery, and do the groundwork that will allow the new council to begin saving money for taxpayers as soon as possible," Clement said.

During the transition period leading up to the creation of the new municipality on January 1, 2001, the elected councils of the existing municipalities will continue to serve their residents and provide local services as usual. The transition board will oversee significant financial decisions of the existing municipalities, develop business plans for the new municipality in order to maximize tax savings, and put in place basic structures for the new municipality.



Ontario Government Media Release: January 26, 2000

### **Transition Boards - Roles and Responsibilities**

#### **Purpose**

The job of the transition board is to ensure a smooth, effective transition to the new municipal structure(s). During the transition, it will oversee decisions by the old municipalities and local boards that could have a significant financial effect on the new municipality. It will develop business plans for the new municipality to maximize tax savings, and it will put in place the basic structure for the new municipality.

#### **Executive powers**

The transition board will:

- hire key municipal officers and executive staff;
- establish an organizational structure for the new municipality and local boards;
- negotiate with unions to determine the bargaining units and agents for the new municipality;
- make decisions on municipal electrical utilities as required by the Energy Competition Act, 1998; and,
- appoint the Returning Officer for the 2000 municipal election.

#### **Business planning**

The transition board will recommend a year 2001 budget and suggested tax levy. In making its recommendations, the board should look for best value for taxpayers and identify its assumptions about:

- the core business of the municipality and its local boards;
- the scope and level of services to be provided, and where they should be provided in French;
- the measurable results expected in each key service area;
- how services should be delivered, and what staff and volunteers, information technology, accommodation, equipment and service management contracts will be needed;
- staffing implications, including severance costs and ways of retaining the employees the new municipality will need; and,
- the unneeded assets that should be sold.

The transition board will make funding recommendations, including:

- which services should be area rated, and how;
- how assets and liabilities of the former municipalities should be allocated; and,
- whether to phase in tax changes arising from the restructuring and if so, how.

The transition board will also make recommendations about:

- the role of the councillor, council and staff;
- how much councillors should be paid, and what administrative support they will need;
- the council committee structure;
- how local boards should be accountable to council;
- strategic and business planning processes;
- how council should make sure alternative service delivery options are considered;
- decision-making processes for the municipal administration.

#### **Controllership powers**

The transition board will oversee decisions of the existing municipalities and their local boards that could have significant financial consequences for the new city and its local boards. Transition board approval will be required for:

- capital spending that may be inconsistent with good management of the new municipality;
- financial commitments that extend beyond December 31, 2000;
- appointments, hiring of new employees or promotion of existing employees;
- severance payments based on contracts entered into or amended after October 8, 1999 (except as provided for in collective agreements);
- any increases in compensation for an elected or appointed official;
- disposal of significant property or equipment;
- any unexpected use of reserve or capital funds;
- any significant unbudgeted operating or capital expenditures.

## **1.12 The Approach**



In an early strategy session that would set the Board's *modus operandi*, Board members determined their mission and how they would approach their mandate. The Board's mission: ***To create the foundation for a new Ottawa through the restructuring of twelve existing municipalities into one single government.***

From the outset, the Board's definition of success was:

- Implementing a downsized organization with the capacity (i.e. the appropriate number of resources with the skills/competencies) required to function efficiently and effectively; and,
- Ensuring a seamless transition – no service disruption.

To meet these objectives, the Board had an eye to a number of key performance indicators.

- Business plan demonstrating sustainable savings of \$75 million after three years.
- Service delivery organization in place with appropriate capacity levels.
- Level of satisfaction of the community.
- Level of satisfaction of staff.

Also from the outset, the Board identified its guiding principles and values as:

- Equal opportunity and respectful treatment of employees
- Transparency
- Rationalization and implementation of best practices and innovative service delivery models rather than a simple amalgamation
- Respect of differences in requirements of various communities (e.g. rural vs. urban)

In parallel to this early strategic session, the Board established a 10-point plan that would provide the guideposts for dealing with the hundreds of transition issues through the year. Here is the 10-point plan as originally presented – followed by a final accounting, completed in January, of what the Board achieved.



# Ottawa Transition Board's 10 Point Plan

The mandate of the Ottawa Transition Board is to ensure a smooth and seamless transition to the new City of Ottawa. Within the time-frame set, the Board will accomplish the mandate with the following ten-point plan.

1. The Board will establish an **organizational structure** for the new City and hire the Chief Administrative Officer and the City's senior staff.
2. Working with **human resources issues**, the Board will deal with the approximately 10,000 employees of the current municipalities in a sensitive and fair manner. In practical terms, this includes establishing a fair and transparent process for the hiring of employees. The Board's goal is to 'right-size' with attrition, retirement incentives and reassignments, where possible. The Board must determine fair severance packages as well as negotiate with unions to determine bargaining units and agents.
3. To determine the **new City budget**, the Board will develop a 2001 budget and provide suggested tax levies. It will set fiscal principles and parameters for the 2001-3 budgets to provide for the expected tax savings. The Board will also consider the principle relating to assets and liabilities and any necessary tax changes.
4. The Board will consider the **scope and levels of City services**. It will direct the new Council on the core business of the municipality, as well as the coordination of the current service practices and organizations. The Board will take a 'best practices' approach to the amalgamation of municipalities, their structure and employees.
5. The Board will coordinate the **municipal electric utilities and public works**. This includes the merging of the existing hydro companies, as required by the *Energy Competition Act, 1998*.
6. The Board is responsible for the **November 2000 elections**. The election is to be conducted fairly and efficiently across the new City of Ottawa. The Board will begin with the selection of the Chief Returning Officer and then oversee the operations of the election process.
7. The Board will ensure **effective representation** by determining the role and responsibilities of the new councillors and Council. Establishing the City's new governance model also includes developing the decision-making processes for the municipal administration.
8. The Board has **controller powers through 2000** to ensure responsible capital spending decisions are made by current municipalities that do not impact negatively on the new City.
9. **Everyone is welcomed to take ownership of this transition**. The Board will ensure the citizens are informed and have ample opportunities to get involved, contribute perspectives and ideas, and participate in shaping the new City of Ottawa.
10. There will be an **open and transparent process** with Board operations and its work within the community. Communications on important transition issues will be regular and reliable.



10 - POINT PLAN		COMPLETED		10 - POINT PLAN		COMPLETED	
1) Develop an Organizational Framework and Top Senior Staff	Develop an organizational framework, principles and goals	✓	✓	2) Establish the City's New Governance Model	Appoint chief returning officer	✓	✓
	Establish organizational framework	✓	✓		Organize 12 municipalities for a city-wide election process	✓	✓
	Hire new city manager	✓	✓		Review monthly progress report from senior staff	✓	✓
	Hire city general manager	✓	✓		Elect City Council (November 13, 2000)	✓	✓
2) Review Transition of Human Resources Issues	Review employment data from 12 municipal bodies	✓	✓	3) Establish the City's New Governance Model	Document role and responsibilities of new City councillors	✓	✓
	Test all municipalities to establish identity, employment	✓	✓		Establish political administration	✓	✓
	Establish tax, email, newsletter and internet for employees	✓	✓		Inform early about City council	✓	✓
	Review for, transparent & credible hiring process for new City	✓	✓				
3) Implement New City Budget	Develop 2001-3 budgets & parameters for 2001, 2002 & 2003	✓	✓	4) Establish the City's New Governance Model	Review 12 current municipalities' budgets and expenditures	✓	✓
	Conduct public consultation on budgetary process	✓	✓		Review any spending that might negatively impact new City	✓	✓
	Forward budget recommendations to new Council	✓	✓		Create year-end spending in all municipalities	✓	✓
		✓	✓				
4) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	5) Establish the City's New Governance Model	Establish working group of senior managers	✓	✓
	Determine scope and level of municipal services	✓	✓		Review 12 current municipalities' budgets and expenditures	✓	✓
	Conduct review of services and operations	✓	✓		Review any spending that might negatively impact new City	✓	✓
	Provide services and operations data	✓	✓		Create year-end spending in all municipalities	✓	✓
5) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	6) Establish the City's New Governance Model	Establish political administration	✓	✓
	Determine scope and level of municipal services	✓	✓		Inform early about City council	✓	✓
	Conduct review of services and operations	✓	✓				
	Provide services and operations data	✓	✓				
6) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	7) Establish the City's New Governance Model	Review 12 current municipalities' budgets and expenditures	✓	✓
	Determine scope and level of municipal services	✓	✓		Review any spending that might negatively impact new City	✓	✓
	Conduct review of services and operations	✓	✓		Create year-end spending in all municipalities	✓	✓
	Provide services and operations data	✓	✓				
7) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	8) Establish the City's New Governance Model	Establish political administration	✓	✓
	Determine scope and level of municipal services	✓	✓		Inform early about City council	✓	✓
	Conduct review of services and operations	✓	✓				
	Provide services and operations data	✓	✓				
8) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	9) Establish the City's New Governance Model	Review 12 current municipalities' budgets and expenditures	✓	✓
	Determine scope and level of municipal services	✓	✓		Review any spending that might negatively impact new City	✓	✓
	Conduct review of services and operations	✓	✓		Create year-end spending in all municipalities	✓	✓
	Provide services and operations data	✓	✓				
9) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	10) Establish the City's New Governance Model	Establish political administration	✓	✓
	Determine scope and level of municipal services	✓	✓		Inform early about City council	✓	✓
	Conduct review of services and operations	✓	✓				
	Provide services and operations data	✓	✓				
10) Review the Municipal Services and Operations	Develop 2001-3 budgets to establish municipal services	✓	✓	11) Establish the City's New Governance Model	Review 12 current municipalities' budgets and expenditures	✓	✓
	Determine scope and level of municipal services	✓	✓		Review any spending that might negatively impact new City	✓	✓
	Conduct review of services and operations	✓	✓		Create year-end spending in all municipalities	✓	✓
	Provide services and operations data	✓	✓				

## An annotated 10 Point Plan, upon the completion of the mandate

### POINT 1

#### Determine Organizational Framework and Key Senior Staff

- Develop new organizational framework principles and goals
- Establish organizational framework
- Hire new City Manager
- Hire Six General Managers

*Having studied best practices and learned from the experience of other recent amalgamations, the Board members realized it would be critical to hire senior staff as early as possible in the transition year. The sooner the senior managers contributed to the development of the new City administration, the stronger the final structure would be. Accordingly, the Board hired the City Manager and six General Managers on April 18<sup>th</sup> and June 30<sup>th</sup> respectively. Once hired, the senior management team acted as expert advisors to the Board and participated in the most intricate details of the municipal restructuring process.*

### POINT 2

#### Resolve Transitional Human Resources Issues

- Gather employment data from the 12 municipal bodies
- Tour all municipalities to speak directly to employees
- Establish fax, email, newsletter and intranet for employees
- Ensure fair, transparent and equitable hiring process for new City
- Minimize or eliminate lay-offs for current municipal employees
- Hire new City of Ottawa employees

*The Board called on highly professional staff and some of the best local human resource experts available to design and implement a “sensitive and fair” human resources program to assist employees during the transition. In addition to the creation of the expert advisory committee, the Human Resources Transition Team (HRTT), the Board established four separate project teams devoted to human resource issues. Over the course of the year, the Board hired four levels of senior managers while establishing job descriptions that matched the new organizational charts. The Board had to screen and interview candidates with an emphasis on matching skills and expertise with the new City’s direction and priorities. Overall, the Board identified a reduction of 1,100 full-time positions for the new City structure (including the new hydro utility), with a 60% reduction in the number of managers. The Board also developed a targeted voluntary exit program (VEP) for senior managers that ensured that the new City would not immediately lose much needed expertise. Management-level exit packages did not exceed the average buyouts of other amalgamations and included a strict prohibition against re-employment with the new City. To support municipal staff through the transition, Board members and newly hired senior managers made dozens of information presentations to employees and managers at locations throughout the region. Key transition and human resource information was distributed regularly to all municipal staff via an extensive communications network and infor-*

*mation program that included briefings, print materials and a popular Intranet site for employees that averaged over 25,000 visits per day at peak times during the transition. The Board also put into place effective workforce adjustment and transition support programs that included key resources such as a Career Management Centre. One of the Board’s most significant achievements was the successful negotiation of an agreement with municipal unions leading to the reduction in the number of bargaining units from 45 to 13, a first step in laying the groundwork for the negotiation of first employee contracts.*

### POINT 3

#### Implement New City Budget

- Set fiscal principles and parameters for 2001, 2002 and 2003 budgets
- Conduct public consultations on budgetary process
- Construct new City budget for 2001
- Forward budget recommendations to new Council

*To produce its draft 2001 budget and 2002 and 2003 financial forecasts for the new City of Ottawa, the Board drew from a wide range of sources, including financial experts from the 12 Ottawa-Carleton municipalities, members of its 80 project teams, the senior management of the new City, and the public. These documents clearly show \$86.5 million in net savings and that it will cost less to run the City in future years as a result of amalgamation and restructuring.*

### POINT 4

#### Restructure Municipal Services and Operations

- Create 25 project teams to consider municipal services
- Determine scope and level of language services
- Introduce enterprise culture and point of service strategy
- Conduct reviews of services and operations
- Finalize services and operations issues

*The Board dedicated eight months to the detailed review of municipal service practices and organizational structures, in an effort to determine the most effective way for the new City to operate. The objective was to create a high-performance municipal organization focused on the delivery of quality services to the public and to achieve greater value for money. The new City’s structure will allow for a high calibre of service delivery and greater staff accountability. To achieve this, the Board directed the new management to develop and use tools such as performance agreements, benchmarking and best practices. With the senior management team’s advice, the Board set in place the structures of the new departments, identified the number of people required in each department, estimated the costs of amalgamation and restructuring, and made detailed plans for Day One of the new City. As a result of this work, the new administration and Council have a blueprint for developing one of the most efficient and cost-effective municipalities in North America.*

## POINT 5

### **Restructure Municipal Electric Utilities and Public Works**

- Coordinate merging of five hydro companies
- Establish business plan for new Ottawa hydro
- Coordinate merging of public works & planning department

*The Board created a new hydro structure by consolidating the five existing local hydros and reorganizing and incorporating those bodies into a local for-profit company as required by the province. A new-look Hydro Ottawa took form with the Board hiring the new CEO, approving the corporate structure and senior officers, constituting and selecting the new Boards of Directors, ensuring all necessary bylaws were in place for the start-up, and establishing approved rates to the customers. On November 1, 2000, Hydro Ottawa opened its doors for business. Also, the Board ensured the uninterrupted operation of its public works and development services as it merged all the public works functions. The Board let contracts for municipal services such as snow removal so that there would be uninterrupted services through 2001. Finally, the planning department was restructured to make it more customer-friendly and focused on quality of life issues and the importance of environmental planning. The Board's objective for the City's utilities and development activities was to lay the foundation for reliable, business-oriented operations.*

## POINT 6

### **Oversee November 2000 Elections**

- Appoint Chief Returning Officer
- Organize 12 municipalities for a one-city electoral process
- Receive monthly progress report from elections officers
- Election Day: November 13, 2000

*In its desire to hold a smooth election process, the Board chose the Region of Ottawa-Carleton's experienced Shane Kennedy as Chief Returning Officer. The result: the November 13<sup>th</sup> municipal elections were fair and above reproach, with an unprecedented 47% voter turnout. Voting returns were, but for a very few exceptions, delivered quickly and reliably, within an hour after the polling stations closed.*

## POINT 7

### **Establish the City's New Governance Model**

- Determine role and responsibilities of new City councillors
- Establish political infrastructure
- Inform newly elected City councillors

*The Board held extensive consultations in an effort to develop the most responsive, cost-effective and modern governance model for the new City. The Board's political infrastructure project team – a group of qualified citizens that included several former elected representatives – interviewed current and former politicians, academics, municipal employees and community groups. They also analysed best practices of city governments around the world. The result was a number of recommendations to the new City Council on items such as salaries, office budgets and standing committee structure.*

## POINT 8

### **Exercise Controller Powers Over Current Municipal Spending**

- Establish workgroup of current treasurers
- Review the 12 current municipal 2000 budgets
- Review any spending that might negatively impact new City
- Oversee year-end spending in old municipalities

*The Board's sought and obtained the cooperation of all the "old" municipalities in submitting their councils' spending decisions in excess of \$100,000 to the Board for final approval. Decisions under \$1 million were reviewed by a subcommittee of the Board; items over that amount were reviewed by the full Board at a public meeting. The Board's main objective was to avoid any unnecessary spending that would bind the new City.*

## POINT 9

### **Include Citizens in Decision-Making**

- Establish phone/fax lines and e-mail address
- Create and regularly update a website
- Provide opportunities for public input to the Board
- Direct over 80 work project teams

AND

## POINT 10

### **Ensure Transparent, Open Process and Regular Communications**

- Travel and meet in each community
- Meet with mayors, councillors and representatives
- Conduct regular, public board meetings
- Deliver regular news via e-mail, fax and correspondence
- Provide information via Internet and media

*The Board implemented an extensive communications program to ensure the public was well informed and able to participate in the transition process. By January 31<sup>st</sup>, 2001, the Board called over 30 public meetings and received both individual and group input from every sector and municipality. Public interest in the transition process was significant. Media releases and background information were regularly delivered via e-mail, fax and correspondence throughout the year to thousands of residents and community groups. Print materials were distributed to municipal offices, local libraries, and at every public meeting. At the height of the Board's activity, its website had over 1,000,000 hits per month. Its outreach database had over 10,000 names of citizens, elected representatives and businesses.*

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There is further information in the appendix on the Board's deliberations. A full list of the Board meetings and schedule of decisions, as well as an index for accompanying CD-ROMs can be found at the back of this report.

## REFERENCES

*Motions: 13, 420*

*Communications: Press Releases, Speeches, Bowdens, Background*



## 1.2 The Board's Administration and Operations

The Ottawa Transition Board began meeting in early February — seven members with no office or telephone number, no computers or supplies, and no support staff. As a result, the Board spent its first month organizing itself and acquiring the basic tools necessary to undertake its responsibilities.

At a brief public meeting on February 4<sup>th</sup>, 2000, the Board established its organizational structure, which included a clerk's office made up of seconded employees from the existing municipalities. In an effort to minimize overhead costs, the Board chose to locate its main office at the Regional Municipality of Ottawa-Carleton headquarters at 111 Lisgar Street in Ottawa. Although regional staff provided logistical support to the Transition Board, the Board made it clear that it operated “in a completely independent manner”.

At its first meetings, the Board approved the hiring of several key advisors in the areas of municipal, legal and communication affairs to assist it in its work. In addition, the Board immediately appointed a chief returning officer as part of its legislated role as the overseer of the 2000 municipal elections (see Elections section).

In subsequent public meetings, the Board adopted other motions enabling it to fulfill its mandate and ensure an efficient operation.

These motions include the adoption of:

- a procedural by-law to allow the Board to function “in a fashion similar to that of a municipal council”;
- guidelines and a mechanism through which the Board and the “old” municipalities could communicate, enabling the Board to fulfill its controllership role and monitor unbudgeted spending in excess of \$100,000; and,
- an internal policy for the purchase of goods and services.



*I would also like to acknowledge the participation of hundreds of people – indeed, over a thousand – who helped with the transition process along the way. The Board wishes to show its appreciation to the hundreds of seconded municipal employees and individual volunteers from our community, who assisted the Board and contributed their expertise and input to the restructuring of our municipality. We also thank all those consultants and citizens who played a part in the 80-plus transition project teams. From the many employees working overtime, to the concerned citizens participating in project teams, and to those who appeared before the Board at a public meeting or at one of the many consultation sessions, your involvement has been invaluable to our work.*

*Throughout this transition year, we have continually asked people to take ownership of this important event in the life of our community. The tremendous exchange of information between the Board, its project teams and the public, tell us there was an interest and a genuine concern to see our community come together as one, unified City. To facilitate this public dialogue, the Board was very active in maintaining open channels of communications and giving the public and municipal employees as many opportunities as possible to provide input into the transition process.*

- *In 52 weeks, the Board has held a total of 34 public meetings (including this one) on the transition process. On top of these meetings, the Board has held special public consultation sessions across the new City on both delivery of services and budget issues, as well as other issues like taxi reform and street renaming, to name a few...*
- *Many times over the year, the Board consulted with the Chair, Mayors, councillors and senior staff to discuss their respective concerns. Board members met individually and collectively with every local former Council in our community.*
- *The Board met with staffs of the old municipalities and provided continual HR materials for employees. We held five special monthly information sessions with managers from throughout the old municipalities to help with change management issues.*
- *As Chairman of the Board, I have spoken to over 100 audiences on the progress of the transition initiatives. I have travelled to every community across the new City at one time or another. I know my colleagues on the Board have been doing the same.*
- *The Board's phone and fax and e-mail have been contacted by tens of thousands of citizens through the year. Our database totals well over 10,000, and we have regularly sent information to over 3,000 interested citizens.*
- *The traffic on the Transition Board's internet and intranet websites each peaked at over a million hits per month. Tens of thousands of people used the public site and special employee site to stay abreast of the transition issues. (For public reference, the Board's website will remain on-line through 2001.)*

*From the outset, we stated how we wanted this transition process to be open and transparent. Through our communications efforts, we have successfully met these goals.*

**Claude Bennett, January meeting opening statement**



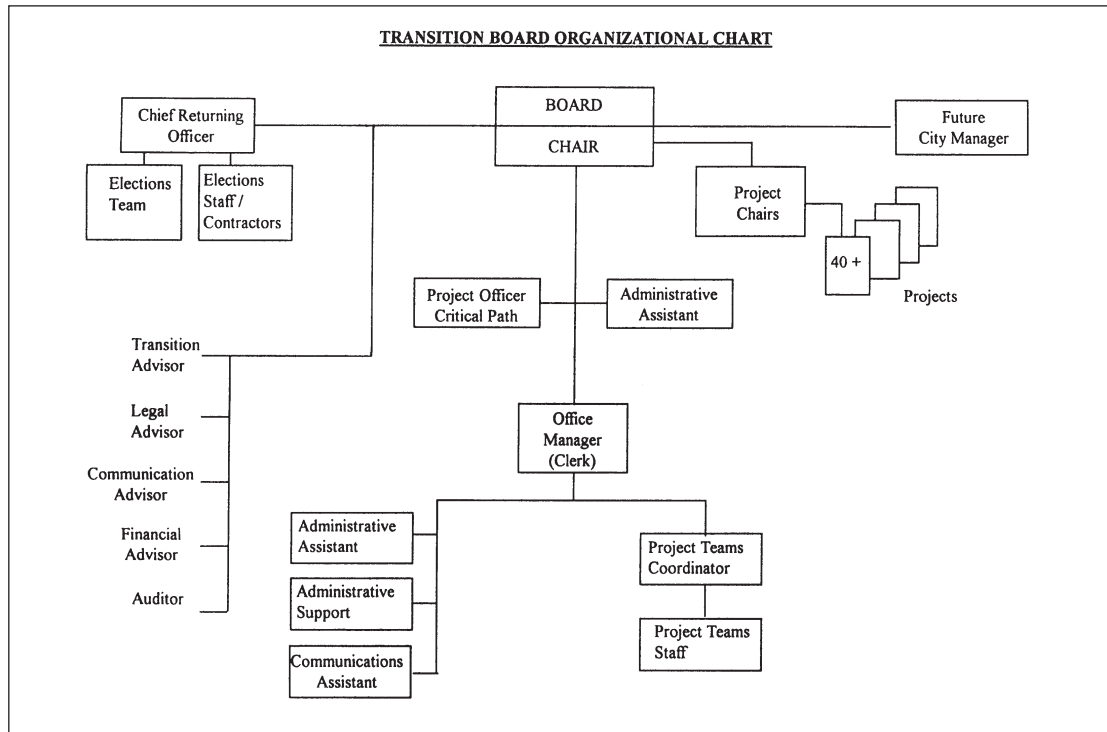
The Board also retained a management firm to assist it in the development of a project management office, which would become the backbone of the transition process. This office was instrumental in the creation and monitoring of the over 80 transition project teams tasked with advising the Board on transition issues, the organizational structure and service-delivery models for the new City of Ottawa.

Through the year, two factors contributed greatly to the success of the Board's operations. First, there was the number of people contributing to the transition process. Second, the public interaction that the Board encouraged ensured interested citizens were kept informed of the transition work.

## REFERENCES

**Motions:** 3, 4, 6, 7, 8, 9, 10, 11, 16, 17, 20, 24, 31, 107, 420

*Communications: Press Releases, Background*



***The Board rotated its public meetings to each of the former municipalities, here the Board meets in Osgoode's chambers***

# The New City of Ottawa: Fulfilling Its Potential

## Ottawa Transition Board's Final Report and Recommendations

# Transition Issues





# Transition Issues

## 2.1 Creating the New City Administration

The new City of Ottawa's administration was to be more than the cobbling together of existing administrations. It was to be more than a simple merger of operations and services. In order to achieve new efficiencies, the Board would consider restructuring the organizational framework and developing new service delivery models. The Board would recast local government to better meet the needs of the residents of the new City.

The Board began with a review of the best advice and best practices of administrations from within the community, throughout Canada, and around the world. As announced on April 10<sup>th</sup>, it chose to create an administrative structure and framework designed with the end-users in mind – *the citizen and the municipal employee*. The Board set as its underlying principle to provide the highest quality of life for the residents of the new City.

### **A leaner municipal structure headed by a dynamic senior management team**

Ottawa's new administrative structure was a product of much analysis from a group of current CAOs, from senior municipal staff, and by Transition Board members. The initial organizational chart was then fully developed with the assistance of dozens of project teams

and the Senior Management Team (SMT). Early on, it was altered in one significant way – the human resources function was moved out of the Corporate Services Department to become its own department because of the significant work the human resources managers will shoulder during the formative years of the new administration.

One of the Board's earliest accomplishments was the hiring of Ottawa native, Bruce Thom, as City Manager for the new City of Ottawa. Chairman Bennett stated at the announcement of the Board's selection of the new City Manager: *"Bruce Thom brings with him a good strategic overview of where we need to get to as a new city of the 21st century. We are fortunate to have found the best for our new City. We are very pleased to have Bruce's wealth of experience and expertise he acquired restructuring three major Canadian cities."*



Mr. Thom is an experienced senior administrator who has experienced first-hand the restructuring of municipal administrations. He is a recognized leader in his field: for his body of "creative and successful" work as a city manager in Canada, he was awarded the top international honour for excellence in the field of municipal administration from the International City Management Association in 1999.

*From Board's April 10<sup>th</sup> municipal framework document:*

### **The New City of Ottawa's Organizational Framework**

*The Ottawa Transition Board is in the process of developing a high performance municipal organization. The genesis of this organization is the creation of a core management structure that will hold a high calibre of service and greater accountability as its dictum.*

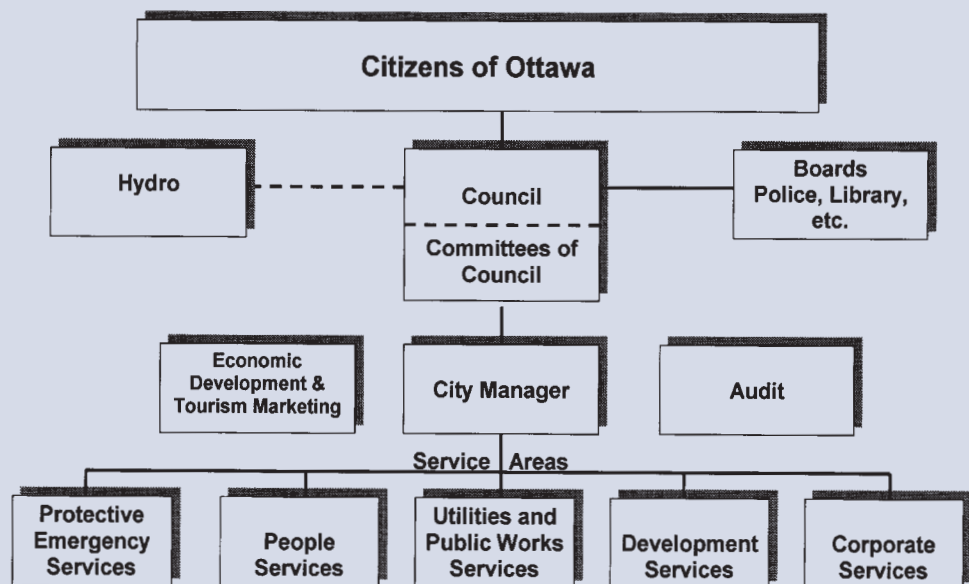
*The new City of Ottawa will be citizen-focused and have as the underlying principle to provide the highest quality of living for its residents.*

*At the core of the structure is the City Manager who works with the City Council and leads a small, active six-person management team.*

*For the employees, the City will be a dynamic organization that enables and empowers its people to do their jobs effectively - an organization that is open to new ideas and approaches.*

*The best performing municipalities achieve both the highest levels of organizational results and human satisfaction concurrently.*

**The Organizational Chart**



To complement and support the City Manager, the Board established a leaner municipal structure and hired dynamic and experienced General Managers. Five of the six new GMs were selected from an internal search – and all managers were selected by June 30 to begin July 13, 2000. In announcing the six General Managers, Chairman Bennett stated: *“The General Manager positions are being filled by individuals who have proven to be results-oriented, strategic thinkers. Each of them is multi-talented and brings to the job a wealth of experience. I strongly believe the members of this team share the right mix of talent, experience and skills to manage the new City of Ottawa into the future”*

Through the summer months, the Board directed the SMT to hire dozens of senior managers who would be responsible for the smooth operation of the new City. In total, there are 75% fewer managers in the first three layers of management of the new City of Ottawa than existed previously in the 12 Ottawa-Carleton municipalities.

The Board saw it as an imperative to hire and have the Senior Management Team as an integral part of the transition process. The Board:

- hired the new City Manager in May.
- hired the new General Managers in June.
- hired the next two levels of managers in the fall.
- ensured the managerial structure was operable for January 1<sup>st</sup>
- facilitated the initial information exchange between the senior employees and newly elected Council

On January 1<sup>st</sup>, 2001, when the new City came into being, the administration's senior managers were prepared to take the helm, already having directed the development of their respective departments and the preparatory work for Day One.

The new City Manager conducted early strategy sessions in July to prepare SMT for the amalgamation challenges ahead. From the sessions, the managers produced a contribution plan that set the course of action for their participation through the transition year. As early as July, the SMT began to take ownership of the development of the departments and was hands-on with directing the Transition Project Teams' work.

The SMT and Project Teams identified the special need for planning and assessment within the senior management. This unit is tasked with ensuring the new administration meets its many transition and amalgamation objectives. The Strategies Initiatives Group (SIG), is committed to achieving the highest possible savings while maintaining efficiency and levels of service in designing the new City.

Later in the year, the Transition Board made appointments of other senior officers of the City – City Clerk and Deputy Clerk, City Treasurer and Tax Collector, Chief Building Official and the Deputy Chief Building Official.



After a competitive bid process and based on staff recommendations, the Board also selected the new City's banking and insurance institutions. The Royal Bank of Canada will be the financial institution for Ottawa. And after identifying the insurance needs of the new City, the insurance and broker services of Halpenny Insurance Brokers and Cowan Public Entity were selected to begin coverage as of January 1, 2001.

#### ***Early participation of the Senior Management Team***

The Board had the City Manager and General Managers in place in mid-July to assist with the development of the new administration. The coordination between the Board members and the Senior Management Team, and the Directors below them, provided an important working dynamic for the transition process.

In designing the administration, Board decisions were made with the background work of its transition teams and the best advice from the SMT. This working relationship proved effective through the year and was especially beneficial in anticipating the challenges for January 1<sup>st</sup>, 2001 — Day One operations.

The SMT and the next level of managers were important participants through the transition process, and they now possess the necessary background information to complete the tasks of amalgamation through the next three years.

The Board, the SMT, and employees from 25 restructuring project teams, developed an administration, established new service delivery models, and ensured proper integration of those models so that residents will receive their municipal services in an efficient manner. From this work, detailed business plans for each of the City's departments were developed and vetted. Each department was operational on January 1<sup>st</sup>, 2001.

### **RECOMMENDATION**

**The administration should continue to develop the departments' business plans and further define cost savings and new efficiencies for the Council.**

#### **REFERENCES**

*Motions: 14, 83, 110, 134, 135, 146, 155, 158, 196, 197, 235, 297, 386*  
*Communications: Press Releases*

## 2.2 Restructuring Municipal Services

In amalgamating and restructuring the City, the focus of the Board's work has been on reviewing current service practices and organizations, identifying the best practices in our community, and developing a service delivery model that provides for the most effective and efficient municipal operations. The Board's Project Teams were directed to review innovative options when considering the delivery of municipal services. They were to develop service delivery models that would be efficient, reliable and in no way reduce the level of service to the residents.

Of the over 80 Project Teams, 25 were directed by the Board in a comprehensive integration and restructuring exercise. These Project Teams consisted of hundreds of seconded municipal employees and individual volunteers. *Their efforts must be acknowledged.* With the guidance of the SMT, the Project Teams developed high-level service delivery models first, and then developed and refined detailed design reports. These reports, presented to the Board in the fall, included business plans with cost estimates and staff requirements, a review of operational and implementation issues, as well as Day One operational goals.

In creating the new municipal structure, every opportunity to streamline processes and ensure greater integration of technology has been taken. The Board has proposed significant investments in new information technology solutions with the belief that by securing advanced technology systems during the amalgamation efforts, the City will be able to realize greater savings in the future.

Due to the senior management and Project Teams' attention to detail in developing their business plans, the Board was able to make previously unimaginable strides in creating new, more effective delivery models for our City's services. The detailed reports are a blueprint for the new administration and new Council to developing an efficient City administration – and one of the most innovative and progressive administrations in North America.

### Ottawa's Cornerstones of Quality Service

There are two cornerstones to the administrative model introduced through the transition process – Points of Service Strategy and Centres of Expertise. One initiative provides the public with the means of accessing municipal services; and the latter helps to re-organize the municipality to deliver those services in a more efficient and cost-effective manner.

*The Points of Service Strategy* details how the organizational structure for client services will evolve in the next three years. The goal of the strategy is to provide the reliable, quality municipal services the public expects of its City. It identifies how citizens and customers will access municipal services, and provides suggestions on further streamlining and integration of technology.

The service model is based on barrier-free access and one-window service. The key components of the model are:

- A one-stop client service centre at City Hall
- Six satellite service centres in the town halls of Cumberland, Osgoode, Rideau, Nepean, Kanata, and West Carleton
- The development of secondary centres in libraries and recreations centres
- Electronic service capabilities through kiosks, fax-back systems, and an e-service portal
- Focus on service delivery through a consolidated Call Centre

### RECOMMENDATION

**The functionality of the City's service centres in their initial phase of start-up, should be closely monitored to ensure their operations meet or exceed the expectations of the residents.**

*The Centres of Expertise model* centralizes the delivery of common services within the City structure. Essentially, this model organizes a core group of specialized individuals (e.g. lawyers, mechanics, graphic designers) to work across the municipal structure. This will

### The results of the restructured municipal services

For citizens, the city services should be more convenient and resourceful. When fully developed, the new model for delivering municipal services offers a single window approach for the client service.

- Services such as paying bills, obtaining a building permit or a marriage licence will be available at the six satellite locations throughout the new City or at the main City Hall building. Existing libraries as well as community and recreation centers will become secondary service centres. At these centres, people can access information and make transactions (payments, parking tickets, building permits, etc.) in their local neighbourhoods throughout the new City.
- For the first time, many municipal services will be available seven days a week, 24 hours a day, through a centralized call centre and the Internet.
- Duplication within the departments was eliminated largely through the creation of Centres of Expertise, a model that centralizes the delivery of services to employees (e.g. accounting, human resources). Also, through various strategies developed by the Board's Information Technology project teams, more people will be able to be served by fewer employees.





minimize duplication and centralize expertise within the administration. It will make it easier for the municipality to set corporate standards, streamline business practices, leverage new technology, and integrate services such as legal and administrative support services. And with a corporate culture that is committed to continuous improvement, the centres of expertise will strive to find the most efficient and effective way to deliver services.

The Centres of Expertise model is seen as fundamental to achieving the cost savings targets of the new City. Hence, the Corporate Services Department is committed to an aggressive application of the model.

### Limitations of the Board's restructuring efforts

The Board's mandate was to restructure the municipality *without reducing the levels of service*. The mandate did not allow for a review of the many opportunities to alter service levels or even to eliminate certain services, such as operating municipal daycare or homes for the aged. Also, the Board could not revisit past service policies and make any decisions regarding the harmonization of services throughout the City.

Also the Board could not explore alternative service delivery (ASD) options – either outsourcing or joint public/private and public/public partnerships. [Note that ASD is more than privatization.] The Board was unable to pursue this activity because of overriding labour issues that could not be fully addressed in the course of twelve months. However, with the political will to implement even some of the most modest initiatives, the Board believes ASD could considerably benefit the City. There are some obvious starting points: community centre programming; fleet management; property management and maintenance; landfill management and operations; call centre management, 911, ambulance; printing; homes for the aged; and joint meter reading for water, natural gas, hydro.

### RECOMMENDATION

**Council review the current range and levels of municipal services and consider lowering or eliminating certain municipal services that are not core to the need of a healthy City, (e.g. operations of a golf course or equestrian park)**

### RECOMMENDATION

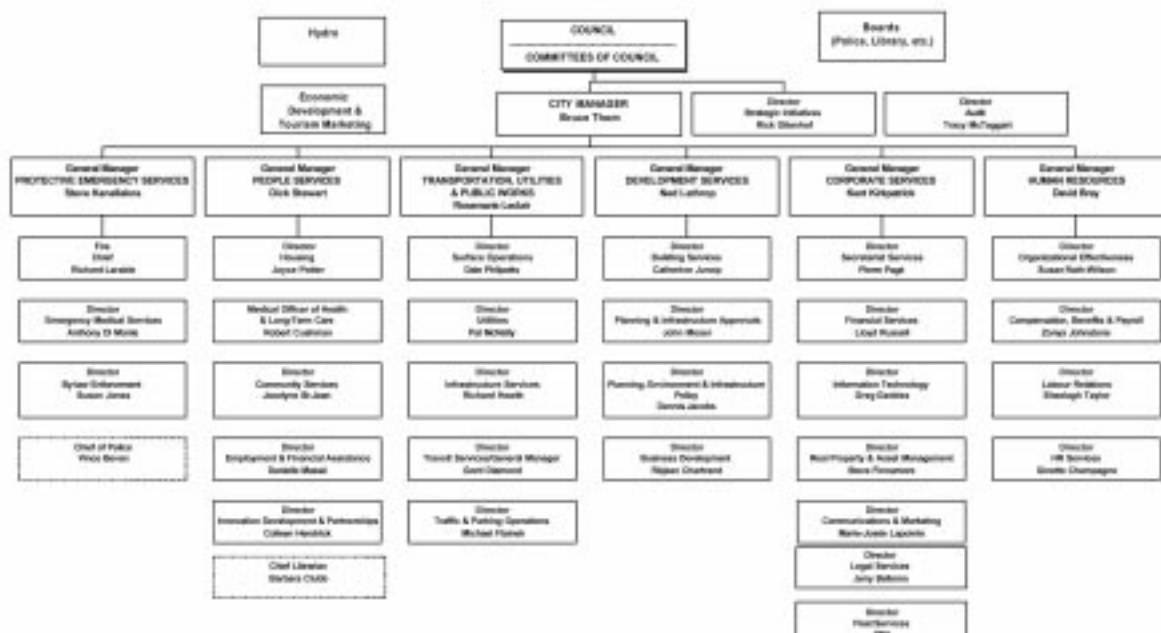
**Given the centres of expertise will strive to find the best methods of delivering services, the Board urges Council to express the political will to explore the most efficient and effective way of doing the business of government, including exploring alternative service delivery (ASD) solutions.**

### City of Ottawa's Structure

The new City of Ottawa's administration is comprised of six departments.

- **People Services** – sustaining or improving the quality of life for individuals; a department that combines public health, community services and recreation; through various points of service, residents have access to all city services within individual neighbourhoods.
- **Development Services** – quality of life of the community through economic development; offering developers and planners streamlined processes, informed front-line staff, and more convenient services through greater use of technology; and with a focus on environmental and sustainable growth practices.

**Organizational Structure for the New City of Ottawa  
(As of January 15<sup>th</sup>, 2001)**



- **Protective and Emergency Services** – safety and security of people and property; one common operating jurisdiction for all emergency services that will result in improved inter-agency and inter-departmental communications and operations; and a central command of service providers that will result in more effective and coordinated services.
- **Transportation, Utilities and Public Works** – infrastructure services that regroup all “basic services” like roads, parks, wastewater, water, transportation and transit; a department that better integrates the workforce, sharing of equipment and technology.
- **Corporate Services** – supporting the business and governance of the City; the backbone of the municipal structure (described above) that will ensure greater efficiencies and greater access for the client and resident of the new City.
- **Human Resources** – services to/for employees with an emphasis on accountability, value for money and quality service to the public.

## RECOMMENDATION

**Sinc a new organizational structure has been established, the City Manager should review and report to Council on an annual basis on the effectiveness of the new structure, particularly the functionality of the streamlined managerial levels, and the findings of the Strategies Initiatives Group.**

## RECOMMENDATION

**The new organizational structure should be allowed to operate as it has been developed for a sufficient period of time to permit the Council to properly evaluate its effectiveness.**

## REFERENCES

*Motions: 111, 118, 125, 224, 225, 226, 314, 346,*  
*and Reports: High Level Service Models*  
*Communications: Press Releases*

## 2.21 Emergency & Protection Services Department



With the adopted service delivery model, the integration of emergency services has gone further than any other municipality in North America in that this

Ottawa department will have the services of police, fire, ambulance, emergency measures, and 911 under one head for the first time ever.

The safety and security of people and property in Ottawa is a 24-hour-7-day-a-week responsibility. The Board supports the service model with the belief that one common operating jurisdiction for all emergency services will result in improved inter-agency and inter-departmental communications and operations. By placing all services under one head and coordinating the services, it should prove easier – and faster – to get the right person, skills and vehicle to the right location.

Therefore, the Board approved the Police Services, Emergency Services, and Fire Services service delivery model. With respect to Fire Services, the Board also dealt with reports relating to fire

station location study, fleet operations review, retention of volunteer firefighter services, amalgamation of fire dispatch technology, and firefighters’ labour relations.

During this past transition year, the Board lobbied for the transfer of ambulance dispatch to the new City from the Province. Dispatch is essential for the City because it is the only way to ensure our ambulance system is re-designed as an effective ‘performance-based’ and accountable system. The Board Chairman met with the Ontario Minister of Health on this subject and initiated consultations with neighbouring counties to have the dispatch function transferred to the City. The Province has yet to decide on this issue.

Also, during 2000, the Board approved new Regional Government expenditures for emergency and health care initiatives. Equipment expenditures included the ordering of seven new ambulances as well as new public access defibrillators.

The Board also commissioned a number of important studies relating to the reliable delivery of emergency services:

- The Fitch and Associates Report – a high level system design and detailed operational and implementation plan for ambulance services
- Fire Services study – environmental scan, risk analysis and best practices
- Comprehensive Risk Assessment/Station Location study for Fire Services
- Feasibility Study for an Integrated Communications Centre
- Radio Communications System Review (accommodate the potential radio users)
- A Consolidated Emergency Services Plan
- Corporate Emergency Measures Plan and Communications Strategy

## RECOMMENDATION

**Two outstanding items should be brought forward to Council at the earliest possible opportunity:**

- **The fire station location study**
- **A resolution of the ‘two hatters’ issue with a satisfactory agreement between the firefighters unions and volunteer firefighters**

## REFERENCES

*Motions: 84, 96, 105, 112, 113, 115, 200, 201, 218-223, 232-234, 281, 353, Reports: High Level and Detailed Design Reports*  
*Communications: Press Releases*

## 2.22 Development Services Department



The Department of Development Services has refocused its delivery model to ensure a customer-first approach, advocating a new official plan that will ensure environmental and quality of life issues are embedded in the design of the future community. The restructuring of the department will offer its customers streamlined processes, informed front-line staff, and more convenient services through greater use of technology.

The Board approved a number of delivery models that have shaped the Development Services department. There was the service delivery model for Economic Development and Tourism, which included

rural economic development, responsibilities for external agencies like OCRI and OTCA, the role of TOP, core and project funding, and the role of the voluntary sector. As well, there was the model for Planning, Environment and Infrastructure Policy, which included consolidation of service units, analysis of ASD opportunities, review of applications, building permits and zoning processes, and defining the process to safeguard and protect lands. There was also the report organizing the Business Development Branch and the report defining the City's relationship with the Conservation Authorities.

Ottawa's economy is the hottest it has ever been and, on two occasions in 2000, the Board was moved to deal with development issues affecting the growing high tech sector. In a Board report, over \$120 million of infrastructure projects were identified for the west-end – and the Board approved the necessary funding to commence the projects' planning and environmental assessments.

In November, to avoid interrupting the pace of growth, Municipal Affairs Minister Tony Clement made the necessary regulatory provisos to allow Councils to continue their planning work to the end of the year – in effect avoiding what would be a costly 'lame duck' situation in each community. The Transition Board was tasked with providing final approval to any development projects until the end of its mandate, January 31<sup>st</sup>, 2001. Acting in this capacity, the Board had to review 77 projects from the existing municipalities – the disposition of land in Kanata Town Centre to Tundra Semiconductor Limited; the imposition of development charges for Kanata relating to Monaghan Drain Constructed Wetlands Project; the deferring of the Gloucester South Riverside development; and the deferring of Township of Osgoode development.

#### REFERENCES

*Motions: 91, 92, 204-207, 250, 344, 379, 381, 382, 384, 412,*  
*Reports: High Level and Detailed Design Reports*  
*Communications: Press Releases*

## 2.23 Transportation, Utilities and Public Works



The Transportation, Utilities and Public Works (TUPW) department co-ordinates the municipality's 'basic' infrastructure services – the City's water, roads, and transportation services. This department takes care of the City's sewers, parks and engineering services and operates on a mixed public/private basis for services like snow removal or garbage collection. It is the largest of the City's departments and is comprised of the thousands of employees who citizens depend on the most to keep Ottawa clean and functioning as it should.

The greatest immediate challenge for this department is to deliver a seamless transition of services to the residents and customers who depend on the municipal services – the roads need to be snow-ploughed, garbage collected, and potholes to be filled, etc.... TUPW's challenge in the months to come is to integrate the workforce across the new City and begin to manage shared equipment and technology as quickly as possible. TUPW will also be pressed to harmonize service levels and establish common service standards, by-laws and policies.

The Board approved the TUPW's service delivery model, which focused on finding solutions for the integrated use of resources, as well as the establishment of a centre of expertise for seasonal maintenance (snow removal in winter and parks and grass maintenance in summer). In order to deliver the most efficient services possible, TUPW will be aligning its organization and processes around outcomes and encouraging a competitive approach to service delivery, while maintaining high quality standards.

In its reviews of service delivery models in early fall, the Board also approved the department's By-law, Licensing and Enforcement model, which includes the implementation of the Parking Ticket Management System. It also included an extended contract to ParkSmart to operate the City's parking lots.

The Board also approved a Transit Report that incorporated OC Transpo operations into the TUPW department and recommended no expansion to the existing transit system at this time. The Transit Report has effectively applied the centre of expertise model to fleet management, marketing and communications and risk management/claims.

#### REFERENCES

*Motions: 208-211, 248, Reports: High Level and Detailed Design Reports*  
*Communications: Press Releases*

## 2.24 People Services



Of the newly restructured departments, People Services is without question the most innovative. The approach taken by the Transition Board integrates public health, social services, and recreation into one department – *and this combination is a first for municipalities in North America.*

The Department's mission is: *a healthy community that promotes and supports quality of life so citizens can fully participate and contribute to the life of their community.* The clear focus of People Services is sustaining or improving the quality of life for the citizens of Ottawa.

### PEOPLE SERVICES INCLUDES:

Housing	Employment
Community Programs	Recreation
Culture	Family Support
Public Health	Long Term Care
Library Services	

With the new municipal service delivery model, citizens will enjoy access to a range of integrated programs and services at multiple sites across the City. There will be a more integrated approach to program, service design and delivery, because the new department is responsible for many of the program delivery elements necessary to enhance the City's quality of life.

The People Services model also identified two important issues – the continued role of volunteers, and the maintenance or enhancement of the community based services provided by social service



based groups. On the latter point, the Board recognized the value of social service based groups by freezing their core funding for a year to provide some stability while the new Council begins its review of the community's needs. With both volunteer and community groups, there will be an earnest outreach effort by the new department as it partners with the community to strengthen its social infrastructure.

The People Services department also includes Library Services, and the Libraries service delivery model that was adopted focuses on the rationalization of services, library locations and future needs. In late November, the Board appointed the new Ottawa Library's Chief Librarian – Ms. Barbara Clubb.

In 2001, there will be major changes occurring with social housing as the Province is transferring the administrative responsibilities to municipalities. This will have a direct impact on People Services. In part, to prepare for this event, the Board permitted many of the Municipal Non-Profit Housing Corporations to change their status to Private Non-Profit Housing Corporations – and this was completed with a number of motions throughout the year.

## RECOMMENDATION

**Council should immediately ensure the new Library Board is properly constituted with a full complement of Board members. (This holds for all Boards and agencies of the new City.)**

## REFERENCES

*Motions: 214, 215, 217, 322, 323, 342, 343, 353, 362, 374, 375, 390, 419, Reports: High Level and Detailed Design Reports Communications: Press Releases*

## 2.25 Corporate Services



The Corporate Services Department is the backbone of the municipal administration, supporting the business and governance of the City. Being responsible for administrative support within the municipal structure, this department will host and manage the centres of expertise.

Corporate Services will provide very diverse services to employees – from legal to graphic design, and computer support to auto maintenance. Greater efficiencies will be realized and significant savings should be found as the City centralizes and manages its resources via the centres of expertise.

The Board approved a number of service delivery models that comprise the core functions of this most diverse department. There are service delivery models for Corporate Secretariat Services, Financial and Material Management, Restructuring Supply Management, Legal Services, Communications and Public Affairs, Records and Information Management, Information Management, and Fleet Management (and Property Management which can be found in 2.28). Each of these models emphasizes the rethinking of their service relationships.

Through the fall months, the Board dealt with a number of facilities and accommodation issues as well as fleet policy and management issues. All real estate and offices, all trucks and equipment are

managed in this department. In the transition years, the City needs to consider unique issues like disposing of excess space, duplicate equipment, and hundreds of vehicles.

So that the Tax Policy Branch would get a jump-start at implementing the new Pre-authorized Payment Plans services, the Board advertised in the media that the City's new program was available to taxpayers for their 2001 tax year.

In December, the Board approved the new City's Purchasing By-law. The document was designed to enshrine current 'best practices' of the old municipalities. It was in place for the administration of the new City to use as of January 1<sup>st</sup>, 2001.

(The Board also approved the new Procedural By-law, which provides the ways and means for Council to function. (More on this in the Governance section).)

## REFERENCES

*Motions: 119, 183-188, 192-195, 198, 199, 202, 203, 229, 245, 246, 372, Reports: High Level and Detailed Design Reports Communications: Press Releases*

## 2.26 Human Resources



This department is responsible for the management of all municipal employees. Human Resources is a strategic, business oriented function that oversees the City's labour relations, compensation, payroll and benefits issues, as well as the various employment services for the municipal staff. The department is for employees, with an emphasis on accountability, value for money and quality service to the public.

The Board approved the Human Resources' service delivery model, which highlighted the value of the department's technology in HR management. The new technology will allow for universal access to HR-related employee information. Self-service options will increase employee convenience and will also reduce demands on HR professionals.

The goal of the department is to assist managers with people management practices by providing advice, coaching and training. Through the uncertain times of staff reductions over the next three years, the initiatives of Human Resources will be very important in allaying the anxieties of city staff.

In 2000, the Board passed two motions that put in place new staff policies. First, the Board approved a language training program for those wanting to learn the second language. Second, the Board approved business technology training to give all employees equal opportunity to learn Microsoft's and Corel's respective operating system software programs as well as SAP.

## REFERENCES

*Motions: 79, 189, 388, Reports: High Level and Detailed Design Reports Communications: Press Releases*

## 2.27 Information Technologies Integration



In developing the new municipal structure, the Board made decisions to make significant investments in information technology initiatives. The Board's contention is that through the application of new technologies, the City's administration will achieve greater efficiencies. Also, the sooner new technologies are introduced into the service delivery models, the faster and more effective the integration of municipal services will be.

The Board approved the Informatics Services service delivery model as part of the Corporate Services model. This model focused on Day One basic connectivity and services issues. The Board also approved a series of technological initiatives under the umbrella information management/information technology (IM/IT) integration projects, in order to equip the administration with suitable hardware and software technologies.

Aside from these essential integration projects, the Board approved the records management system and the integration of the files of 12 municipalities, the libraries and OC Transpo.

The Board made a pivotal decision in selecting the world-leading SAP integrated business system to be the established business technology of the new City. SAP consulting expertise was engaged in July to ensure the existing municipalities' business systems would be integrated into a single system, and that the City's computer operations would be effectively managed as of Day One.

The most visible IT project that the Board undertook was the partnership with Deloitte Consulting to create a new web presence for the new City. The E-service and portal establishment and implementation resulted in the unveiling of a new website for the City – [www.ottawa.city.on.ca](http://www.ottawa.city.on.ca).

Other IT initiatives that were considered and/or approved by the Board:

- Acquisition and implementation of new Ottawa Public Library Integrated Library System (ILS)
- Tax System Application – VTAX from Vailtech Inc.
- Taxation system consolidation – hardware equipment
- Information Technology Infrastructure Initiatives for Police Services Board
- M/4, an off-the-shelf Fleet Management System
- Class Software Solutions system for program registration, facility booking, membership tracking and point of sale information
- Office Automation Suite – Microsoft Office 2000 software and Corel Draw products
- Integrated Automated Records Management Suite

The City has an excellent core of managers and information technology staff who can further develop technological solutions for the greater integration of services. This IT group is very capable to pursue new e-service and e-commerce solutions with the city departments and have them incorporated into business plans. It is the Board's belief that this strong focus on IT solutions will most likely result in further savings in the continuing operations of the City.

### RECOMMENDATION

**All recommended investment in information technology be pursued and all necessary hardware and systems upgrades be completed, in short order, to maximize the savings to be realized through new-found efficiencies in administration.**

### RECOMMENDATION

**E-service and e-commerce opportunities, through the Internet portal and other City media, should be vigorously pursued.**

### REFERENCES

*Motions: 80, 97, 126, 139, 157, 159, 161, 175-178, 190, 191, 239, 275, 276, 298, 299, 304, 312, 336, 378, 402, Reports: High Level and Detailed Design Reports*

## 2.28 Property & Assets Management



Through the year 2000, the Board's objective was to ensure all matters relating to property and assets were organized for the in-coming Council and administration. Many of the Board's actions, therefore, were good housekeeping initiatives and included:

- Creating a Municipal Real Property Inventory Database
- Setting property guidelines for disposal of surplus real property and maintenance of property

In some cases, where there was a request from the existing municipality, the Board would approve the sale or new servicing agreements for property. This was undertaken always with the best interests of the future City and its residents as a priority criterion. Some examples of the Board activities in this regard include:

- Sale of property in Centrepoinette to the private sector
- Sale of property on McKinley Drive, Kanata, to Algonquin College
- Approval for a Leitrim Road early servicing agreement
- Sale of lands at 1053 Carling Avenue and 1967 Riverside Drive to The Ottawa Hospital
- Approval of a six-year lease for office space at 370 Catherine Street

In arranging for the transfer of staff over the course of the amalgamation efforts, the Board needed to consider new lease proposals for appropriate and adequate swing space – temporary office facilities for people waiting to move into final office quarters. The Board also approved the purchase of furniture, equipment and computers for the swing space facilities.

Of a more significant nature, the Board approved the Police Services Board's facility acquisition and development plan for the new east-end police facility on Innes Road.

In a meeting in May, the Board approved the selection of the Headquarters of the Regional Municipality of Ottawa-Carleton as the new City Hall. Subsequently, the Board approved the plans to re-design the building and the City Hall's change of address to 110 Laurier Avenue West.

During its mandate, the Board also successfully negotiated the sale of the Ottawa City Hall on Sussex Drive to the Federal Government for an entire sale price of \$72 million. Terms and conditions of the deal were agreed to in December 2000.

The Board's intent was always that the net proceeds from the sale of Ottawa City Hall would be used to repay the former City of Ottawa's debt in accordance with requirements of the Municipal Act.

#### REFERENCES

*Motions: 27, 95, 116, 150, 162-164, 172, 174, 181, 255, 256, 266, 294-296, 301, 302, 319, 324, 363, 368, 369, 389, 391*  
*Communications: Press Releases*

## 2.29 Public Utility Amalgamation



The Board was mandated to ensure a new local hydro utility corporation was established to meet the Province's legislated date of November 7, 2000. In Ottawa-Carleton, this was complicated by the fact that there were five local hydro utilities that needed to be consolidated prior to the new company's incorporation.

The Board's first task was to merge the five local hydro corporations. In the process of consolidating these businesses, the Board oversaw the development of a new corporation – Hydro Ottawa. It put into place a structure that independently operates the municipal electric utility for the new City of Ottawa consumers (there are some rural consumers of the new City who are still being serviced by Hydro One and are out of the Hydro Ottawa service area). The Board approved the high-level service delivery model and, in October it completed the incorporation of and establishment of Hydro Ottawa in time for the company's launch on November 1<sup>st</sup>, 2000.

#### RECOMMENDATION

**Given it would be advantageous to have all of the City being serviced by one hydro supplier, the Board urges the City and Hydro Ottawa to pursue bringing all those residents of Ottawa who are currently being serviced by Hydro One into the local hydro's service area.**

In fulfilling its mandate to create the local hydro entity, the Board passed motions relating to the:

- creation of new corporate entity — Hydro Ottawa
- development and approval for the new corporate structure
- hiring of CEO, Ron Stewart, and approvals for senior management team V-Ps
- appointment of the utilities' three Boards of Directors
- approval of a harmonized rate for 2000 for Hydro Ottawa's service area
- Transfer By-laws (transferring assets, liabilities, employees etc., from the former municipal electrical utilities to Hydro Ottawa)
- Shareholder Declarations (the City of Ottawa is the sole shareholder)
- a MOU and settlement between union and management



With respect to the functioning of the new local hydro, the Board was required to act on the following initiatives:

- Approval of the Hydro Rate Application for 2001
- Approval of the consolidated Customer Information/Billing Systems
- Approval for the consolidated Hydro Ottawa Call Centre functions
- Approval for the review of cross utilities issues – like one call/one locator system
- Selection of external auditor

On November 1<sup>st</sup>, 2000, Hydro Ottawa opened its doors. It is now the second-largest municipal electric utility company in Ontario, with a \$100 million capital and operating budget and a book value of \$415 million (figures are 2000).

#### REFERENCES

*Motions: 21, 28, 93, 94, 147, 151, 168, 179, 180, 212, 213, 230, 241, 257, 285, 289, 305, 307-311, 387, 394*  
*Communications: Press Releases*



## 2.3 Human Resources Priorities

From the outset, the Board held human resource issues as a priority. The Board was concerned that municipal employees were always informed of the transition process so they could understand the restructuring of the new administration and the staffing of the new City and its implication for them.

The Board made an early commitment to treat employees of the old municipalities in a fair and compassionate manner, while attempting to bring the employee population in line with a more streamlined city structure. The Board adopted an approach that was equitable and transparent, and relied as much as possible on attrition, retirement incentives and reassignments as the primary means of reducing staff.



In meeting its human resources objectives, the following steps were taken.

- In March the Board established a talented and experienced group of professionals, the Human Resource Transition Team, that provided advice on all HR issues through the transition.
- The Board produced a cascading process for hiring of executive staff. Once the new City Manager was hired by the Board, he was able to participate in the hiring of the General Managers, and so on to the fourth level of management.

**intransition**  
for employees  
NUMBER 1 - JUNE 2000

### Letter from the Chairman

Dear Colleagues:

What does it take to plan the transition of more than 10,000 people in less than one year?

My Transition Board colleagues and I are only a few months into the transition process and we are already amazed at the amount of work and the complexity involved with ensuring the continuity of our services. We want to thank you for your patience and understanding as we work through this process. We know you are anxious for the specific information, and we will get it to you as soon as possible.

As you may know, we've assigned an advisory group of human resources professionals to guide us through the HR aspects of the transition, and we have now assigned four transition projects to HR topics. They are:

- 1) Workforce
- 2) Structure and Staffing
- 3) Labor Relations and
- 4) Retirement/Reassignment

of the Human Resources Services for the new City of Ottawa.

The Transition Board recognizes that some people will be affected more than others, but we want to make sure that all employees are engaged and informed about the process of change. Even if your job doesn't change much as a result of the transition, you will be working with a whole new "team" of work colleagues, and the priorities and direction of the new City are likely to change as well.

Finally, I want to say thank you to all staff. Many of you have been patient, and dedicated to the process, in the weeks of transition. When the Transition Board started its work, your T-100 provision as well as the helpful information and analysis, the result of many late nights and devoted discussions, I am sure some of you continue to work on the Transition Project team and are playing key roles in shaping the new City of Ottawa. And while a lot of this transition work is still to be done, the new City of Ottawa is moving forward with confidence and optimism.

In the end, the new City of Ottawa is an expression of the many similarities and values of Ottawa. And it will be you - City's employees - who carry on the legacy of the new City.

Sincerely,  
Chairman

### Have a Look!

<http://www.ottawa.ca/transition>

The Transition Board has launched an employee intranet site. It focuses on the human resources aspects of the transition. It is a companion to the Board's main intranet site, [www.ottawa.ca](http://www.ottawa.ca). This new site has been designed to provide you with the most current information on the transition. It also contains information on the Board's vision and mission, and the Board's commitment to transparency and accountability.

The site also contains information on the Board's vision and mission, and the Board's commitment to transparency and accountability.

### HR Principles

- Employees are the City's most important resource and will be treated with respect.
- Employees will be kept informed of changes affecting them throughout the process.
- Efficient and effective management of the human resources aspects of the restructuring is the Board's responsibility.
- The employees, at municipal, local or "local level" in terms of HR transition decisions. All employees will be treated fairly and equitably.

### Spotlight on: Service Delivery and an Enterprise Culture for the New City

When the new City of Ottawa is launched in the new year, it will be more than the sum of its parts. In the early days of the transition, the new, high-performance City organization - something more than a simple merger of existing, long-term and services. As a result, the new City will be able to deliver services in a more efficient, cost-effective manner. The new City will be able to deliver services in a more efficient, cost-effective manner.

### Staffing the New City of Ottawa

With the selection of a new City Manager, and the appointment of a new City Manager, the process of staffing the new City of Ottawa is well underway.

### Bruce Thom to Be New City Manager

The Board is pleased to announce the appointment of Bruce Thom as the new City Manager of Ottawa.

### CONTACT US

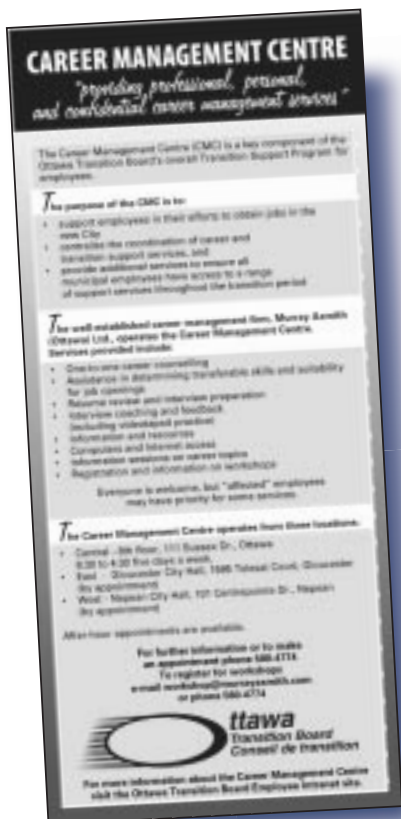
The Ottawa Transition Board (OTB) is now in full swing. In the early stages of the transition, the OTB will be the primary point of contact for all employees. For more information, please contact the OTB at:

• Ottawa: 1-800-387-0000 or 1-800-387-0001  
• Ottawa: 1-800-387-0000 or 1-800-387-0001  
• Ottawa: 1-800-387-0000 or 1-800-387-0001

*There was regular communications with employees via newsletters, e-mail bulletins, and an Intranet website.*

### Throughout the transition year, the Board and HRTT were guided by a few key principles:

- employees are the City's most important resource to be treated fairly and with respect;
  - efficient, effective and timely management of human resources issues is the Board's paramount responsibility to employees; and,
  - information should be available to employees concerning issues affecting them.
- The staffing process included a targeted voluntary exit package (VEP) for management and professional exempt employees. The VEP was a separation payment based on years of service and a transition allowance for the costs of specified transition services. A policy restricting the re-employment of employees in receipt of the VEP was adopted.
  - A study of existing job evaluation and pay plans was completed. It found that those plans existing in the regional municipality were most appropriate for management and professional exempt employees in the new City. The Region's pay plan strikes a balance between fair and competitive salaries and cost containment, and does not represent an across the board move to the highest salary levels.
  - During the transition employee assistance programming was extended to municipalities without those services. A Career Management Centre was established that provided full career counselling and transition support services through 2001.



- The Board approved a plan to proceed with an “affected/non-affected” designation for positions across the municipalities and services involved in transition. The non-affected staffs were given notice of their employment status late in 2000 and the affected staffs were instructed to wait for further information from their managers.

Some other key initiatives of the Board's handling of the human resources issues include:

- the appointment of a HR General Manager to specifically oversee the staffing issues during the transition years
- an extensive communications program for employees, including a popular intranet site, newsletters and e-mail bulletins, and presentations to managers
- the efficient handling of staffing issues through 2000, including establishing provisions for hiring seasonal staff
- the appointment of professional recruitment consulting firms to develop senior municipal staff positions
- special provisions were introduced for hiring within Informatics Technology Services areas
- special consideration was given to support the voluntary sector

Perhaps the greatest accomplishment of the Board and HRTT was that negotiations with bargaining agents concluded with considerable success in the reduction of bargaining units from 45 in the former municipalities to 13 in the new City. Bargaining unit and composite agreement issues requiring the attention of the Ontario Labour Relations Board were reduced to a minimum. In all of the labour negotiations, the Board endeavoured to lay the groundwork for a positive start for the Council negotiations of the first employee contracts.

### RECOMMENDATION

The City should proceed as quickly as possible with the staffing process, maintaining an open and transparent hiring process and keeping as an objective the target of 1,100 fewer positions over three years (includes hydro).

### RECOMMENDATION

Given that the City will realize an annual savings of at least \$66 million with the municipal payroll reduced by 1,100 positions, the Board urges the new administration and the Council to proceed with the employee reduction plan forwarded by the Board.

### REFERENCES

Motions: 18, 19, 82, 98, 109, 130, 148, 160, 171, 227, 242, 258, 272, 279, 282-284, 293, 300, 317, 320, 333, 347, 348, 359, 360, 376, 404, 413

Communications: Press Releases, Background: HR presentation

## 2.4 Financial Responsibilities



The Board's mandate identified two financial responsibilities to be fulfilled: the Board was to act as comptroller for issues relating to the 2000 municipalities' budgets; and, the Board was to recommend a 2001 municipal budget and budget forecasts for 2002 and 2003.

### 2.41 Comptroller issues relating to the 2000 municipalities' budgets

In 2000, the Board had controller powers to deal with the municipal budgets and expenditures of the 12 current municipalities through 2000. It was the Board's mandate to ensure that the capital spending decisions made by the current municipalities would not impact negatively on the new City.

The Board wanted to ensure that the responsibility to review and approve municipalities' 2000 expenditures would not delay or bring the municipalities' daily business to a halt. So, at the outset, the Board provided ways and means for the smooth and uninterrupted daily financial operations of old municipalities. Through a system of delegated authority, the Board approved hundreds of expenditures over the course of the year.

One of the Board's first major tasks was the review and acceptance of all 2000 operating and capital budgets for the old municipalities, Library Boards, Police Services Board, Transit Commission, local Hydros, Non-Profit Housing Corporations, Business Improvement Authorities, and other boards and agencies. On April 3, the Board brought forward motions that approved approximately 95% of the 2000 budgets. The Board also specified expenditures and the related information that it would need to review prior to approving, denying or deferring the item. To facilitate this review there were procedures put into place for the approval of municipalities' expenditures in excess of \$1 million; for the approval of fleet and equipment purchases; and, for the approval of computer hardware and software expenditures. (See next page)

*Here is a partial list of expenditures, agreements, etc. in excess of \$1 million that the Board reviewed and approved:*

- Analysis snapshot of West Carleton for the purposes of ward boundaries discussions
- Triple A Baseball and Jetform Park
- National Arts Centre Corporation
- Neighbourhood 2 Stormwater Facilities Development Costs and Cumberland Trunk Sewer costs
- Landsdowne Park's CFL Lease
- Trail Road Waste Facility Environmental Assessment
- Resurfacing Program
- Infrastructure Programs
- Gloucester Professional Firefighters' Association 2% wage increase
- Grants for 350 new long-term care beds
- Ottawa transfer of \$1.1 million of funds for General Capital
- Acquisition of supply of ferrous chloride
- Nepean's servicing of South Nepean Urban Area – Prestige Business Park
- Approval of Goulbourn's Recreation Complex Funding
- Ottawa-Nepean Campsite Authority

*Here is a partial list of expenditures that the Board deferred or did not approve:*

- Expenditures on South End Library
- Village of Rockcliffe's Heritage Tree Agreements
- Arts Grants Funding
- Additional Inspectors for Rooming House By-Law enforcement
- Slot machine revenues to servicing Albion Road Industrial Park

One of the last acts of the Board was to not approve a request by the Board of Trustees of the City of Ottawa Superannuation Fund. This matter was highlighted in the open letter to Council.

#### REFERENCES

**Motions:** 17-19, 22, 26, 34-78, 87, 88, 99-103, 108, 123, 124, 128, 129, 173, 236-238, 240, 253, 262, 265, 271, 278, 290, 318, 331, 334, 335, 356-358, 361, 381, 415-417, 418

**Communications:** Press Releases



## **SAMPLE OF MOTIONS 34-78**

### **MOTION NO. 36**

Moved by D. Muir  
Seconded by E. Mulkins

**WHEREAS, The CITY OF KANATA has complied with the Ottawa Transition Board Financial Guideline No. 1, Section 4.1;**

***AND WHEREAS the Ottawa Transition Board has reviewed the financial information submitted as it relates to the budget and programming decisions made by the municipality or local board;***

***AND WHEREAS the Ottawa Transition Board now wishes to confirm its acceptance of the year 2000 budget, with exceptions as noted;***

**AND WHEREAS acceptance of the year 2000 budget as noted in this motion does not constitute the approval of new hires and/or increases in compensation as described under Section 4(1)(d)(e) of Regulation 100/00 made under the City of Ottawa Act, 1999;**

**THEREFORE BE IT RESOLVED THAT the Ottawa Transition Board hereby accepts the 2000 Operating and Capital Budgets for the City of Kanata with the following exceptions:**

**1. Fleet and Equipment:**

**All acquisitions of vehicles and rolling stock equipment valued at \$10,000 or more, unless ordered prior to February 10, 2000.**

***Approval will be subject to written submission from the Fleet Sub-Committee which is to provide additional information on the 2000 program requirements. Municipalities/local boards are encouraged to extend this review to all planned expenditures in this area for 2000, including those approved in prior year budgets.***

**2. Communication and Monitoring Systems:**

**All acquisitions, upgrades or replacement of radio, cellular and/or telephone systems and monitoring systems such as SCADA, unless ordered prior to February 10, 2000.**

***Approval will be subject to written submission from the Communications Sub-Committee which is to provide additional information on the 2000 program requirements. Municipalities/local boards are encouraged to extend this review to all planned expenditures in this area for 2000, including those approved in prior year budgets.***

**3. Information Technology Systems:**

**All acquisitions of new or upgrades to existing computer systems, (hardware, software and associated equipment) unless ordered prior to February 10, 2000.**

***Approval will be subject to written submission from the Information Technology Sub-Committee which is to provide additional information on the 2000 program requirements. Municipalities/local boards are encouraged to extend this review to all planned expenditures in this area for 2000, including those approved in prior year budgets.***

**4. Other specific Capital Projects / Operating Program Expenditures:**

*Capital Projects*

<b>Senior Centre – Mlacak</b>	<b>\$981,173</b>
<b>Brook Street West</b>	<b>\$275,000</b>
<b>Core Area Subdivision</b>	<b>\$100,000</b>

***Approval of these specific capital projects and operating program expenditures will be subject to a written submission from the Municipality / Board.***

**CARRIED**

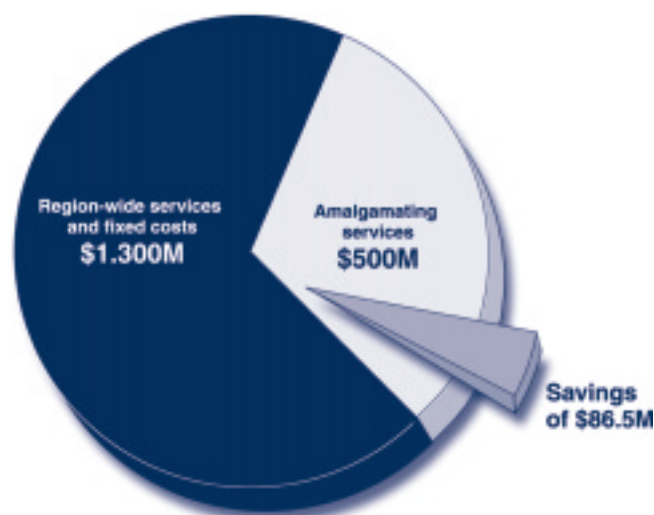
## 2.42 2001 Municipal Budget and the budget forecasts for 2002 and 2003

The mandate of the Board was to recommend to the new City Council a 2001 budget, as well as forecasts, for the 2002 and 2003 municipal budgets. The Board was to also recommend principles for increasing or decreasing tax rates for the old municipalities' assets and liabilities and for different services or levels of service.

**FACT: At the end of the transition period in January 2004, residents of Ottawa will be paying less for the operation of their municipal government and services as we know them today.**

**FACT: At the end of the third year, Ottawa residents can expect to save \$86.5 million annually as a result of the amalgamation and restructuring initiatives.**

In preparing the budget documents, the Board worked closely with a Budget Development Project Team, consisting of treasurers and financial officials from the existing municipalities. In July 2000, the Board announced total budgeted operating and capital expenditures of \$2.1 billion for the combined existing municipalities, boards, and commissions for 2000. This consists of \$1.8 billion in operating expenditures and a \$308.6 million capital budget.



Through October and November the Board consulted the public in the development of the new City's budget. The Board's project teams were also confirming the financial numbers for the respective business plans of the City's departments. On December 1<sup>st</sup> a draft 2001 City Budget was made public. There was further consultation and review of the numbers through the months of December and January 2001. In January, the Board considered the issues of assets and liabilities and area rating, after public presentations were completed. On January 25<sup>th</sup>, the Board completed its budget responsibilities by approving, with amendments, the documents before it and passing final recommendations to the Council.

Over the next three years, Ottawa City Council will be making many policy decisions that will have an impact on the City's bottom line. That, in turn, will determine just how much of the Board's identified net \$86.5 million amalgamation and restructuring savings will be passed on to the taxpayer.

### The Municipal Budget

The Board's budget documentation shows savings of **\$30.7 million** in 2001, **\$55.7 million** in 2002, and **\$84 million** in 2003. At the end of the third year, Ottawa residents can expect to save **\$86.5 million** annually as a result of the amalgamation and restructuring initiatives. A large portion of these savings is from the reduction of 1,100 positions from the municipal payroll, which will save more than \$66 million annually.

The Board in its deliberations did not wish to raise the expectations of the new City's taxpayers that the full savings achieved would automatically result in lower tax bills. The Board was aware of certain budget pressures (e.g. increased fuel costs for heating, busses and other vehicles, enhanced ambulance services, compensation demands. etc.) and therefore in its projections offset these increased costs, that were occurring with or without amalgamation, against the savings resulting from amalgamation and restructuring.

When allowing for financial pressures facing the new City, the draft budget documents identify no net savings for the first year after amalgamation (In fact, the new City must make up for \$15.1 million of reserve funds, which were used by the former municipal governments to balance their budgets and offset any tax increase in the year 2000). However, taxpayers should not have a tax increase in 2001 (a tax increase in 2001, which would have been inevitable had amalgamation not been proceeded with, will now be avoided) and will begin to benefit from amalgamation savings as early as the second year. The budget surpluses with the pressures factored in are – surpluses of \$9.1 million in 2002; \$20 million in 2003; and \$22.5 million in 2004.

#### OPERATING BUDGET

The draft budget for the New City of Ottawa was built from the budget base for 2000 of the twelve (12) former municipalities. Table 1 identifies the total budgeted savings from amalgamation and efficiencies for the years 2001 to 2004 along with the corresponding budgeted reductions in full time equivalent staff complement.

**Table 2 (as presented in the 2001-2003 Budget Overview)**  
**Amalgamation Savings and Full Time Equivalent (FTE) Reductions**  
**(Including Hydro Ottawa)**

	2001	2002	2003	2004	Total
Amalgamation Savings	\$30.7 M	\$25.0 M	\$28.3 M	\$ 2.5 M	\$86.5 M
FTE Reductions	(426)	(364)	(304)	-	(1,094)

The amalgamation and efficiency savings are realized over time and, after inclusion of other budget changes, the result is a net base City operating budget savings of \$9.1 million in 2002, and \$20.0 million in 2003. The additional \$2.5 million of amalgamation savings is realized in 2004, and would result in \$22.5 million total savings.

A shortfall of \$9.7 million occurs in 2001 in order to meet the Ottawa Transition Board's target of an overall tax envelope freeze. The direction of one-time funding such as a regional 2000 operating surplus or operating reserve is recommended as the shortfall is for one year only.

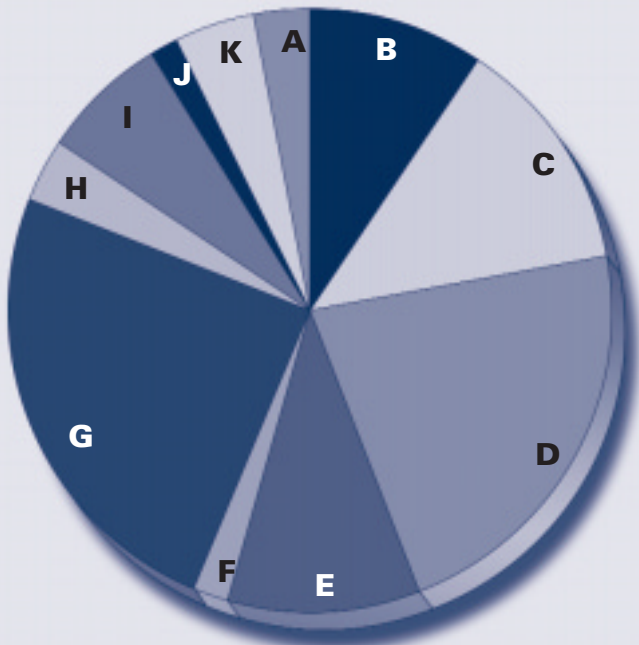
The budget impact of cumulative savings and budget changes are depicted in the table below.

**Table 4 (as presented in the 2001-2003 Budget Overview)**  
**Budget Impact of Cumulative Savings and Budget Changes**

	2001	2002	2003	2004
Budget Impact	\$9.7 M	\$(9.1 M)	\$(20.0 M)	\$(22.5 M)
One Time Funding Applied	(9.7 M)			
Final Impact	\$0.0 M	\$(9.1 M)	\$(20.0 M)	\$(22.5 M)



*The current municipalities' combined operating budgets of 2000 serve as the new City of Ottawa's 2001 base budget.*



A	Housing Board:	\$53,798,000	3.0%
B	General Government:	\$170,124,000	9.4%
C	Protection to Persons & Property:	\$228,263,000	12.7%
D	Transportation Services:	\$397,846,000	22.0%
E	Environmental Services:	\$184,934,000	10.3%
F	Health Services:	\$34,968,000	1.9%
G	Social & Family Services:	\$444,190,000	24.7%
H	Social Housing:	\$61,264,000	3.4%
I	Recreation & Cultural Services:	\$122,620,000	6.8%
J	Planning & Development:	\$26,009,000	1.5%
K	Hydro Commission:	\$77,400,000	4.3%

*The 2001 municipal budget and budget forecasts for the years 2002 and 2003 are presented as recommendations to be passed by the new City Council in the New Year. These recommendations will address fiscal principles, as well as fees, charges and tax levies, and area ratings to realize \$86.5 million tax savings after year three.*



As a direct result of amalgamation, it will cost \$86.5 million less annually to run the City after the third year. Even with the year-to-year rising costs of operations, there is a net surplus of over \$20 million as early as the third year.

As an aside, whether taxpayers see these surpluses, are policy decisions of the Ottawa City Council. There are many pressures that the Council will have to consider: new operating costs to service growth, enhanced social housing costs, cost of operating a 'light-rail system', employees' salaries, wages and benefits (these employee costs represent 39% of municipal operating costs), new program and/or facilities costs, etc.

As presented in budget documentation totaling over 300 pages, the Board has suggested workable envelopes of funding to guide the Council in their consideration of the \$1.8 billion City budget. Full details relating to the 2001 budget and 2002 and 2003 forecasts can be found in these documents.

In meetings through January 2001, the Board also considered key decisions and recommendations relating to the municipal budget exercise. In brief, the Board forwarded recommendations on the following:

#### • **2001 Area Rating Recommendations**

The tax levy formula forwarded by the Board includes provisions for transit costs to be raised only in the urban transit area; three fire service levies to be applied to account for the availability of professional or volunteer firefighters; and, the harmonization of sewer surcharges.

#### • **Asset and Liabilities Recommendations**

The Board recommends the assets and liabilities of all 12 former municipalities be pooled with the exception of development charges – 5 % park development and other mandatory reserve funds, unspent capital project funding for projects substantially underway at December 31<sup>st</sup>, 2000, and Hydro Ottawa, that are to be spent in the areas in which they were levied.

#### • **Spending Authority By-law**

The by-law was put in place so that there would be no disruption in being able to conduct the business of the City (the ability to pay its bills). This by-law is automatically rescinded upon the new City adopting its 2001 budgets. .

Lastly, in a few instances, the Board was called upon to approve expenditures for future budgets. Here is a list of those approvals:

- International Plowing Match support
- 3-year contract to purchase coarse crushed rock salt
- 3-year arrangement for Nepean-Corona Gymnastics Club
- Purchasing of combination spreader/plow trucks for two winter seasons

## Recommended Area Rating Levies

### **General Tax Levy**

- be applied to all rateable property;
- include all services presently included in the RMOC general levy plus all child care services; and
- include all services presently included in the general levies of the former area municipalities except fire service, storm water management service and sanitary sewerage service;

### **Transit Levy**

- include all transit costs;
- transit costs only be raised from the Urban Transit Area;
- Council consider the options shown in the Hemson Report; and
- Council adopt a policy to provide for the automatic inclusion of properties within the Urban Transit Area as they receive the defined level of transit service.

### **Fire Service Levy**

- Three new fire services levies be developed reflecting:
- a City-wide levy - fire station/equipment, training and equipment;
- an Urban levy - full-time firefighter response; and
- a Rural levy - volunteer firefighter response.

### **Police Levy**

- be maintained for accountability and disclosure purposes; and
- be applied to all rateable property;

### **Solid Waste Levy**

- two solid waste levies be maintained for 2001;
- one within the former Township of Osgoode; (The solid waste management program within the former Township of Osgoode boundaries, including the tag-a-bag program be maintained on a pilot program basis until a study of service delivery is completed); and,
- one for the balance of the City.

### **Sewer Surcharge**

- a harmonized sewer surcharge be adopted; and
- the storm water management and sanitary sewerage programs be totally funded from sewer surcharges.

### **Fire Supply Charge**

- a cost-based approach be examined for the fire supply charge; and
- the present rating basis be maintained pending a detailed analysis and review.

### **Capital Program**

- the capital program be reviewed to reflect new corporate priorities; and
- establish adequacy of state of good repair requirements.

### **Development Charges**

- a consolidated development charge policy be established for the new City;
- the growth-related capital forecast be reflected in the City's capital budgets; and
- ensure development charge eligible programs enable service levels to be maintained at least at historic levels and be included in the development charges policy.

### **Debt Financing Practices**

- be reviewed for water, sewer and transportation programs.

### **Financing of Capital**

- current contributions to capital programs be increased annually in an amount equal to the reduction in the amount of debt charges; and
- contributions to capital be increased annually to reflect both the growth in the City and inflation.

## ***Budget decisions were based on set principles and assumptions***

### ***In developing the budget documents, the Transition Board adhered to a set of principles.***

1. Using the cumulative total of the 12 municipal budgets of 2000, there is an overall tax envelope freeze for three years, through 2003.
2. The amalgamation and restructuring savings target of \$75 million by Year 3 that has not been used to offset non-restructuring budget pressures will be returned to the taxpayer in the form of tax reductions, rate reductions and/or service level improvements.
3. The restructuring savings target includes the results from savings from amalgamating services and establishing efficiency improvements in the delivery of municipal services.
4. Harmonization costs are deducted from the proposed amalgamation and restructuring savings such that the new amount would deliver the target \$75 million in savings.
5. The Province of Ontario will fund 75% of amalgamation and restructuring implementation costs.
6. Proceeds from the disposal of municipal assets are first applied to offset any related debt payments, then applied as one-time payments to mitigate requirements for transfers to the capital program from the operating budget.
7. Capital budgets will be prioritized and the available capital funding will be allocated based on those priorities.
8. Capital infrastructure requirements resulting from projected growth will be identified and a funding plan will be developed such that, in the long term, growth is self-funding.
9. Senior management using an overall 'corporate approach' with regard to the optimal allocation of municipal resources will lead the budget setting exercise.
10. Overall service levels in the new City are not reduced. Due to the differences in individual municipalities' service levels, this statement applies to average service levels.
11. The overall grant and purchasing of service budget envelope of 2000 is maintained in 2001 for organizations depending on the municipality for a sustaining grant and/or purchases of service.

### ***The Board and the Budget Development Project Team respected a set of assumptions:***

- Overall levels of service are to be maintained. This is not on an individual basis but rather on average.
- No new services or increased service levels are included except where mandated by the Province or agreed to by the Board.
- Grant and purchase of service envelope is to be maintained. Organizations receiving sustaining grants or purchases of service in 2000 are to receive the same level in 2001, providing they complete the appropriate application and continue to qualify. Any increases will need to be approved by the Council, or its designate, and need to fit within the existing spending envelope.
- Assessment base growth at 2% per year. Assessment base growth brings in new tax dollars to support the new costs to service that growth. Adding an estimate of growth to the tax requirement envelope allows the approximate offset of the new revenue and the costs without affecting existing taxpayers. \$15 million in new property tax revenue is equivalent to 2% growth. The budget also includes the estimated revenue for supplementary tax revenue as the result of new construction for the period from completion to when it is added to the assessment roll.
- 2000 tax rate reductions resulting from Community Reinvestment Fund grants from the Province were one time in nature. The taxes have to be reinstated as it is not expected that these grants will be received by the new City.
- Fees, fines, and charges. Individual recommendations have come forward with respect to some changes, such as harmonization, for 2001 and future years. These changes are generally "revenue neutral", i.e. have no net impact on the budget. The exceptions are the elimination of any non-resident fees, which represents a net loss to the new City, and an increase in OC Transpo fees of 2% to partially offset the increasing costs of fuel. Other fees and charges are being studied and future recommendations will be made.
- All existing agreements that fall within the legislation, regulations and Transition Board guidelines will be respected and budgeted for appropriately. These include agreements with outside parties, and also internal repayment agreements, (e.g. repaying funds to reserve funds over time).
- A complete review of the requirements for funding capital programs including contributions from the operating budget will be required. Until this review is complete, the 2000 level of contributions from the operating budget for capital purposes will be maintained for 2001 to 2003. The exception to this is an increase to contributions to capital equivalent to the decrease in the existing City of Ottawa's debt cost reduction as a continuation of that City's debt reduction policy. In future years, there may be an increased transfer from the operating budget to pay for capital program requirements.



### RECOMMENDATION

The Council proceed with its budget deliberations with one objective being to obtain at least the minimum target for amalgamation savings, identified by the Board at net \$86.5 million annually after the third year.

### RECOMMENDATION

From the budget deliberations, aside from the recommendations found within the budget papers and reports, the Board forwards to the Council the following observations. In relation to the budget exercise, the Board recommends that:

- Council strive to harmonize user fees, rates and program charges for municipal services across the City as soon as possible
- Council review the differential and growing gap between commercial and industrial tax rates with a view to reducing the industrial rates to bring them in line with our competitors.

### RECOMMENDATION

With respect to reserve funds, the Board suggests Council develop a stringent policy for capital reserve funds, so:

- The funds will cover the on-going costs of maintaining and rehabilitating existing capital infrastructure
- Projects will be costed out for their full life-cycle
- All future infrastructure needs be considered while making any capital funding commitments.

The Board announced early on certain budget decisions that were designed to alleviate anxiousness about the 2001 budget within the community. The Board:

- froze the amounts of all sustaining grants to community groups so that the groups were assured they will receive the same funding as in 2000;
- was consistent in disallowing any surplus funding to be spent by current municipalities, until the new Council had the opportunity to set its spending priorities; and,
- applied the new accounting principles for 2001 that account for unpaid liabilities and will give a truer picture of how much money each of the current municipalities has in their surplus and reserve funds.

### REFERENCES

*Motions: 231, 249, 254, 277, 341, 373, 392*

*Communications: Press Releases, Background: Budget*



## NEW CITY OF OTTAWA RESIDENTS COULD SEE REDUCED BILLS WITH TRANSITION BOARD'S BUDGET RECOMMENDATIONS

**OTTAWA** — The Ottawa Transition Board today released new assets and liabilities documents and adopted a series of recommendations on the 2001, 2002 and 2003 municipal budgets that would contribute to lower rates for almost all residents of the new City of Ottawa ("rates" include property taxes, as well as water, sewer and hydro charges).

The Board passed with minor amendments the 2001 budget estimates and 2002-2003 financial forecasts that were presented to them last December. These budget documents show an annual tax savings of \$86.5 million after year three, as a direct result of amalgamation. The Board also made recommendations on area rating including: a tax levy formula that provides for transit costs to be raised only in the urban transit area; three fire service levies to be applied to account for the professional/volunteer firefighters, and; the harmonization of sewer surcharges (*see attached table A*).

Upon reviewing a report by the Hemson Consulting firm on the issue of assets and liabilities, the Board recommended that the assets and liabilities of all the 12 former municipalities be pooled with the exception of revenues from development charges, unspent capital project funding and Hydro Ottawa, that are to be spent in the areas in which they were levied.

"The impact of these recommendations signals good news for member David Muir. "We are passing on to Council a very funding envelopes. The sum of our recommendations, if fo

However, Mr. Muir stated he could not guarantee individual property taxes would be lowered. "The Ontario Provincial Assessment Corporation will not be able to guarantee that the proposed changes will ultimately have an impact on taxes," said Mr. Muir. "Provincial assessment changes will not be made until the final adjustment for assets and liabilities. Council's decisions will be based on whether they accept our recommendations or not, and will be made within the budget envelopes presented, or decide to spend more."

For the purposes of its budget presentation (see *attached Development Project Team* presented figures from the of \$22.5 million, once all budget pressures are taken in the 2000 municipal budgets and 1996 market value as

*"The impact of these recommendations signals good news for the Ottawa taxpayer," says Board member David Muir. "We are passing on to Council a very workable budget, with responsible funding envelopes. The sum of our recommendations, if followed, will deliver lower taxes."*

TABLE A

Annual Property Assessed at \$150,000 CMV, 1996					
Impact of Hemson Recommendations of January 4, 2001	Recommended OTB Changes - January 25, 2001				Total Tax/ Water & Sewer Variance
	Transit levied in the existing Transit Area	Storm Sewer costs added to water bill	Storm Sewer costs removed from tax bill	Osgoode retains Existing Solid Waste Program	
\$	\$	\$	\$	\$	\$
Cumberland	(68)	8	55	(43)	(48)
Gloucester	1	8	55	(43)	179
Kanata	69	8	55	(43)	(74)
Nepean	(43)	8	55	(43)	(53)
Ottawa	(21)	8	55	(43)	(74)
Rockcliffe Park	(6)	8	55	(43)	(78)
Vanier	(73)	8	55	(43)	(68)
Goulbourn	201	8	55	(43)	
Rideau	3	(59)	55	(43)	
Osgoode	2	(59)	55	(18)	
West Carleton	(37)	(68)		(18)	
		(68)	55	(18)	
				6	

IMPACT OF OTTAWA TRANSITION BOARD RECOMMENDATIONS  
Overall Recommended Rate Changes  
Residential Property Assessed at \$150,000 CMV, 1996

	Amalgamation Savings \$22.5 M	Total Tax/ Water & Sewer/ Variance \$	Asset/Liability Adjustment	Hydro Harmonization	Total Rate Changes
Cumberland	(66)	(48)	0		(114)
Gloucester	(66)	21	0		(59)
Kanata	(66)	89	0	(14)	(61)
Nepean	(66)	(23)	0	(84)	(114)
Ottawa	(66)	(1)	0	(25)	(32)
Rockcliffe Park	(66)	14	0	35	(17)
Vanier	(66)	(53)	0	35	(84)
Goulbourn	(54)	179	0	(98)	27
Rideau	(54)	(74)	0		(128)
Osgoode	(54)	(78)	0		(132)
West Carleton	(54)	(68)	0		(122)

## 2.5 Elections



The Board had the responsibility to oversee the 2000 municipal election process and ensure its transparency and fairness. This election was to be a historic vote and, given the unprecedented 47% voter participation, the significance of selecting the women and men representatives who must lead the new City through its first transition years was not lost on the electorate.



One of the first Board appointments on April 5, 2000 was that of the Chief Returning Officer — Shane Kennedy. The Board supported the efforts of Mr. Kennedy, who led a team of municipal clerks and employees, as well as paid and volunteer election day personnel. The Chief Returning Officer reported to the Board and had on-going operations plans approved by the Board through 2000.

In the implementation of the election team's operational plan, there were certain operational decisions that required motions of the Board. Some of these decisions include:

- the purchasing of vote-counting equipment;
- securing sufficient numbers of vote tabulation and results compiling equipment;
- the decision to ensure bilingual forms, notices, and other information (including ballots) for the new City's election;
- the reduction of opening hours in certain institutions and retirement homes; and,
- providing increased service to the hearing and visually challenged voter.

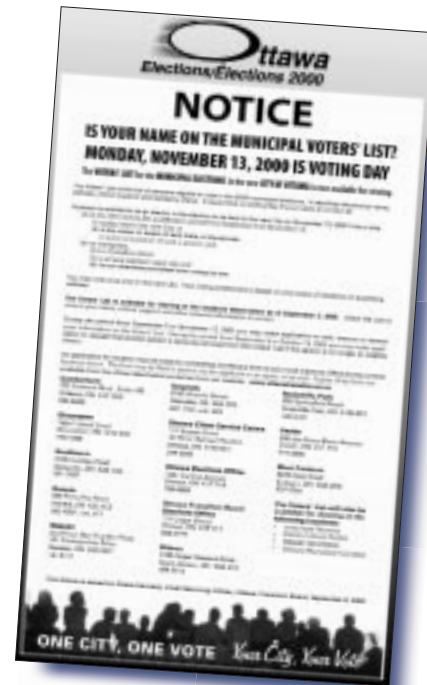
In reviewing the electoral process and the operations of election day – November 13 – the Board owes a debt of gratitude to Mr. Kennedy and his team of officials their successful management of a complex and vitally important election process.

### RECOMMENDATION

**Council should consider a review of municipal ward boundaries, based on geography and population, during this Council's mandate, to have new boundaries set for the 2006 elections.**

### REFERENCES

*Motions: 5, 23, 29, 30, 85, 86, 104, 137, 138, 247*



**The Chairman's opening address on the day after the municipal elections included these remarks of appreciation for the work completed by all the people involved in the election process.**

*On behalf of my colleagues on the Board, I would like to pay special thanks to the Chief Returning Officer Shane Kennedy for his outstanding job in ensuring the elections were fair and above reproach. Mr. Kennedy's tireless work and his leadership of a dedicated team of officials from across the new City was the key to the success of our elections. Without question, the smooth election process over the last few months contributed, in part, to the unprecedented 47 % voter participation. It was also very reassuring to have the voting returns delivered as quickly and as reliably as they were by our election officials. But for a few exceptions, we knew the final results of many of the election races by 8:50- 9:00 p.m. ...*

*The Board would also like to acknowledge the fine work of the hundreds of election workers who were in the polling stations and played a part in the election process. Thank you. Likewise, thanks must be extended to the hundreds of volunteers who contributed to the campaigns of the candidates. There were thousands of volunteer hours spent in the past few months by citizens who had one thing in common – to make our community a better place to live. It is so very important to recognize all the people who contributed to our local election process – their efforts are what is at the very core of democracy.*

## 2.6 Governance Issues

The Board's mandate called on it to recommend a new governance model that would render effective representation and would establish a responsible and effective City Council. The Board was to make recommendations on the role of the councillor, council and staff; how much councillors should be paid, and what administrative support they will need; the council committee structure; and the decision-making processes for Council and the municipal administration.

Early in the mandate, the Board established a Political Infrastructure Project Team wholly comprised of interested citizens and led by businessman Brian McGarry and community activist Linda Lalonde. The public provided input through various methods: a questionnaire sent to over 500 organizations; interviews

with 23 groups and individuals who have experience and/or expertise in political life; 67 written submissions; phone and e-mail calls to the Board; a review of practices in other municipalities across Canada.

The result of the project team's public consultations and the Board deliberations was a new governance model that delivers two fundamental elements to the public: it provides for greater accessibility to decision-making and it reinforces Council's role as policy makers.

In fulfilling its responsibilities, the Board set the salaries of the new City's mayor, city councillors and their staff, as well as determined their office budgets. The Board also determined the optimum number of committees, forwarded principles for the operation of Council and its Standing and Advisory



### Highlights of the Board's Governance Model

#### Pay and Benefits

- Mayor be paid \$104,000 with 1/3 exempt in accordance with existing legislation
- Councillors be paid \$56,000 with 1/3 tax exempt in accordance with existing legislation
- Legislation be passed that would have the salaries of the Mayor and Councillors fully taxable
- The Mayor and Councillors should not receive severance pay
- The Mayor and Councillors should receive no other stipends for chair or memberships on committees, boards, or agencies
- The Mayor's staff and Councillors' staff be hired for a term not exceeding the term of council and that they not be entitled to receive severance pay
- The elected officials be able to access the medical/vision/dental/life insurance available to city management
- The Mayor's staff and Councillors' staff be able to access the medical/vision/dental/life insurance available to city staff

#### Office and staff budgets

- The Mayor's office be at City Hall
- The budget for the office of the Mayor (excluding staff) will be \$250,000
- The Mayor be provided a staff budget of \$250,000 annually. Other staff required to support the Mayor's office (e.g. reception, filing, other administrative staff) be city employees
- Both a car and a driver is provided by the City for the Mayor's use
- The budget for the offices of the Councillors (excluding staff) will be \$25,000
- Each councillor be provided with a staff budget of \$100,000 annually
- The Councillors' main offices be in a municipal building, other than City Hall, in their respective wards. Shared workstations for councillors will be made available in a common work area at City Hall
- Support for the common office work area at City Hall be city employees
- Each elected official's salary and office budget be maintained separately and distinct in order to ensure that salaries are not in competition with office budget needs.
- A common elected representative's budget be established under the Clerk's office to provide for standard equipment, furniture and expenditures (e.g. mileage, travel, etc).

#### Roles and Council operations

- The fundamental role of elected representatives is legislator. The Mayor and Councillors are the legislative arm of municipal government to develop and create the laws of the City.
- There will be four standing committees of Council: Operations, Development and Planning, Community Services, and Corporate Services Committees
- The mayor is the chair of council and an ex-officio member of all council committees
- The mayor does not chair any committee
- Meeting times and locations of standing committees should be arranged to ensure optimum effectiveness and accessibility for citizens to attend and participate
- Reports, agendas and other relevant materials should be made available in advance
- Ad hoc committees and task forces can be formed as necessary. They must have a specific mandate, set membership, a finite term and a defined reporting relationship to Council through one of its standing committees
- Advisory committees can be made up with members of the public to report to a standing committee through a council member (sponsor) and supported financially by the City.



Committees, and prepared a set of procedural by-laws for effective Council operations and efficient decision-making processes.

In completing their work on the new governance model, the Board recognized two issues that were reoccurring points of contention.

### #1. Councillors are policy makers, not city administrators

As the Political Infrastructure Project Team heard throughout its public consultations, people expect their mayor and councillors “to represent the concerns and values of the people who elected the individual.” The Project Team’s report summed it up best in echoing the strong public sentiment that the elected representatives should be “policy-makers rather than pothole fixers.” In tune with the public’s view of what the Mayor and Councillors’ role should be, the Board presents this recommendation in the Political Infrastructure Report:

*The Board views the fundamental role of elected representatives as being legislators. The mayor and councillors are the legislative arm of municipal government to develop policy and create the laws of the City.*

In its meetings, the Board emphasized the primary role of the legislators was not to administrate, or act as administration watchdogs. An ideally functioning municipality would have the administration, under the guidance of the City Manager, providing advice and recommendations to Council and implementing the policies that have been adopted by Council.

### #2. The councillor’s ward office

Upon issuing the final report, the recommendation that drew the most media attention regarded councillors’ offices. The Board forwarded the recommendation that councillors set their primary offices in their respective wards and that they share common office space at City Hall. The public identified accessibility and accountability as the greatest issues and the Board reasoned the public concern is best addressed by placing a councillor’s office in their ward. At the same time, the Board felt it is not financially responsible – nor is it needed – for councillors to have two offices, equipped and staffed. Given the primary role of Council does not require Councillors to be in direct and constant contact with the administration, there is only a need for working space at City Hall on the days of Council and Committees meetings. To meet this need, there is a provision in the governance model recommendations for a common working space to be put aside for councillors’ business.

In the end, there was not the time, nor the ability to prepare new ward offices for councillors. Therefore, the recommendation for ward offices remains with councillors and plans for ward office accommodations were suspended until Council decides where it would like to establish its councillors’ offices.

### RECOMMENDATION

**Board urges Council to leave the managing and administering to the very competent, able and professional City staff, seek options for action and decision making from staff, and focus on their policy making and legislative responsibilities.**

### RECOMMENDATION

**There be new Provincial legislation introduced to allow for the salaries of the Mayor and Councillors to be fully taxable.**

### RECOMMENDATION

**All expenditures of an elected representative should be fully disclosed, including the Councillors’ office budgets that should be transparent and easily understood by the public.**

### REFERENCES

*Motions: 140, 141, 251, 321*

*Communications: Press Releases, Background: Political Infrastructure files*

## 2.7 A focus on transition issues

During the course of its mandate, the Board was faced with transition issues that did not directly relate to the restructuring of the local government. However, these issues are important to the successful amalgamation of the former municipalities and their respective cultures, as well to the people and entities who are coming together to form one City.



In each case, the Board established project teams to review the issues and to bring forward recommendations. In some instances, the Board made specific recommendations to the new Council, while in other instances, it simply passed the project team report onto the Council for further consideration.

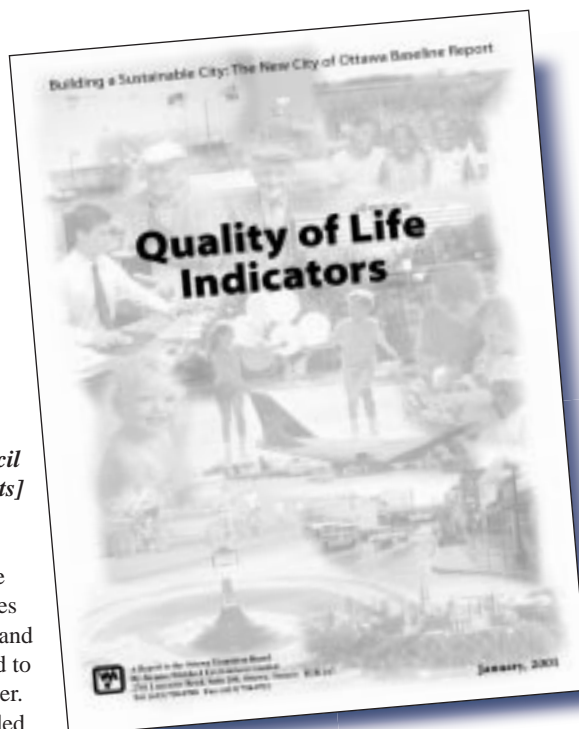
In this section, a brief description of the project teams' findings is followed by a reference of where further information can be obtained.

### Accessibility for the disabled

The Board recommended a framework for the development of an accessibility policy through which the new City of Ottawa can provide services for persons with disabilities. Recommendations include the establishment of an advisory committee on disability issues and that Council consider providing barrier-free access in municipal buildings and parks, while encouraging the private sector to do the same. **Received report and passed to Council [motions 243, 355, and under Reports]**

### Environment

The Board recognized the importance for the City to have adequate resources to manage and respond to provincial and federal environmental legislation, and to apply the law in an appropriate manner. In this respect, the Board recommended



## Transition Issues

Accessibility	Rural Issues
Environment	Street Renaming
Language	Taxi
Diversity	Visual Identity
Quality of Life	Youth

a co-ordinated approach to environmental decision-making between city departments as well as between the City and the community. The Board also recommended the development of a corporate environmental management plan and a community sustainability plan for the new City of Ottawa. **Environmental Charter Objectives; the Board supported recommendations within report [motion 340, and under Reports].**

### Language Policy

The Board adopted a working language policy last spring that ensured the dissemination of public information in both English and French. If adopted by the new City Council, all residents will be able to access municipal services in both official languages no matter where they live in the new city. **Language Services Policy for Board operations [motion 90].**

### Diversity and Community Access

In an effort to ensure access and participation of Ottawa's diverse communities - such as immigrants, visible minorities and Aboriginal people - in the affairs of the new City, the Board commissioned a project team to prepare a report. The report recommended that Council create an equity, diversity and access advisory committee, a diversity policy on employment equity, as well as implement an outreach strategy to promote partnerships between groups and the municipality. **Received report on Diversity and Community Access and passed onto Council [motion 357 and under Reports].**

### Quality of Life

The Board commissioned the *Quality of Life Indicators* report to assist Council in the development of sound sustainable policies for the new City. This useful guide provides a snapshot in time on a wide range of factors that affect the quality of life of Ottawa residents. These include everything from statistics on air quality and bicycle paths, to local education levels and employment. The Board recommended Council periodically update the report in the future to evaluate how our community is changing and developing. **Received report on Quality of Life Indicators and passed onto Council with recommendations to replicate efforts in the future [motion 380, and under Reports].**

## Rural Issues

During the transition year, the Board viewed rural issues as a priority and made many recommendations through its motions and reports. The Board:

- recommended the Province increase the number of rural wards to five
- directed all project teams to consider the impacts proposed service delivery models would have on the rural communities
- in presenting its governance model, opted against the creation of a rural affairs committee since it was impossible to define a strictly “rural” issue versus an “urban” one. The Board recommended that individual rural councillors establish their own rural issues advisory committee that would report directly to them
- proposed the City establish a comprehensive communications strategy to ensure access and participation of rural residents in the affairs of the new City (this included special consideration given to community newspapers)
- recommended a strategy to address issues relating to drainage and land use in the rural areas, as well as the promotion of agriculture and agri-business

*[Board motions relating to the rural issues include motion 274, 292, 347, and under Reports.]*

## Street renaming and numbering

The Board has done most of the groundwork for changing duplicate street names and numbering in the new City. The changes are crucial in order to ensure the safety of residents by avoiding confusion.

*Board recommended and directed staff to work on the required street name and civic number changes [motions 120, 121, 349 and under Reports.]*

## Taxi reform

In accepting the findings of a special transition project team made up of concerned citizens and business leaders, the Board recommended a far-reaching plan for reforming the region’s ailing taxi industry. If implemented by the new City Council, the plan would see the establishment of a taxi commission and increased safety and practice standards for cab drivers and companies. *Board fully endorsed a project team’s final report and recommendations on reform of the taxi industry [motions 127, 264, 303, 346 and under Reports; and Communications: Press Releases].*

## Visual identifiers for the new City

The Board approved the new City of Ottawa’s logo, flag, motto, slogan and coat of arms at the end of an extensive public process to find new visual identifiers for the new Ottawa. The identifiers will be used on everything from envelopes, letterhead, city maintenance trucks and signs. *Board development and adoption of new City’s graphic identifiers, including logo, coat of arms, slogan [motions 117, 316, 338, 339, 364 and under Reports; and Communications: Press Releases]*

## Volunteers

The Board formed the Voluntary Sector Project Team, comprised of voluntary sector and municipal employees, to develop a model that will enhance, support, integrate, and recognize the contribution of the voluntary sector in the new City of Ottawa. *The Board received and passed onto the new Council [motions 317, 348 and under Reports; and Communications: Press Releases].*



## Youth

In an effort to give young people a voice in the affairs of the new municipality, the Board created the Youth Transition Committee (YTC) made up of local young people and backed by a group of distinguished adult advisors. The YTC interviewed their peers, researched youth governance models elsewhere and came up with several recommendations, including the creation of a youth cabinet to advise Council on issues important to young people. The Board sponsored public sessions and held a special Board meeting to receive the YTC’s recommendations. *The Board supported the recommendations presented in the final report of the YTC [motion 315, 350, 363 and under Reports; and Communications: Press Releases].*







# The New City of Ottawa: Fulfilling Its Potential

## Ottawa Transition Board's Final Report and Recommendations

# Looking to the future



# Looking to the Future

## 3.1 Open Letter to Ottawa City Council



January 31, 2001

Dear Council:

On January 26, 2000, members of the Ottawa Transition Board were handed a mandate by the Provincial Government to ensure a smooth and seamless transition from the previous twelve municipal bodies to the new City of Ottawa. We are pleased to relate to you that we have fulfilled our mandate.

To further assist with the final transfer of governance, the Board is forwarding our summary observations and certain key recommendations so that Council may build on the past year's transition process. We trust this correspondence will be received with the same positive intent with which it has been sent.

Through the last twelve months, the Transition Board systematically pursued its objectives to create a new municipal government for January 1, 2001. As you will know, the Board has forwarded to Council sound budget documents that achieve annual tax savings for the City. It has also forwarded a series of business plans and reports that restructure our local government to introduce a streamlined administration with integrated service delivery models. The Board dealt with many important components of our community and issues such as libraries, infrastructure, quality of life, taxi reform and the role of volunteers. We also had the responsibility to oversee the 2000 municipal elections and the incorporation of Hydro Ottawa. The sum of this work has been passed on to the City Council to complete the job of amalgamation.

The decisions that will be made by Council in its initial three-year mandate will have a huge impact on the outcome of the transition process and, ultimately, on the success of the amalgamation. Much will also depend on the new administration, as it faces the challenge to be a flexible, effective and efficient servant of Ottawa residents. Again, we trust the following observations will be well received so that the Council and City administration can make the most of the opportunities and challenges before them.

### ***Amalgamation savings***

The Transition Board was to find \$75 million savings annually as a direct result of amalgamation and restructuring, while maintaining our high quality of services. We have done that and more. The Board, assisted by an able and dedicated team of senior managers, hundreds of employees as well as interested citizens and consultants, has identified \$86.5 million in net amalgamation savings. We have achieved the savings, largely, by restructuring and reducing the size of our local government by almost 1,100 positions. This is good news for local taxpayers – for we are all able to enjoy these savings after the third year of amalgamation, *year-after-year, in perpetuity*.

Assuming the managers are given ongoing appropriate policy direction, the \$86.5 million savings we have identified for Council is sustainable with no negative impact on the delivery of municipal services. As our mandate instructed, we have achieved the savings *without reducing the levels of service*. This does not mean that some people may not see improvements or changes in service levels. It does mean that, overall, the bundle of services provided by the new administration can be as good or better than that provided by the previous municipalities.

***The decisions that will be made by Council in its initial three-year mandate will have a huge impact on the outcome of the transition process and, ultimately, on the success of the amalgamation.***

Above and beyond the \$86.5 million, the Board and the senior management are aware of additional savings that can be achieved. For further savings, the new City must develop a culture that will demand every action be implemented as efficiently and effectively as possible (this includes the adoption of the best alternative delivery systems available). In other words, Council should be able to set any policy direction with the confidence that it will be implemented with no waste or duplication.

Such a culture of excellence will grow and prosper only with continuous and dedicated commitment by both Council and staff. Managers need to be free to manage within their sphere of responsibility, which includes finding new and creative ways to increase effectiveness and efficiency. Systems of performance management and the pursuit of excellence are frail and can be easily derailed by ideology, as well as by divisions between Council and staff. The



Board is satisfied that it, together with the new and remarkably capable senior managers of the City, has begun the process of building such a culture of excellence. It is now up to the Council and the residents of Ottawa to decide how to foster this culture of excellence.

As a result of the new administrative system in place, residents of Ottawa will be paying less for the operation of their municipal government and services by the end of the transition period in January 2004. Residents should be reassured to know that the administrative savings have been found largely due to the efforts of the managers who will now implement the new systems. As stated above, the Board has provided a budget that identifies a minimum of \$86.5 million in amalgamation savings.

### **Transition costs**

The Transition Board and the Government of Ontario has identified a total of \$189 million in transition costs for the new City of Ottawa. The specific cost breakdown is: \$ 4 million for Board operations, \$102 million for severance costs, and \$83 million for information technology investments. Of special note, in completing its review of the transition costs, the Board included a number of information technology (IT) solutions that will allow the City's business and communications systems to amalgamate and be restructured much more effectively and quickly. The Chair negotiated an unprecedented understanding with the Premier of Ontario for these costs to be included in the transition payment.

The Board made the announcement of the transition costs and payment on December 1, 2000, as part of the budget process. On that day, it was announced that the Province would pay \$142 million or 75 % of the costs, exceeding other payments previously negotiated across the province (e.g. Kingston received 70%). The new City of Ottawa would be responsible for the remaining \$47 million – less than the total savings of \$ 51.6 million, which Ottawa will realize in the first four years of the amalgamation.

This is a tremendous deal given that the Board reduced 1,100 positions in the new municipality (almost double the Shortliffe Report number of 561) and that there is a considerable amount of money included for IT solutions, which are not costs that have been wholly covered in other transitions. On the latter point, the City's IT expenditures will undoubtedly result in further savings for the municipal administration.

Now, with the terms of the negotiations being brought into question, it is the Board's sincere hope that the new City will be able to secure at least as good a deal for the residents of the City of Ottawa.

### **The administrative structure**

One of the primary objectives of the Board's mandate was to establish a new local government, which would maximize efficiencies and ensure reliable, quality municipal services. We have accomplished this with the help of 80 project teams of municipal employees and citizens, as well as the active participation of the new City Manager and senior management team.

We set out to construct a solid foundation for a new and rapidly growing city recognizing that, for this new City structure to emerge over time, the invisible footings and foundations would be critically important. As we complete our mandate, it should be reassuring to residents of the new City that, unlike other transitions in Toronto, Kingston and Halifax, much of the new municipal structure and the governance model has been put into place. The new municipal organizational structure was developed as a result of Board discussions with senior staff, including former Chief Administrative Officers, and with the direct input from the new City Manager. The new City's senior management team has been in place since early summer – and has been instrumental in creating and developing the new service delivery models. We are confident that the new administration can and will evolve over the next decades into a flexible and effective vehicle to serve the needs of Ottawans and to intelligently provide those public goods that subsequent Councils determine are needed.

As an important aside, we believe that one of the key reasons why the Board accomplished so much in such a short period of time was because we ensured the new City's managers and decision-makers were active in the process of transition at the earliest possible date. In fact, it is to the City's benefit that senior management actively participated in the transition process through this year. Their expertise and corporate knowledge will better equip them to effectively deal with the issues and challenges of transition in the years to come.

The substantial IT investments will also provide the hardware tools the administration needs to achieve greater efficiencies and deliver more accessible and convenient services to residents. Investments in integration initiatives like information and communications systems, the new Internet portal, and SAP will prove timely in the development of our City. The Board expects the City will save millions of dollars in operating costs in the years to come, and envisions that a future Council will be in a position to re-invest these savings to improve municipal services or to provide further tax relief.

The role of the Transition Board in this long evolution is modest and time-limited. We poured the foundation and provided a blueprint for the next phases of building the administrative system. The system we have devised ensures a balance among three forces: service to the public, investment in infrastructure and moderate tax rates. These forces will not find a balance naturally. They must be carefully balanced and adjusted continually in response to new conditions and issues. Indeed, one of the most important roles of successive municipal councils will be to define the balance in light of the immediate needs and wishes of their constituents.

The system now being developed in Ottawa is capable of adjusting the balance like a fine scale to meet the requirements and directions of future city councils. The key instruments that permit this re-balancing have been built into the system. To prevent duplication, waste and confusion, it is essential that these characteristics continue to be nurtured.

- **Clear Strategic Direction** - The establishment of strategic goals for the city that balance tax levels, services and infrastructure investment is important. The Transition Board was mandated by the Provincial Government to maintain service

***The role of the Transition Board in this long evolution is modest and time-limited. We poured the foundation and provided a blueprint for the next phases of building the administrative system.***

levels and reduce spending. Councils have greater flexibility. Ottawa needs a clear statement of direction so all of us can participate in planning and understanding the balance that will best meet the City's short and long-term needs. Factors as diverse as the needs of the growing technology sector, the challenges of equitable social policy and services, improved transportation needs and a quality natural environment must be fed into the analysis and clear policy directions established. Management can then work to implement the City's strategic direction and not just react in an *ad hoc* and inconsistent manner to individual issues as they arise.

- **Clarity of Responsibility** – There must be a clear line of responsibility within the administration. Teamwork is essential to make the City work, but good teamwork is founded on clear roles, mutual respect and the absence of duplication. The new administration has, to the extent possible, developed clear managerial mandates.
- **Accountability Matching Responsibility** - The cardinal weakness of many governance systems is their inability to maintain managerial accountability in balance with responsibility. Unlike the private sector, where the bottom line provides clear accountability, the public sector must depend on holding managers to account for a variety of bottom lines. Managers must be empowered to implement decisions of Council and not directed to the extent they can no longer reasonably be held to account for results. The tendency of political bodies to prescribe means, rather than outcomes, must be resisted.

The Transition Board believes it has put in place the elements of an appropriate and effective administrative system that Council and the senior management can maintain and adjust accordingly. Of utmost importance is the fact the Board is leaving office having established a capable administration, wholly prepared to meet the challenges of completing amalgamation.

### For Council's consideration

In this final correspondence, the Transition Board thought it would be useful to provide Council with suggestions as to how the municipality can be further developed. We also have included a checklist of priorities that have come to our attention through the work of the transition project teams.

First, given the length of time and scope of the Board's mandate, there were limits to what it could accomplish and recommend. Looking to the future, there are definite avenues the Council should explore to find further benefits for the City and its residents.

- The Board's mandate was to restructure the municipality *without reducing the levels of service*. The Council can now review the many opportunities to alter service levels or even to eliminate certain services, such as operating municipal daycare or homes for the aged. Also, the Council now has an opportunity to revisit past service policies and make some hard decisions when it considers the harmonization of services throughout the City.

- The lack of time did not allow the Board to fully uncover the savings that can be found through the use of advanced technology. The City has an excellent core of managers and information technology staff who can further develop technological solutions for the greater integration of services. This IT group should be encouraged to aggressively pursue new e-service and e-commerce solutions with the City departments and have them incorporated into the business plans. This will most likely result in further savings in the operation of the municipality.
- The Council should explore alternative service delivery (ASD) options – either outsourcing or joint public/private and public/public partnerships. The Board was unable to pursue this activity because of overriding labour issues that could not be fully addressed in the course of twelve months. However, with the political will to implement even some of the most modest initiatives, the Board believes ASD will considerably benefit the City. There are some obvious starting points: community centre programming; fleet management; property management and maintenance; landfill management and operations; call centre management, 911, ambulance; printing; homes for the aged; and joint meter reading for water, natural gas, hydro.

The Board also takes this opportunity to urge the Council to allow the newly forged municipal structure to strive to achieve the anticipated benefits of amalgamation. The recommended structures and service delivery models need the time to take hold with the municipal staff. Today, the City's senior managers are working hard to nurture the new administrative systems and alleviate the elements of uncertainty and instability within the workforce. It would be most disruptive and counterproductive for the new administration to go through a series of revisions based on the conflicting political agendas of the new councillors.

**The Board also takes this opportunity to urge the Council to allow the newly forged municipal structure to strive to achieve the anticipated benefits of amalgamation.**

As mentioned, the administrative structure has been developed with the expertise and best advice of our community's past and present senior management and employees. During the past year, there was a comprehensive review of municipal services and the way they were delivered. We are confident the administrative structure that is currently being cast by the City Manager and his senior management team will serve Ottawans' demands extremely well. The structure simply needs time to prove itself.

### Short-term priorities

The following relate to issues that will need Council's immediate attention in the next thirty-to-sixty days. Although the Board has raised these issues with the appropriate senior manager, all of Council should be aware of them. In no particular order, they include:

- The 2001 budget and related budget issues
- On-going operational effectiveness of Client Service Centres
- IT staff retention
- Communications relating to the staffing of the new administration
- The governance of the City of Ottawa Superannuation Fund – particularly membership and delegation to the Board

Again, in no particular order, the Board raises the following issues as vital to the success of the amalgamation over the next three years.

- Labour relations issues, specifically the successful completion of the first contract negotiations
- Further development of each departments' business plans
- Continued harmonization of by-laws, policies, and service standards
- Harmonization of service levels and fees
- Creation of the new Official Plan
- Determining the funding formula for the City's enhanced ambulance system
- Resolution of volunteer firefighters issues
- Inclusion of youth in municipal affairs
- Reviewing the inventory of physical assets with a goal to maximize the City's investments
- Rationalization of the municipality's office space
- Ensuring a role for volunteers and their participation in municipal affairs

Given the litany of issues, all of us on the Transition Board, as residents and taxpayers of the new City, wish the new Council the very best in its deliberations.

### **City of Ottawa employees**

The Transition Board recognized, as we are sure all Ottawans do, that the merger of twelve municipal organizations into one creates considerable anxiety for municipal employees. From the outset, the Board was determined to deal with this important issue humanely and in a manner that was fair and dignified.

The Transition Board has been impressed by the quality and commitment of our community's municipal public servants. Over this past year, hundreds of them assisted and advised the Board in the development of detailed administrative structures and service delivery models. They understood and shared the Board's belief in a culture of excellence and demonstrated to us they were more than capable of implementing such a rigorous system.

A key ingredient to the new administrative system is the call for employee performance reviews, giving workers a *right* to define his or her work goals in concert with their supervisor. These reviews can identify opportunities to improve, eliminate duplication and find better alternative means of achieving goals.

This system of constant improvement is critical to the motivation of the staff. If there was one area in which the new system could and should produce improvements over the previous system, it is in this human management area. Only a handful of the 17,000 or so employees in the previous systems had reported participating in performance evaluations. Excellence requires, as its most fundamental element, *informed and empowered employees*. The Board hopes this important tool will be insisted upon in the new City administration.

The Board has fulfilled its mandate to provide a core management team for the new City and to provide processes that will allow employees to know about the roles they will soon play in the new City. The Board also identified and began to reduce over a thousand positions from the municipal payroll. Although much of this reduc-

tion has been identified, much remains to be accomplished in the months ahead. It is logical that one administration does not require as many managers, supervisors and support personnel as do twelve. For this reason, we trust that the employee reduction goals will be met.

The Board is pleased by the tone of respect for individuals that has been established by the Board's human resource transition team and the new senior management team. It is never easy to tell employees their services are no longer needed, particularly, when there was no fault on the employees' parts. We believe the Board has established and implemented fair and compassionate processes for dealing with employees. The selective reduction in staff will be necessary over the next three years if the new city is to achieve optimum efficiency. Therefore, our hope is that there will be a continuation of the dignified and humane processes of the past months – an approach that will pay dividends in the morale of the rest of the organization.

### **To the many contributors to the transition process**

The Board would like to acknowledge the participation of hundreds of people – indeed, over a thousand – who helped with the transition process along the way. The Board wishes to show its appreciation to the hundreds of seconded municipal employees and individual volunteers from our community, who assisted the Board and contributed their expertise and input to the restructuring of our municipality. We also thank all those consultants and citizens who played a part in the over 80 transition project teams reviewing the various transition issues. Our thanks are also extended to the past and current municipal councils. From the many employees working overtime, to the interested citizens participating in project teams, and to those who appeared before the Board at a public meeting or at one of the many consultation sessions, *your involvement has been invaluable to our work*.

Throughout this transition year, the Board continually asked people to take ownership of this important event in the life of our community. The tremendous exchange of information between the Board, its project teams and the public, reveal an interest and a genuine concern to see our community come together as one, unified City.

So, on a closing note to Council, it bears repeating that our decisions did not emanate from a group of seven Board members, but rather they are reflective of a tremendous amount of effort from past and

present municipal staff, and interested citizens of our community. Indeed, it is important to recognize the amalgamation of our community would not have gotten this far without everyone's commitment – and, the members of the Ottawa Transition Board wish to thank everyone involved for that commitment.

***The Board would like to acknowledge the participation of hundreds of people – indeed, over a thousand – who helped with the transition process along the way.***

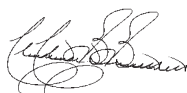
### **The continuing evolution of our community**

In twelve short months, the Ottawa Transition Board has been able to establish a foundation and provide a blueprint for the next steps in the building of the new City of Ottawa. It is now up to the Council and the City's residents to take advantage of the transition process and accomplish the goals of our community's amalgamation.



Serving as a catalyst in the evolution of our community, we believe the Board has provided good service to Ontario, and particularly to the people of Ottawa. We trust that the efforts of those one-thousand-plus individuals involved in the transition process will contribute to the development of a vibrant and dynamic new City. Again, we wish the Council the very best in carrying forward the transition work of the Board.

As citizens and taxpayers of the City of Ottawa, we consider it an honour to have served our community as members of the Ottawa Transition Board.



Claude Bennett, Chair



Albert Bouwers



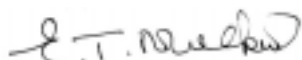
Kathy Greiner



Camille Guilbault



David Muir



Edward Mulkins



Pierre Tessier



## 3.2 Summary of the Board's Recommendations

It is hoped that *The New City of Ottawa: Fulfilling Its Potential* is a summary document, a reference guide to the work of the transition process. With the accompanying CD-ROMs, containing Board meetings and project teams' files as well as a copy of the Board's website, this report should prove a resourceful working document for the public concerned with the amalgamation of our community.

Notwithstanding the suggestions and recommendations made within the many hundred Board motions, or the oral and written reports and papers of the Board and its agents, the Board makes the following recommendations to follow-through on the work of the transition process.

### The Ottawa Transition Board recommends:

1. The administration should continue to develop the departments' business plans and further define cost savings and new efficiencies for the Council.

2. The functionality of the City's service centres in their initial phase of start-up, should be closely monitored to ensure their operations meet or exceed the expectations of the residents.

3. Council review the current range and levels of municipal services and consider lowering or eliminating certain municipal services that are not core to the need of a healthy City, (e.g. operations of a golf course or equestrian park)

4. Given the centres of expertise will strive to find the best methods of delivering services, the Board urges Council to express the political will to explore the most efficient and effective way of doing the business of government, including exploring alternative service delivery (ASD) solutions.

5. Since a new organizational structure has been established, the City Manager should review and report to Council on an annual basis on the effectiveness of the new structure, particularly the functionality of the streamlined managerial levels, and the findings of the Strategies Initiatives Group.

6. The new organizational structure should be allowed to operate as it has been developed for a sufficient period of time to permit the Council to properly evaluate its effectiveness.

7. Two outstanding items should be brought forward to Council at the earliest possible opportunity:

- The fire station location study
- A resolution of the 'two hatters' issue with a satisfactory agreement between the firefighters unions and volunteer firefighters

8. Council should immediately ensure the new Library Board is properly constituted with a full complement of Board members. (*This holds for all Boards and agencies of the new City.*)

9. All recommended investment in information technology be pursued and all necessary hardware and systems upgrades be completed, in short order, to maximize the savings to be realized through new-found efficiencies in administration.

10. E-service and e-commerce opportunities, through the Internet portal and other City media, should be vigorously pursued.

11. Given it would be advantageous to have all of the City being serviced by one hydro supplier, the Board urges the City and Hydro Ottawa to pursue bringing all those residents of Ottawa who are currently being serviced by Hydro One into the local hydro's service area.

12. The City should proceed as quickly as possible with the staffing process, maintaining an open and transparent hiring process and keeping as an objective the target of 1,100 fewer positions over three years (including hydro).

13. Given that the City will realize an annual savings of at least \$66 million with the municipal payroll reduced by 1,100 positions, the Board urges the new administration and the Council to proceed with the employee reduction plan forwarded by the Board.

14. The Council proceed with its budget deliberations with one objective being to obtain at least the minimum target for amalgamation savings, identified by the Board at net \$86.5 million annually after the third year.

15. From the budget deliberations, aside from the recommendations found within the budget papers and reports,

the Board forwards to the Council the following observations. In relation to the budget exercise, the Board recommends that:

- Council strive to harmonize user fees, rates and program charges for municipal services across the City as soon as possible
- Council review the differential and growing gap between commercial and industrial tax rates with a view to reducing the industrial rates to bring them in line with our competitors.

16. With respect to reserve funds, the Board suggests Council develop a stringent policy for capital reserve funds, so:

- The funds will cover the on-going costs of maintaining and rehabilitating existing capital infrastructure
- Projects will be costed out for their full life-cycle
- All future infrastructure needs be considered while making any capital funding commitments

17. Council should consider a review of municipal ward boundaries, based on geography and population, during this Council's mandate, to have new boundaries set for the 2006 elections.

18. Board urges Council to leave the managing and administering to the very competent, able and professional City staff, seek options for action and decision making from staff, and focus on their policy making and legislative responsibilities.

19. There be new Provincial legislation introduced to allow for the salaries of the Mayor and Councillors to be fully taxable.

20. All expenditures of an elected representative should be fully disclosed, including the Councillors' office budgets that should be transparent and easily understood by the public.





# The New City of Ottawa: Fulfilling Its Potential

## Ottawa Transition Board's Final Report and Recommendations

# Conclusion



# Conclusion

On a closing note, it bears repeating that our transition decisions did not emanate from a group of seven Board members, but rather they are reflective of a tremendous amount of effort from past and present municipal staff, and concerned citizens of our community. Indeed, it is important to recognize the amalgamation of our community would not have gotten this far without everyone's commitment – and, the members of the Ottawa Transition Board wish to thank everyone involved for that commitment.

The transition year was one year in our community's greater process of amalgamating. It has resulted in a serious reflection on what makes our community so special and what will ensure Ottawa's healthy evolution, beyond the amalgamation, for years to come. The transition findings are quite remarkable and need to be further reviewed so that we can take as much as possible from this unique



experience of building a new City. With this thought, we trust this report and the accompanying CD materials will help to foster further dialogue and action on enhancing and enriching the citizens of our new City.

It is the Board's hope that the new Council will be able to carry forward the momentum of transition begun by the Board and successfully complete the many tasks of amalgamation. Certainly, the Board and everyone involved in the process to date looks forward to Council's every success through the first formative years of the new City.

On January 1<sup>st</sup>, 2001, we celebrated the birth of Ottawa, our new City and the nation's new Capital. As this past year has proven, with our diverse economy, vibrant neighbourhoods and forward-looking citizens, we are blessed and have much to be proud of in Ottawa.

***In all, I am pleased with those things the Board is passing to the new Council. The Transition Board is leaving an innovative, functioning administrative structure, one that has integrated the delivery of many of our municipal services. We are leaving a leaner, more efficient municipality with a reduced payroll of 1,100. We are also leaving identified annual savings of \$86.5 million, after the third year, as a result of the amalgamation and restructuring efforts. This is a good start to what is the second largest municipal amalgamation in Canada.***

– Claude Bennett, Closing Statement, January 25, 2001





# The New City of Ottawa: Fulfilling Its Potential

## Ottawa Transition Board's Final Report and Recommendations

# Appendices





# Appendix A

## ***Board meetings and schedule of decisions***

### **FEBRUARY 14**

Area Municipal Chief Administrative Officers  
Foundation of a Financial Analysis A Snapshot of West Carleton  
Ottawa Transition Board Draft Procedure By-Law  
Retention of Recruitment Firm For Filling the Position of CAO/City Manager

### **FEBRUARY 28**

Delegation of Authority to Ottawa Transition Board Members for Preparation of Board Guidelines  
Delegation of Authority to Ottawa Transition Board Members for the Approval of Municipal Financial Decisions with a Financial Impact Estimated at Less than \$1,000,000  
Ottawa Transition Board Guideline - Financial No. 1  
Ottawa Transition Board Guideline - Human Resources No. 1  
Retention of Consulting Firm for Project Management Support  
Retention of Financial Analysis Services for the Financial Assumptions Contained in the Foundation of a Financial Analysis - A Snapshot of West Carleton  
Retention of Legal Advice for Amalgamation of Hydro Corporations  
Use of French Language in Prescribed Election Forms, Notices and Other Information

### **MARCH 13**

Amalgamation of Municipal Hydro Utilities  
Ottawa Transition Board Guideline - Financial No. 2, 3 and 4  
Ottawa Transition Board Guideline - Property No. 1 and 2  
Ottawa Transition Board Procedural By-Law  
Status Report on Preparations for Municipal Elections 2000

### **APRIL 3**

Acceptance of the 2000 Operating and Capital Budgets of the Municipalities and Local Boards in Ottawa-Carleton  
Business Technology for the New City of Ottawa - Confirmation of SAP R3

### **APRIL 10**

Amendment to Ottawa Transition Board Guidelines - Human Resources No. 1 and 2  
Organizational Framework for the New City of Ottawa  
Ottawa Elections 2000 - Operational Plan  
Provincial Offences Act Transfer Letter  
Region of Ottawa-Carleton Report - Alvin Heights Pullback Sewer Replacement - Contract 98-203  
Region of Ottawa-Carleton Report - Child Care Capital Projects for 2000



### **MAY 8**

2000 Budget Items over \$1,000,000 from Municipalities and Local Boards  
2000 Budget Review - Township of Goulbourn  
Ambulance Services - Transfer of Dispatch  
Consulting Services - Fotenn Consultants Inc.  
Consulting Services - Hydro Company  
Consulting Services - Municipal Real Property Inventory Database  
Consulting Services - R. J. Wojtyna  
Delegated Authority to Special Advisor for Hiring Outside of Human Resources Guidelines No. 1 and 2  
Fire Services - Retention of Consultant for High Level Design Exercise  
Fleet Sub-Committee - Purchase of Vehicles and Equipment  
Languages Services for the New City of Ottawa  
Ottawa Election 2000 - Communications Plan  
Point of Service Strategy  
Procurement of Consulting Services for the Records and Information Management Project  
Retention of Executive Search Firm Robertson-Surette - Hydro

### **MAY 16**

Ambulances Services - Challenges and Opportunities  
Organizational Framework for the New City of Ottawa  
Point of Service Strategy  
Policy for the Purchase of Goods and Services  
Recruitment Consulting Fees  
Review of 2000 Computer Expenditures



#### **MAY 29**

Authority to Enable Street Name and Number Changes  
 City Hall Selection  
 City of Ottawa National Arts Centre Corporation Agreement  
 City of Ottawa - South End Library  
 City of Ottawa Report - Triple "A" Baseball, Amendment to Operations and Maintenance Agreement  
 Consulting Contract - Review of Insurance and Risk Management Programs for the New City of Ottawa  
 Consulting Services Award - SAP Canada Inc.  
 Consulting Services - IBI Group  
 Fleet Sub-Committee Report  
 Ottawa Geographic Naming Board  
 Procurement of Consulting Services for the Review of the Taxi and Related Industries in the New City of Ottawa  
 Region of Ottawa-Carleton Budget Item "Local Services Realignment (LSR) and Community Reinvestment Fund (CRF) Grants"  
 Service Delivery Restructuring  
 Visual Identity Project - CHA Petition and Budget  
 Voluntary Exit Program

#### **JUNE 12**

Acquisition of Automated Vote Counting Equipment  
 Advance Vote - Dates and Hours of Operation  
 Political Infrastructure Project Team Report to the Ottawa Transition Board  
 Political Infrastructure Project Team Report to the Ottawa Transition Board - Request to Province on Mayor's/Councillors' Salaries  
 Secondment of Staff to the Ottawa Transition Board  
 Selection and Approval of Tax System

#### **JUNE 26**

Delegated Authority for Hiring Outside of Human Resources Guidelines Nos. 1 and 2 - Further to Motion Number 98  
 High Level Delivery Model for the New Consolidated Hydro Utility  
 Hydro Utilities Salary Increase for Non-Unionized Staff  
 Selection of Consultant for Hydro Corporate Identity  
 Approval of Region of Ottawa-Carleton Sale of Surplus Land, Centrepoinette, Nepean  
 Authority to Issue a Request for Proposals (RFP for Banking Services)

#### **JULY 10**

2001 - 2003 Budget Guidelines  
 Approval of City of Ottawa Property - Disposal - 1053 Carling Ave./1967 Riverside Drive  
 Approval of Region of Ottawa-Carleton Report - Sale of Surplus Land, McKinley Drive, Kanata  
 Approval of Region of Ottawa-Carleton Report - Leitrim Early Servicing Agreement  
 Approval Ottawa-Carleton Regional Police Services Report, Section 3 - Information Technology Infrastructure Initiatives  
 Office Automation Suite Standard  
 Job Competition Readiness Support Services for CAO's and Hydro General Managers (GM's)  
 Risk Financing, Insurance and Risk Management Program Strategy Report  
 Taxation System Project #1920 - Budget

#### **JULY 14**

Organizational Models for the New City of Ottawa

#### **JULY 24**

Approval of City of Gloucester Report - Sale of Surplus Land, 15 Acres of City Owned Industrial Land Located on the Side of Kenaston Road Near Labrie Street  
 Consolidated Hydro Call Centre  
 Consulting Services Contract Award - SAP Canada Inc.  
 Delegated Authority Requirements for IM/IT Integration Project  
 Human Resources Transition Recommendations and Update  
 Hydro CIS/Billing System  
 Information Technology Infrastructure Architecture Design Project  
 Information Technology Infrastructure Day One Project  
 Region of Ottawa-Carleton Commissioner Planning and Development Approvals Report Lease Proposal - 116 Albert St. Ottawa.  
 Report from the Voluntary Sector Transition Project Team: Defining the Role of the Voluntary Sector in The New City of Ottawa.  
 Request for Phase II and Phase III Approval of Fees for IBI Group  
 Village of Rockcliffe Park - Request Approval for Heritage Tree Agreements



## **AUGUST 10**

By-Law, Licensing and Enforcement  
 Career Management Centre  
 Communications And Public Affairs  
 Corporate Secretarial Services  
 Cross Utility Issues  
 Economic Development and Tourism  
 Emergency Measures  
 Financial & Material Management  
 Fire Services  
 Human Resources  
 Informatics Services  
 Legal Services  
 Libraries  
 People Services  
 Planning  
 Point of Service Strategy  
 Police Services  
 Real Property Assets Management  
 Records and Information Management  
 Restructuring Supply Management  
 Strategic Planning, Audit & Performance Measurement services  
 Transit  
 Transportation, Utilities and Public Works

## **AUGUST 14**

2001 - 2003 BUDGET GUIDELINE  
 Approval of City of Cumberland Report - Neighbourhood 2  
 Storm Pond and External Storm Sewers  
 Approval of Fleet Sub-Committee Report - City of Ottawa  
 Lease of 10 Motor Graders For A Five (5) Year Term  
 Approval of Region of Ottawa-Carleton Report - Cumberland  
 trunk Sewer and Orleans South Watermain Projects  
 Arts Grants  
 Award of Contract - Comprehensive Risk Assessment and  
 Station Location Study  
 E-Service Plan and Phase 1 Implementation (Including Internet  
 Portal Design)  
 Feasibility Study for an Integrated Communications Center  
 Fleet Management Services  
 Hydro Rate Application  
 Radio Communication System Review to accommodate the  
 Potential Radio Users in The New City of Ottawa  
 Senior Management Team Overview  
 Staffing Positions at the Next Management Level  
 Vice President Positions for Consolidated Hydro  
 Working Groups-Multicultural Diversity and Accessibility  
 for the Disabled



## **AUGUST 28**

2001 International Plowing Match  
 Approval of City Of Ottawa Report - Sale of Surplus Land,  
 200 Coventry Road/Jetform Stadium  
 Approval of Region of Ottawa-Carleton - Lansdowne Park -  
 CFL Lease  
 Approval of Region of Ottawa-Carleton Report - Lease  
 Proposal, 370 Catherine Street  
 Approval of Region of Ottawa-Carleton Report - Supply of  
 Coarse Crushed Rock Salt  
 Corporate Identity for the Hydro Businesses  
 Economic Development Issues  
 Fleet Management Amendment to Fleet Management Services  
 Governance model/Budgets/Committees  
 Lease Proposal, 880 Wellington Street, Ottawa  
 Parking Systems Integration (Parking Enforcement & Ticket  
 Administration)  
 Provision for Reduced Opening Hours in Certain Institutions  
 and Retirement Homes  
 Salary Protection Policy  
 Tax Policies for The New City of Ottawa

## **SEPTEMBER 11**

Approval of Region of Ottawa-Carleton - Consultant  
 Appointment, Trail Road Waste Facility Environmental  
 Assessment, Phase II  
 Approval or Ottawa-Carleton Regional Police Services Board  
 Report - OCRPS Facility Acquisition and Development  
 Plan  
 Minor Amendment In Reduced Opening Hours By-Law 25  
 of 2000  
 Taxi Industry

## **SEPTEMBER 25**

Approval of Region of Ottawa-Carleton Report - Resurfacing  
 Program, 2000, Transfer of Funds  
 Authorization to Proceed with Filing System Integration  
 Projects Relating to Records Management  
 City of Nepean Report - Extension of Fixed Annual Grant to  
 be Nepean - Corona Gymnastics Club  
 Conflict Resolution Authority - Integration of Records  
 Management  
 Give Direction to Proceed with Fourth Level Staffing  
 Payment Options for Hydro Ottawa Customers  
 Rural Interest in Ottawa



#### **OCTOBER 4**

Articles of Incorporation  
Award of Contract - Corporate Emergency Measures Plan  
Selection of Recruitment Consultant - Director/Manager Positions  
Separation Entitlements - Management and Exempt Staff  
Staffing Essential Positions

#### **OCTOBER 10**

Rural Interests in Ottawa  
Detailed Design Reports - Corporate Services  
City Hall Addresses Change to 110 Laurier Avenue  
Request for Approval of Funding for Furniture and Equipment Costs at 880 Wellington (Office Swing Space for Displaced Groups)  
Request for Facilities and Accommodations Budget to Address Facilities Priority Projects  
Accommodation Measures for Visually Impaired Persons in the Municipal Elections Process and Status Report on Preparations for the 2000 Municipal Elections  
Authority to Award a Contract for Banking Services for the City of Ottawa  
Program Registration, Facility, Booking, Membership and Point of Sale Systems Integration  
Fleet Management Information System  
Staffing of IT Positions  
Request for Approval of Funding for Computer and Telephone Equipment Costs at 880 Wellington (Office Swing Space for Displaced Groups)  
Request for Computer and Telephone Equipment Budget to Address Facilities Priority Projects  
Taxi Industry Project Report  
E-Service Contract with Deloitte Consulting L.P.  
Kanata Hydro Facility, 100 Maple Grove Road



#### **OCTOBER 16**

Hydro Ottawa Board of Directors Appointments  
Hydro Ottawa VP Appointments  
Transfer By-Laws and Shareholders Declaration  
Hydro Ottawa Conditions of Service  
Communication Plan for Hydro Ottawa  
Banking and Insurance Arrangements  
Selection of External Auditor  
Approval of Transition Funding to Develop and Implement a Uniform Records Classification System, and Acquire and Deploy an Integrated Automated Records Management Suite for the New City of Ottawa



#### **OCTOBER 23**

Acceptance of Service Delivery Reports  
Draft Report of "Youth: A Place at the Table"  
New Visual Identity Symbols  
International Year of the Volunteer  
Approval of Region of Ottawa-Carleton Report - Design Funding for Infrastructure Related to Economic Development  
Approval of Region of Ottawa-Carleton Report - Lease Renewal, 179 Clarence Street, Ottawa  
Workforce Adjustment Decisions: Management and Professional Exempt Staff and, Employment Terms and Conditions: Non-Professional Exempt Staff  
Status Report - Councillor's Accommodations Ward Offices and City Hall  
Municipal Non-Profit Housing Corporations - Amalgamation  
Change in Legal Status of the Nepean Housing Corporation from Municipal Non-Profit to Private Non-Private  
City Hall Address 110 Laurier Avenue (West)



#### **OCTOBER 31**

Memorandum of Agreement and Bargaining Units  
 Region of Ottawa-Carleton Report - Grants for 350 New Long-Term Care Beds  
 City of Ottawa Report - Transfer of \$1.084 Million from Reserve for General Capital to Capital Projects for Infrastructure-Triple A (\$584,189) and Land Remediation (\$500,000)  
 Ottawa Public Library - Integrated Library Systems (ILS) Project

#### **NOVEMBER 7**

New Coat of Arms  
 Environment Charter  
 Approval of Region of Ottawa-Carleton Report - Extension of Contract - Hiring of Combination Spreader/Plow Trucks for Winter Maintenance Services  
 Change in Legal Status of the Goulbourn Non-Profit Housing Corporation from Municipal Non-Profit to Private Non-Profit  
 Change in Legal Status of the West-Carleton Non-Profit Housing Corporation from Municipal Non-Profit to Private Non-Profit  
 Business Development Branch Reorganization

#### **NOVEMBER 14**

Access to Service for Persons with Disabilities  
 Diversity and Community Access Project Report  
 Legal Services Detailed Design Report  
 Procurement of Property/Casualty Insurance Coverage, Broker Services and an Information Management System  
 Continuation of Career Management Services in 2001  
 Voluntary Sector Project Report: Volunteers Vital, Vibrant, Invaluable - Defining the Role of the Voluntary Sector in the New City of Ottawa  
 Policy Report - Naming and Numbering of Streets, Buildings and Properties

#### **NOVEMBER 28**

Access to Services for Persons with Disabilities  
 City of Nepean Report - Allocation of 2000 Surplus/Deficit  
 Region of Ottawa-Carleton - Supply of Ferrous Chloride  
 Approval of City of Nepean Report - Interim Servicing of Area 10 in the South Nepean Urban Area - Prestige Business Park  
 Procurement of a Consultant to Implement the Consolidation of Benefits Plans and Benefit Consulting  
 Approval of Award of Contract to Adecco Employment Services Limited for the Provision of Temporary Help Services to Integrate the Files of the 12 Municipalities, the Libraries and OC Transpo  
 Township of Goulbourn - Goulbourn Recreation Complex Funding  
 Change in Legal Status of the Township of Rideau Non-Profit Housing Corporation from Municipal Non-Profit to Private Non-Profit  
 City of Ottawa - Disposition of 111 Sussex Drive, Ottawa  
 Funding for Day 1 Requirements

#### **DECEMBER 5**

Final Report on Taxi Industry Reform  
 The Role of Community Newspapers in the New City of Ottawa Including a Rural Communications Strategy  
 City Living Purchase of 312 Cumberland/179 Clarence  
 Approval of City of Ottawa Report - Disposal of Property - 312 Cumberland Street to City of Ottawa Non-Profit Housing Corporation  
 Final Report of "Youth: A Place at the Table" - Recommendations Relating to the Role of Youth in the New City of Ottawa  
 2001 Budget Presentation

#### **DECEMBER 11**

Purchase By-Law for the New City of Ottawa  
 Spending Authority By-Law for the New City of Ottawa  
 Acknowledge the Gloucester Non-Profit Housing Corporation as a Private Non-Profit Housing Provider  
 Change in Legal Status of the City of Cumberland Non-Profit Housing Corporation from Municipal Non-Profit to Private Non-Private  
 Outplacement Services for Involuntary Separation: Management and Professional Exempt Staff  
 Diversity and Community Access Project Report  
 E-Business and Portal  
 City of Kanata Development Charge By-Law Amendment





#### **DECEMBER 19**

City of Kanata Land Matter  
 Delegation Authority Regulation #594-00  
 Final Report of “Youth: A Place at the Table” -  
     Recommendations Relating to the Role of Youth in  
     the New City of Ottawa  
 The Role of Conservation Authorities within the New City  
     of Ottawa  
 Procedure By-Law  
 Appointment of Statutory Officers for the New City of Ottawa  
 Hydro Ottawa - Selection of External Auditors  
 French Language Training in City of Ottawa: Approach,  
     Eligibility and Interim Service Level for Day 1  
 City of Cumberland Report - Purchase and Sale Agreement to  
     Conseil des écoles publiques de l’Est de l’Ontario Part  
     West Half of Lot 2, Concession 8, Millennium Sports Park  
 Change in Legal Status of the Vanier Housing Authority from  
     Municipal Non-Profit to Private Non-Profit  
 Lease Proposal, 116 Albert Street, Ottawa  
 Appointment of Hemson Consulting  
 Corporate Emergency Measures Plan for the New City  
     of Ottawa  
 Electricity Restructuring - Revision to Promissory Notes  
     Issued By Hydro Ottawa Limited and Energy Ottawa Inc.

#### **DECEMBER 22**

Quality of Life Indicators - Building a Sustainable City:  
     The New City of Ottawa Baseline Report  
 Ottawa-Nepean Campsite  
 Purchase of Corel Software  
 City of Gloucester Report - Allocation of Uncommitted Slot  
     Machine Revenues for 2000 to the City’s Share of External  
     Servicing Requirements for the Albion Road Industrial  
     Park  
 WSIB Schedule for the New City of Ottawa

#### **JANUARY 2**

LOPA 37 - Gloucester Expansion to South Urban Community

#### **JANUARY 4**

Township of Osgoode - “Lame Duck” Council Approval of  
     LOPA No. 11 and Zoning By-Laws 110-2000 and  
     111-2000  
 Ottawa Transition Board Guidelines - Finance No. 3  
 Financing Methods for City of Ottawa

#### **JANUARY 25**

2001 to 2003 Business Plan and Draft Budget Estimates  
 Financing Methods for City of Ottawa  
 Financing Methods for the New City - Assets & Liabilities  
 City of Ottawa Superannuation Fund (COSF)  
     - Request for Approval of By-Law 91  
 Library Location Report



## Appendix B

### Index of Issues

The following index sorts by issue and identifies the meetings dates for your reference on the accompanying disc(s).

<u>ISSUES</u>	<u>DATE</u>
2000 Budget Items over \$1,000,000 from Municipalities and Local Boards	8 May
2000 Budget Review - Township of Goulbourn	8 May
2001 Budget Presentation	5 December
2001 International Plowing Match	28 August
2001 – 2003 Budget Guidelines	10 July
2001 – 2003 Budget Guideline	14 August
2001 - 2003 Business Plan and	
Draft Budget Estimates	25 January 01

## A

Acceptance of Service Delivery Reports	23 October
Acceptance of the 2000 Operating and Capital Budgets of the Municipalities and Local Boards in Ottawa-Carleton	3 April
Access to Service for Persons with Disabilities	14 November
Access to Services for Persons with Disabilities	28 November
Accommodation Measures for Visually Impaired Persons in the Municipal Elections Process and Status Report on Preparations for the 2000 Municipal Elections	10 October
Acknowledge the Gloucester Non-Profit Housing Corporation as a Private Non-Profit Housing Provider	11 December
Acquisition of Automated Vote Counting Equipment	12 June
Advance Vote – Dates and Hours of Operation	12 June
Amalgamation of Municipal Hydro Utilities	13 March
Ambulance Services – Challenges and Opportunities	16 May
Ambulance Services – Transfer of Dispatch	8 May

<u>ISSUES</u>	<u>DATE</u>
Amendment to Ottawa Transition Board Guidelines – Human Resources No. 1 and 2	10 April
Appointment of Hemson Consulting	19 December
Appointment of Statutory Officers for the New City of Ottawa	19 December
Approval of Award of Contract to Adecco Employment Services Limited for the Provision of Temporary Help Services to Integrate the Files of the 12 Municipalities, the Libraries and OC Transpo	28 November
Approval of City of Cumberland Report – Neighbourhood 2 Storm Pond and External Storm Sewers	14 August
Approval of City of Gloucester Report – Sale of Surplus Land, 15 Acres of City Owned Industrial Land Located on the North Side of Kenaston Road Near Labrie Street	24 July
Approval Of City Of Nepean Report – Interim Servicing of Area 10 in the South Nepean Urban Area – Prestige Business Park	28 November
Approval of City of Ottawa Property – Disposal – 1053 Carling Ave./1967 Riverside Drive (WITHDRAWN)	26 June
Approval Of City Of Ottawa Property – Disposal – 1053 Carling Ave./1967 Riverside Drive	10 July
Approval of City of Ottawa Report – Disposal of Property – 312 Cumberland Street to City of Ottawa Non-Profit Housing Corporation	5 December
Approval of City of Ottawa Report - Sale of Surplus Land, 200 Coventry Road/Jetform Stadium	28 August
Approval of Fleet Sub-Committee Report – City of Ottawa Lease of 10 Motor Graders For A Five (5) Year Term	14 August
Approval of Region of Ottawa-Carleton – Consultant Appointment, Trail Road Waste Facility Environmental Assessment, Phase II	11 September
Approval of Region of Ottawa-Carleton Report – Cumberland Trunk Sewer and Orleans South Watermain Projects	14 August
Approval of Region of Ottawa-Carleton Report – Design Funding for Infrastructure Related to Economic Development	23 October
Approval of Region of Ottawa-Carleton Report – Extension of Contract – Hiring of Combination Spreader/Plow Trucks for Winter Maintenance Services	7 November



<u>ISSUES</u>	<u>DATE</u>	<u>ISSUES</u>	<u>DATE</u>
Approval of Region of Ottawa-Carleton Report – Lease Renewal, 179 Clarence Street, Ottawa	23 October	<b>B</b>	
Approval of Region of Ottawa-Carleton Sale of Surplus Land, CentrepoinTE, Nepean	26 June		Banking and Insurance Arrangements 16 October
Approval of Region of Ottawa-Carleton Report - Sale of Surplus Land, McKinley Drive, Kanata	10 July		Business Development Branch Reorganization 7 November
Approval of Region of Ottawa-Carleton – Lansdowne Park – CFL Lease	28 August		Business Technology for the New City of Ottawa – Confirmation of SAP R3 3 April
Approval of Region of Ottawa-Carleton Report – Lease Proposal, 370 Catherine Street	28 August	<b>C</b>	By-Law, Licensing and Enforcement 10 August
Approval of Region of Ottawa-Carleton Report – Leitrim Early Servicing Agreement	10 July		
Approval of Region of Ottawa-Carleton Report – Resurfacing Program, 2000, Transfer of Funds	25 September		Career Management Centre 10 August
Approval of Region Of Ottawa-Carleton Report – Supply of Coarse Crushed Rock Salt	28 August		Change in Legal Status of the City of Cumberland Non-Profit Housing Corporation From Municipal Non-Profit to Private Non-Profit 11 December
Approval of Ottawa-Carleton Regional Police Services Report, Section 3 – Information Technology Infrastructure Initiatives	10 July		Change in Legal Status of the Goulbourn Non-Profit Housing Corporation from Municipal Non-Profit to Private Non-Profit 7 November
Approval of Ottawa-Carleton Regional Police Services Board Report – OCRPS Facility Acquisition and Development Plan	11 September		Change in Legal Status of the Nepean Housing Corporation From Municipal Non-Profit to Private Non-Profit 23 October
Approval of Transition Funding to Develop and Implement a Uniform Records Classification System, and Acquire and Deploy an Integrated Automated Records Management Suite for the New City of Ottawa	16 October		Change in Legal Status of the Township of Rideau Non-Profit Housing Corporation From Municipal Non-Profit to Private Non-Profit 28 November
Area Municipal Chief Administrative Officers	14 February		Change in Legal Status of the Vanier Housing Authority from Municipal Non-Profit To Private Non-Profit 19 December
Articles of Incorporation	4 October		Change In Legal Status of the West Carleton Non-Profit Housing Corporation from Municipal Non-Profit to Private Non-Profit 7 November
Arts Grants	14 August		City Hall Address Change to 110 Laurier Avenue 10 October
Authority to Award a Contract for Banking Services for The City of Ottawa	10 October		City Hall Address 110 Laurier Avenue (West) 23 October
Authority to Enable Street Name and Number Changes	29 May		City Hall Selection 29 May
Authority to Issue a Request for Proposals (RFP) for Banking Services	26 June		City Living Purchase of 312 Cumberland /179 Clarence 5 December
Authorization to Proceed with Filing System Integration Projects Relating to Records Management	25 September		City of Cumberland Report – Purchase and Sale Agreement to Conseil des Écoles publiques de l'est de L'Ontario part west half of Lot 2, Concession 8, Millennium Sports Park 19 December
Award of Contract – Comprehensive Risk Assessment and Station Location Study	14 August		City of Gloucester Report – Allocation of Uncommitted Slot Machine Revenues for 2000 to the City's Share of External Servicing Requirements for the Albion Road Industrial Park 22 December
Award of Contract – Corporate Emergency Measures Plan	4 October		City of Kanata Development Charge By-Law Amendment 11 December

<u>ISSUES</u>	<u>DATE</u>
City of Kanata Land Matter	19 December
City of Nepean Report – Allocation of 2000 Surplus/Deficit	28 November
City of Nepean Report – Extension of Fixed Annual Grant to be Nepean – Corona Gymnastics Club	25 September
City of Ottawa Superannuation Fund (COSF) –Request for Approval of By-Law 91	25 January 01
City of Ottawa – Disposition of 111 Sussex Drive, Ottawa	28 November
City of Ottawa National Arts Centre Corporation Agreement	29 May
City of Ottawa – South End Library	29 May
City of Ottawa Report – Transfer of \$1.084 Million from Reserve for General Capital to Capital Projects for Infrastructure-Triple A (\$584,189) and Land Remediation (\$500,000)	31 October
City of Ottawa Report – Triple “A” Baseball, Amendment to Operations and Maintenance Agreement	29 May
Conflict Resolution Authority - Integration of Records Management	25 September
Communication Plan for Hydro Ottawa	16 October
Communications And Public Affairs	10 August
Consolidated Hydro Call Centre	24 July
Consulting Contract – Review of Insurance and Risk Management Programs for the New City of Ottawa	29 May
Consulting Services Award – SAP Canada Inc.	29 May
Consulting Services – Fotenn Consultants Inc.	8 May
Consulting Services – Hydro Company	8 May
Consulting Services – IBI Group	29 May
Consulting Services – Municipal Real Property Inventory Database	8 May
Consulting Services – R.J. Wojtyna	8 May
Consulting Services Contract Award – SAP Canada Inc.	24 July
Continuation of Career Management Services in 2001	14 November
Corporate Emergency Measures Plan for the New City of Ottawa	19 December
Corporate Identity for the Hydro Businesses	28 August

<u>ISSUES</u>	<u>DATE</u>
Corporate Secretariat Services	10 August
Cross Utility Issues	10 August
<b>D</b>	
Delegated Authority for Hiring Outside of Human Resources Guidelines Nos. 1 and 2 – Further to Motion Number 98	26 June
Delegated Authority to Special Advisor for Hiring Outside of Human Resources Guidelines Nos. 1 and 2	8 May
Delegated Authority Requirements for IM/IT Intergration Project	24 July
Delegation Authority Regulation # 594-00	19 December
Delegation of Authority to Ottawa Transition Board Members for Preparation of Board Guidelines	28 February
Delegation of Authority to Ottawa Transition Board Members for the Approval of Municipal Financial Decisions with a Financial Impact Estimated at Less than \$1,000,000	28 February
Detailed Design Reports – Corporate Services	10 October
Diversity and Community Access Project Report	14 November
Diversity and Community Access Project Report	11 December
Draft Report of “Youth: A Place at the Table”	23 October

<b>E</b>	
E-Business and Portal	11 December
E-Service Contract with Deloitte Consulting L.P.	10 October
E-Service Plan and Phase 1 Implementation (Including Internet Portal Design)	14 August
Economic Development and Tourism	10 August
Economic Development Issues	28 August
Electricity Restructuring – Revision to Promissory Notes Issued by Hydro Ottawa Limited and Energy Ottawa Inc.	19 December
Emergency Measures	10 August
Environment Charter	7 November

<u>ISSUES</u>	<u>DATE</u>	<u>ISSUES</u>	<u>DATE</u>
<b>F</b>			
Feasibility Study for an Integrated Communications Centre	14 August	Human Resources Transition Recommendations and Update	24 July
Final Report on Taxi Industry Reform	5 December	Hydro CIS/Billing System	24 July
Final Report of “Youth: a Place at the Table” – Recommendations Relating to the Role of Youth in the New City of Ottawa	19 December	Hydro Ottawa Board Of Directors Appointments	16 October
Financial & Material Management	10 August	Hydro Ottawa Conditions of Service	16 October
Financing Methods for City of Ottawa	4 January 01	Hydro Ottawa – Selection of External Auditors	19 December
Financing Methods for City of Ottawa	25 January 01	Hydro Ottawa VP Appointments	16 October
Financing Methods for the New City –Assets & Liabilities	25 January 01	Hydro Rate Application	14 August
Fire Services	10 August	Hydro Utilities Salary Increase for Non-Unionized Staff	26 June
Fire Services – Retention of Consultant for High Level Design Exercise	8 May	<b>I</b>	
Fleet Management Information System	10 October	Informatics Services	10 August
Fleet Management Services	14 August	Information Technology Infrastructure Architecture Design Project	24 July
Fleet Management Amendment To Fleet Management Services	28 August	Information Technology Infrastructure Day One Project	24 July
Fleet Sub-Committee Report	29 May	International Year of the Volunteer	23 October
Fleet Sub-Committee – Purchase of Vehicles and Equipment	8 May	<b>J</b>	
Foundation of a Financial Analysis-A Snapshot of West Carleton	14 February	Job Competition Readiness Support Services for Cao’s and Hydro General Managers (GM’s)	10 July
French Language Training in City of Ottawa: Approach, Eligibility and Interim Service Level for Day 1	19 December	<b>K</b>	
Funding for Day 1 Requirements	28 November	Kanata Hydro Facility , 100 Maple Grove Road	10 October
<b>G</b>		<b>L</b>	
Give Direction to Proceed with Fourth Level Staffing	25 September	Languages Services for the New City of Ottawa	8 May
Governance Model/Budgets/Committees	28 August	Lease Proposal, 116 Albert Street, Ottawa	19 December
<b>H</b>		Lease Proposal, 880 Wellington Street, Ottawa	28 August
High Level Delivery Model for the New Consolidated Hydro Utility	26 June	Legal Services	10 August
Human Resources	10 August	Legal Services Detailed Design Report	14 November
		Libraries	10 August
		Library Location Report	25 January 01
		LOPA 37 – Gloucester Expansion to South Urban Community	2 January 01

<u>ISSUES</u>	<u>DATE</u>
<b>M</b>	
Memorandum of Agreement and Bargaining Units	31 October
Minor Amendment In Reduced Opening Hours By-Law 25 Of 2000	11 September
Municipal Non-Profit Housing Corporations – Amalgamation	23 October
<b>N</b>	
New Coat of Arms	7 November
New Visual Identity Symbols	23 October
<b>O</b>	
Office Automation Suite Standard	10 July
Organizational Framework for the New City of Ottawa	10 April
Organizational Framework for the New City of Ottawa	16 May
Organizational Models for the New City of Ottawa	14 July
Ottawa Election 2000 – Communications Plan	8 May
Ottawa Elections 2000 – Operational Plan	10 April
Ottawa Geographic Naming Board	29 May
Ottawa-Nepean Campsite	22 December
Ottawa Public Library – Integrated Library System (ILS) Project (#1955)	31 October
Ottawa Transition Board Draft Procedure By-Law	14 February
Ottawa Transition Board Guideline – Financial No. 1	28 February
Ottawa Transition Board Guideline – Financial No. 2,3 and 4	13 March
Ottawa Transition Board Guidelines – Finance No. 3	4 January 01
Ottawa Transition Board Guideline – Human Resources No. 1	28 February
Ottawa Transition Board Guideline – Property No. 1 and 2	13 March
Ottawa Transition Board Procedural By-Law	13 March
Outplacement Services for Involuntary Separation: Management and Professional Exempt Staff	11 December

<u>ISSUES</u>	<u>DATE</u>
<b>P</b>	
Parking Systems Integration (Parking Enforcement & Ticket Administration)	28 August
Payment Options for Hydro Ottawa Customers	25 September
People Services	10 August
Planning	10 August
Point of Service Strategy	8 May
Point of Service Strategy	16 May
Point of Service Strategy	10 August
Police Services	10 August
Policy for the Purchase of Goods and Services	16 May
Policy Report – Naming and Numbering of Streets, Buildings and Properties	14 November
Political Infrastructure Project Team Report to the Ottawa Transition Board	12 June
Political Infrastructure Project Team Report to the Ottawa Transition Board – Request to Province on Mayor's / Councillors' Salaries	12 June
Procedure By-Law	19 December
Procurement of a Consultant to Implement the Consolidation of Benefits Plans and Benefit Consultanting	28 November
Procurement of Consulting Services for the Records and Information Management Project	8 May
Procurement of Consulting Services for the Review of the Taxi and Related Industries in the New City of Ottawa	29 May
Procurement of Property/Casualty Insurance Coverage, Broker Services and an Information Management System	14 November
Program Registration, Facility, Booking, Membership and Point of Sale Systems Integration	10 October
Provincial Offences Act Transfer Letter	10 April
Provision for Reduced Opening Hours in Certain Institutions and Retirement Homes	28 August
Purchase of Corel Software	22 December
Purchasing By-Law for the New City of Ottawa	11 December



<u>ISSUES</u>	<u>DATE</u>	<u>ISSUES</u>	<u>DATE</u>
<b>Q</b>			
Quality of Life Indicators - Building a Sustainable City: The New City of Ottawa Baseline Report	22 December	Retention of Consulting Firm for Project Management Support	28 February
<b>R</b>		Retention of Executive Search Firm Robertson-Surette – Hydro	8 May
Radio Communication System Review to Accommodate the Potential Radio Users in The New City of Ottawa	14 August	Retention of Financial Analysis Services for the Financial Assumptions Contained in the Foundation of a Financial Analysis – A Snapshot of West Carleton	28 February
Real Property Assets Management	10 August	Retention of Legal Advice for Amalgamation of Hydro Corporations	28 February
Records and Information Management	10 August	Retention of Recruitment Firm For Filling the Position of CAO/City Manager	14 February
Recruitment Consulting Fees	16 May	Review of 2000 Computer Expenditures	16 May
Region of Ottawa-Carleton Budget Item “Local Services Realignment (LSR) and Community Reinvestment Fund (CRF) Grants”	29 May	Risk Financing, Insurance And Risk Management Program Strategy Report	10 July
Region of Ottawa-Carleton Commissioner Planning and Development Approvals Report Lease Proposal – 116 Albert St. Ottawa	24 July	Role of Conservation Authorities within the New City of Ottawa	19 December
Region of Ottawa-Carleton Report – Alvin Heights Pullback Sewer Replacement – Contract 98-203	10 April	Rural Interests in Ottawa	25 September
Region of Ottawa-Carleton Report – Child Care Capital Projects for 2000	10 April	Rural Interests in Ottawa (DEFERRED)	10 October
Region of Ottawa-Carleton Report - Grants for 350 New Long-Term Care Beds	31 October	<b>S</b>	
Region of Ottawa-Carleton – Supply of Ferrous Chloride	28 November	Salary Protection Policy	28 August
Report from the Voluntary Sector Transition Project Team: Defining the Role of the Voluntary Sector in The New City of Ottawa	24 July	Secondment of Staff to the Ottawa Transition Board	12 June
Request For Approval Of Funding For Computer And Telephone Equipment Costs At 880 Wellington (Office Swing Space For Displaced Groups)	10 October	Selection and Approval of Tax System	12 June
Request for Approval of Funding for Furniture and Equipment Costs at 880 Wellington (Office Swing Space for Displaced Groups)	10 October	Selection of Consultant for Hydro Corporate Identity	26 June
Request for Computer And Telephone Equipment Budget to Address Facilities Priority Projects	10 October	Selection of External Auditor	16 October
Request for Facilities and Accommodations Budget to Address Facilities Priority Projects	10 October	Selection of Recruitment Consultant – Director/Manager Positions	4 October
Request for Phase II and Phase III Approval of Fees For IBI Group	24 July	Senior Management Team Overview	14 August
Restructuring Supply Management	10 August	Separation Entitlements – Management and Exempt Staff	4 October
		Service Delivery Restructuring	29 May
		Spending Authority By-Law for the New City of Ottawa	11 December
		Staffing Essential Positions	4 October
		Staffing of IT Positions	10 October
		Staffing Positions at the Next Management Level	14 August
		Status Report on Preparations for Municipal Elections 2000	13 March

<u>ISSUES</u>	<u>DATE</u>	<u>ISSUES</u>	<u>DATE</u>
Status Report - Councilor's Accommodations Ward Offices and City Hall	23 October	<b>U</b>	
Strategic Planning, Audit & Performance Measurement Services	10 August	Use of French Language in Precibed Election Forms, Notices and Other Information	28 February
<b>T</b>		<b>V</b>	
Tax Policies For The New City Of Ottawa	28 August	Vice President Positions for Consolidated Hydro	14 August
Taxation System Project #1920 – Budget	10 July	Village of Rockcliffe Park – Request Approval for Heritage Tree Agreements	24 July
Taxi Industry	11 September	Visual Identity Project - CHA Petition and Budget	29 May
Taxi Industry Project Report	10 October	Voluntary Exit Program	29 May
The Role of Community Newspapers in the New City of Ottawa Including a Rural Communications Strategy	5 December	Voluntary Sector Project Report: Volunteers Vital, Vibrant, Invaluable - Defining the Role of the Voluntary Sector in the New City of Ottawa	14 November
Township of Goulbourn – Goulbourn Recreation Complex Funding	28 November	<b>W</b>	
Township of Osgoode – “Lame Duck” Council Approval of LOPA No. 11 and Zoning By-Laws 110-2000 and 111-2000	4 January 01	Workforce Adjustment Decisions: Management and Professional Exempt Staff and, Employment Terms and Conditions: Non-Professional Exempt Staff	23 October
Transfer By-Laws and Shareholders Declaration	16 October	Working Groups – Multicultural Diversity and Accessibility for the Disabled	14 August
Transit	10 August		
Transportation, Utilities and Public Works	10 August		

## Appendix C

### List sorted by motions

<u>Motions</u>	<u>Meeting Date</u>
1-12	February 4, 2000
13-15	February 14
16-25	February 28
26-32	March 13
34-81	April 3
82-89	April 10
90-106	May 8
107-114	May 16
115-131	May 29
132-136	May 29
137-142	June 12
143-145	June 15
146-152	June 26
153-156	June 29
157-165	July 10
166-169	July 13
170	July 14
171-182	July 24
183-228	August 10
229-244	August 14
245-259	August 28
260-263	September 1
264-268	September 11
269-273	September 18
274-280	September 25
281-291	October 4
292-306	October 10
307-313	October 16
314-325	October 23
326-328	October 23
329-332	October 25
333-337	October 31
338-345	November 7
346-350	November 14
351-354	November 21
355-365	November 28
366-371	December 5
372-380	December 11
381-395	December 19
396-399	December 21
400-405	December 22
406-409	December 28
410-411	January 2, 2001
412-414	January 4
415-421	January 25



## Appendix D

### Index of accompanying materials

Accompanying this document may be one or both of the following CDs –

#### A) Ottawa Transition Board Files

<b>Motions:</b>	Reports Motions Minutes Index Board Decisions Agendas
<b>Communications:</b>	This Week Reports Speeches Press releases Bowdens Background

#### B) Public Website Archive - January 2000 – January 2001

<b>What's New</b>	Public Meetings Report on Public Input
<b>Projects</b>	
<b>The Budget Process</b>	
<b>Organizational Structure</b>	10-Point Plan 10-Point Plan Progress Report Transition at a Glance
<b>Visual Identity</b>	
<b>Street Naming and Numbering</b>	
<b>Voluntary Sector</b>	
<b>Youth</b>	
<b>Add your name to our database</b>	Employment Opportunities
<b>Board Business</b>	Objectives and Responsibilities Decisions, Agendas, and Schedule of Meetings How to Make a Presentation to the Board Index of Board Decisions Bio-notes
<b>Transition Projects (alphabetical listing)</b>	
<b>Frequently Asked Questions</b>	
<b>Elections 2000</b>	Municipal Elections Information ( <i>including results</i> ) Candidates Maps Frequently Asked Questions Links to the Municipal Elections 2000 Municipal Elections Offices Contact Us
<b>News Releases</b>	



**Note: The Board's website will be available  
via the Internet until December of 2001  
[www.ottawatransition.on.ca](http://www.ottawatransition.on.ca)**



