

# Executive Summary

Ottawa is currently embarking on a planning study under the project name *Ottawa Beyond 2036: Setting the Stage for Ottawa's Next Official Plan (Beyond 2036)*. Under the auspices of this project, the City will use a scenario planning process to analyze its responsiveness to environmental, demographic, technological, and economic 'drivers of change' which could significantly affect the City's future over the latter half of the 21<sup>st</sup> Century. Opportunities to enhance the City's responsiveness to these changes will be identified.

The purpose of this report is to:

1. Identify and review the primary drivers of long-term change which could affect Ottawa's future;
2. Explore municipal best practices for city resilience; and,
3. Make recommendations on how the City of Ottawa can best conduct its scenario planning process.

The project team began by reviewing recent research pertaining to scenario planning. The team then examined the existing long-range planning context of the Ottawa region. This was done to explore which 'drivers of change' Ottawa had identified across four categories: environmental, demographic, technological, and economic. The term 'driver of change' refers to any issue, challenge, or opportunity which will affect Ottawa's future growth and development.

The team then gathered 37 municipal resilience and long-range growth plans to determine which drivers of change were identified in each municipal plan. Next, a workshop was held with students, academics, and professional planners in attendance. The participants identified the drivers of change and municipal plans they felt were most relevant and important to Ottawa's future. The list of 37 cities identified as important for each category of driver was then narrowed using different selection criteria, with the results seen in **Table 1**. The strategies these cities used to address Ottawa's most important drivers were then examined.

**Table 1: Cities with long-range plans identified as relevant to Ottawa for each category of driver**

Environmental	Demographic	Technological	Economic
Athens, Greece <i>Athens Resilience Strategy for 2030</i>	Birmingham, UK <i>Birmingham 2026: Our Future Vision</i>	Baltimore, USA <i>City of Baltimore Master Plan</i>	Calgary, Canada <i>Calgary Resilience Strategy</i>
Boston, USA <i>Resilient Boston</i>	Boston, USA <i>Resilient Boston</i>	Berkeley, USA <i>Berkeley Resilience Strategy</i>	Edmonton, Canada <i>Edmonton Metropolitan Growth Plan</i>
Calgary, Canada <i>Calgary Resilience Strategy</i>	Chicago, USA <i>Go To 2040: Comprehensive Regional Plan</i>	Birmingham, UK <i>Birmingham 2026: Our Future Vision</i>	New York City, USA <i>OneNYC: A Strong and Just City</i>
Istanbul, Turkey <i>2013-2023 Istanbul Regional Plan</i>	Christchurch, NZ <i>Resilient Greater Christchurch</i>	Helsinki, Finland <i>Helsinki City Plan Vision 2050</i>	Pittsburgh, USA <i>OnePGH: Resilient Pittsburgh</i>
London, UK <i>City of London Local Plan</i>	Edmonton, Canada <i>Edmonton Metropolitan Growth Plan</i>	Manchester, UK <i>Core Strategy Development Plan</i>	
New York City, USA <i>OneNYC: A Strong and Just City</i>	Melbourne, Australia <i>Resilient Melbourne</i>	New York City, USA <i>OneNYC: A Strong and Just City</i>	
Paris, France <i>Paris Adaptation Strategy</i>	New York City, USA <i>OneNYC: A Strong and Just City</i>	Tokyo, Japan <i>Creating the Future: Long Term Vision</i>	
Pittsburgh, USA <i>OnePGH: Resilient Pittsburgh</i>	Vejle, Denmark <i>Vejle Resilience Strategy</i>		

The project yielded the following recommendations for Ottawa's scenario planning project:

1. Scenario planning is a valuable tool for building resilience.
2. Consider the 41 drivers of change listed in **Table 2** in Ottawa's scenario development process, as they are particularly important to Ottawa's future.
3. Respect relationships between drivers in scenario development.
4. Consider Ottawa's varying degree of control over drivers of change in scenario development.
5. A multi-layered approach should be taken when building scenarios, including foundational elements, vulnerabilities, and opportunities.
6. Develop scenarios in a collaborative process involving diverse stakeholders like that outlined in the Conclusions & Recommendations (**Chapter 8**)
7. Develop a mechanism for multi-jurisdictional cooperation to address drivers of change.
8. Ensure future resilience strategies embrace a range of uncertainty.
9. Identify specific strategies to address drivers of change.

Table 2: List of drivers identified as important to Ottawa's future.

Environmental	Demographic	Technological	Economic
Floods	Immigration	Autonomous Vehicles	Employment Skills/Training
Transition to Renewable Energy	Population Growth	Ageing Infrastructure	Diversification
Supply of Developable Land	Ageing Population	Digital Infrastructure	Globalization
Extreme Storms	Housing	Transit Oriented Development	Economic Competition
Demand for Power	Shifts in the Labour Market	Infrastructure Demand	Automation
Increase in Rainfall Intensity	Social Mobility	Inadequate Public Transit	Economic Change
Urban Heat Islands	Placemaking	Regionalization (Transit)	Regionalization
Wastewater Capacity	Unemployment	Cyber Security	Industry Mix Changes
Damage to Natural Areas	Retention	Renewable Energy	Inequality
Warmer Temperatures	Education	Infrastructure Failure	Economic Uncertainty
Decreased Air Quality			

 - Opportunities

 - Vulnerabilities

### For Questions:

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