



STAFF REPORT
Chief Administrative Officer

Title: CAO2017-028 2015-2018 Strategic Plan – 2017 Progress Report
Report Number: CAO2017-028
Author: Brad Witzel
Meeting Type: Council Meeting
Council/Committee Date: November 27, 2017
File: 140001
Attachments: Appendix A 2015-2018 Strategic Plan – Progress Summary
Ward No.: All Wards - City Wide

Recommendation:

1. That Council receives CAO2017-028 as information.

A. Executive Summary

This report intends to identify the success Council, the administration and staff have achieved to date from the 2015–2018 City of Waterloo Strategic Plan (Strategic Plan). This report will also highlight outstanding initiatives as an area of focus for the remaining Strategic Plan period (2018).

The structure of the 2015-2018 Strategic Plan was developed around 6 Strategic Priority Areas, 43 Objectives and 65 Initiatives (reporting level). The plan was developed with input from over 1,200 stakeholders representing residents, business and education leaders, City council, post-secondary students and City staff. The result is a Strategic Plan that identifies the most important priorities for the City and outlines the initiatives necessary to reach those goals.

In addition to this progress report, annually we report on our progress through our [Community Yearbook](#) which highlights the year at the City of Waterloo.

B. Financial Implications

There are no financial implications associated with this progress report.

C. Technology Implications

There are no technology implications associated with this progress report.

D. Legal Considerations

Staff did not seek legal advice.

E. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

This report is intended to provide an update on the 65 Strategic Plan Initiatives and links to all 6 Strategic Priority Areas.

F. Previous Reports on this Topic

- CAO2016-009 - 2015-2018 Strategic Plan – 2016 Progress Report (November 14, 2016)
- CAO2015-014 - Final 2015-2018 Council Strategic Plan (June 22, 2015)
- CAO2015-008 Draft 2015-2018 Council Strategic Plan (May 11, 2015)
- CAO2015-004 Strategic Plan Interim Report and Education Session (March 9, 2015)

G. Approvals

Name	Signature	Date
Author: Brad Witzel		
Director: N/A		
Commissioner: N/A		
Finance: N/A		

CAO



CAO2017-028 2015-2018 Strategic Plan – 2017 Progress Report CAO2017-028

Section #1 – Background

Throughout the first half of 2015, the City of Waterloo Council (“Council”) developed, in consultation with a broad range of stakeholders, a Strategic Plan that identified Council’s strategic priorities for the current and future term of office. The administration and staff, in collaboration with a number of groups have been working to implement the 2015-2018 Strategic Plan. Implementation of the Strategic Plan primarily involves the assignment of projects to departments and divisions through the development of Business Plans and serves to ensure that meaningful progression of the Strategic Plan Initiatives occurs. The [2016-2018 Business Plans](#) were presented to Council in early 2016 as follows:

- Community Services Business Plan - January 11, 2016
- Integrated Planning and Public Works Business Plan – January 18, 2016
- Chief Administrative Office Business Plan – January 25, 2016
- Corporate Services Business Plan – January 25, 2016
- Waterloo Public Library Business Plan – January 25, 2016

As part of the 2019 Business Plan presentations, each division/department will include a *new* section looking back at some of the previous Business Plan achievements further strengthening the connection between the Business Plans and the Strategic Plan.

Section #2 - Structure of the 2015-2018 Strategic Plan

The 2015-2018 Council approved Strategic Plan was developed around 6 Strategic Priority Areas, 43 Objectives and 65 Initiatives (reporting level). The 2015-2018 Council Strategic Plan also contains a Community Vision, a Mission Statement, and our Core Values.

The 6 Strategic Priority Areas are;

- Multi-modal Transportation



- Diversifying the methods by which people can get around is an important element of a healthy, sustainable and prosperous Waterloo.

- Infrastructure Renewal



- Infrastructure includes roads, facilities and systems which keep the City functional, keeps people moving and meets core needs of people. Ensuring these assets are well maintained contributes to increased capacity, growth and investment.

- Strong Community



- People want to be safe, healthy and active. They want to feel included and want access to services, systems and opportunities to participate in the community. Fostering resilient, safe, inclusive and vibrant communities is the base of Waterloo's success.

- Environmental Leadership



- We are all stewards of our environment. Acting now by preserving the natural environment, reducing our carbon footprint and building the City in an environmentally sound manner, will benefit future generations.

- Corporate Excellence



- Holding the public's trust through inclusive, transparent and fair decision making, responsible financial management, superior service delivery and effective communications are the hallmarks of good governance for the City.

- Economic Development



- Economic development is a key pillar to drive tax revenue, business development and a vibrant cultural scene. A strong competitive economy fosters entrepreneurship, stimulates opportunity, creates jobs, fuels talent development and enhances the community's attractiveness.

Section #3 - 2016-2018 Operating & Capital Budget Development

The 2015-2018 Strategic Plan was used to guide the development of the approved 2016-2018 operating and capital budgets.

The approved 2016-2018 operating budget includes an increase of \$11.4 million supporting the implementation of the Strategic Plan. The \$11.4 million in commitments towards the Strategic Priority Areas is an increase from the 2015 gross operating expenditures of \$171 million. The approved increases result in gross operating expenditures of \$187 million by 2018. A breakdown by Strategic Priority Areas is shown below:

2016-2018 Approved Operating Budget - Strategic Plan Link Summary			
Strategic Plan Link	Tax Base	Enterprise	Total
Multi-modal Transportation	198,424	87,579	286,003
Infrastructure Renewal	269,722	629,072	898,794
Strong Community	1,898,324	46,403	1,944,727
Environmental Leadership	(621,000)	4,849,408	4,228,408
Corporate Excellence	3,065,807	363,500	3,429,307
Economic Development	515,428	92,026	607,454
Grand Total	5,326,705	6,067,988	11,394,693

The approved 2016-2018 capital budget and the 2019-2025 capital forecast were also prepared in alignment with the Strategic Plan. For 2016-2018, \$180 million is committed towards the Strategic Priority Areas with another \$273 million forecasted for 2019-2025. A breakdown by Strategic Priority Areas is shown below:

2016-2025 Projected Capital Expenditures by Strategic Priority Area

Criteria	# of Projects over 10 year Projection	2016-2018		2019-2025	
		Total (\$'000s)	% of 2016-2018 Budget Dollars	Total (\$'000s)	% of 2019-2025 Budget Dollars
MULTI-MODAL TRANSPORTATION	24	\$21,046	12%	\$26,745	10%
INFRASTRUCTURE RENEWAL	188	\$95,219	53%	\$174,157	64%
STRONG COMMUNITY	69	\$25,043	14%	\$40,881	15%
ENVIRONMENTAL LEADERSHIP	20	\$9,347	5%	\$12,578	5%
CORPORATE EXCELLENCE	36	\$7,306	4%	\$5,603	2%
ECONOMIC DEVELOPMENT	14	\$21,498	12%	\$13,118	5%
Total Capital Budget	351	\$179,460	100%	\$273,082	100%

Section #4 - Progression

Over the course of 2015-2017 a tremendous amount of work has already taken place in order to advance the 65 Initiatives (reporting level) identified in the 2015-2018 Strategic Plan. The Progress Summary attached as Appendix A will provide an update on each initiative. Staff has categorized each initiative as either "Completed", "On Track", "Behind Schedule" or "At Risk".

- "Completed" – Completed Initiatives relate to specific projects of a one-time nature that have already been completed such as 'Relocate the City's computer server room to manage risk and business continuity'.
- "On Track" – On Track Initiatives relate to specific projects of a one-time nature that have made significant progress to date and are still in progress such as 'Develop a neighbourhood strategy' or are related to annual or multi-year initiatives that will be undertaken each year such as 'Enhance relationship with external stakeholders'.
- "Behind Schedule" – Behind Schedule Initiatives relate to specific projects of a one-time nature that haven't progressed to date such as 'Update the City's urban design manual'. The Behind Schedule Initiatives are often delayed due to limited staffing or budget resources.
- "At Risk" – At Risk Initiatives relate to specific projects of a one-time nature that are unlikely to be completed during this term such as 'Develop a green infrastructure policy'. At Risk Initiatives are often delayed due to limited staffing or budget resources and will most likely need to be deferred and reconsidered during the next Strategic Planning cycle.

The administration and staff have attempted to minimize the amount of "Behind Schedule" and "At Risk" Initiatives; however some initiatives might not be able to be completed as originally intended.

In addition to providing an update for each initiative, staff has also attempted to incorporate performance measures where applicable into the Progress Summary - Appendix A. Through our [Performance Dashboard](#) the City of Waterloo seeks to measure our annual performance on numerous items that staff feel are important to our citizens and Council. By incorporating performance measures into the Strategic Plan Progress Summary, we are able to demonstrate how these performance measures align with the priorities set by Council for 2015-2018.

Planning for the next 2019-2022 Strategic Plan is already underway. Clarity around the exact sequencing and timing of events for the development of the 2019-2022 Strategic Plan will be determined once a consulting firm has been retained and engaged. It is anticipated that the new strategic plan process will be launched in early 2019 and delivered to Council in June of 2019 for adoption and approval. The 2019-2022 Strategic Plan will then provide significant guidance to the 2020-2022 budget process.

Section #5 – Efficiencies, Innovations and Awards

The City of Waterloo has a culture of continuous improvement and efficiency. Often, efficiencies may not translate directly to budget savings but, rather, build capacity to deliver more work and/or improved quality of work as well as future cost avoidance. The City of Waterloo also has a history of being innovative as showcased through our [‘smart city’ initiatives](#) and project awards.

The following efficiencies, innovations and project awards from 2017 are a few examples of the City’s recent achievements and a reflection of our commitment to continuous improvement.

5.1 Efficiencies:

- Mobile Device Group Buy Contract
- **Strategic Priority Area: Corporate Excellence**



- The City of Waterloo’s new mobile device group buy contract (joining the City of Kitchener and Region of Waterloo contract) will benefit the City with reduced costs for monthly voice and data service. The contract will be effective for a period of 1.5 years, after which time the entire group will issue a new tender through the Waterloo Purchasing Cooperative (late 2018). Some of the highlights of the new contract include: a 60% reduction in monthly fixed cost for voice service, a \$2 decrease for monthly data charges, a shift to a corporate wide data sharing plan, devices operating under the Android system improving security and with Director approval the addition of a flex roaming package which automatically activates as a user enters a roaming zone to reduce potential significant roaming charges. Total annual savings from the group buy contract is estimated to be \$65,000.

- Assessment Base Management (ABM)
- **Strategic Priority Area: Corporate Excellence & Economic Development**



- The Assessment Review Board (ARB) introduced new Rules of Practice and Procedure effective April 1, 2017. Under these new rules, municipalities may play a more active role in the protection of their assessment base. The City of Waterloo is now taking an active role in all aspects of Assessment Base Management (ABM). This includes participation on all appeals determined to be material and/or present risk to the municipality. Real Property Tax Analysis (RPTA) software has been recently acquired to assist staff in effectively managing the appeal process and the assessment base. This is a significant change in the role of

municipalities allowing participation in the appeal process and is expected to have a workload impact. The Revenue Services team has repurposed 1FTE (approximately \$75,000) previously engaged in managing tenant water bills (being eliminated as a practice with Council's support) to assist in assessment base management – thus avoiding the requirement to increase staffing levels as we take a proactive approach to ABM. City involvement with three recent appeals, under the umbrella of ABM, has yielded positive results in protecting the assessment base and reducing the annual shortfall typically experienced in tax write offs (retroactive impact protected to date in excess of \$100,000).

- Amanda System (Enterprise License Model)
- **Strategic Priority Area: Corporate Excellence**



- Effective January 1, 2017, the City, led by our Building Standards Division, was able to secure our Amanda licenses (City wide permitting system) under an Enterprise License Model which provides an unlimited number of licenses for an annual fee of \$28,000. Previously the Amanda system operated under a concurrent model where each license had to be purchased at the individual unit price. The switch to an Enterprise License Model will provide City staff greater access to the permitting system enhancing our overall service levels while also saving operating dollars.

- Elected Officials Remunerations Review
- **Strategic Priority Area: Corporate Excellence**



- On March 20, 2017 Council approved CORP2017-028 Elected Officials Remuneration Recommendation. In June 2016, Council approved that staff undertake a review of elected officials remuneration, involving the City of Waterloo's Audit Committee as the citizen review body, for the purpose of developing recommendations to Council on matters related to the pay practices and policies for Elected Officials. Previously reviews of this nature were outsourced to consultants. By combining in-house staff expertise and the Audit Committee's vast range of professional experience it is estimated that \$20,000 in one-time savings was realized as well as a more fulsome review of comparator municipalities which helped inform Councils decision.

5.2 Innovations:

- Student Buildings Occupancy Tracker
- **Strategic Priority Area: Strong Community & Corporate Excellence**



- City of Waterloo Building Standards staff has little influence on the timing of occupancy. While staff is committed to being available at almost any time, including evenings and weekends (with sufficient notice) they are bound by the Ontario Building Code and its referenced applicable law. The code sets out the minimum requirements for building safe and sound buildings and structures. The code addresses structural adequacy, fire and life safety, energy efficiency and promotes a healthy and safe environment for occupancy. For the 2017 student move-in season, Waterloo introduced a new student building occupancy tracker where daily updates are provided on the status of ongoing multi-unit developments. The tracker provides updates on the information that the City's municipal building officials' have and has been introduced as an additional resource for students, parents and media regarding multi-unit developments.

- City of Waterloo Open Data Portal
- **Strategic Priority Area: Corporate Excellence & Economic Development**



- In 2013 the City of Waterloo Information Management and Technology Services (IMTS) originally launched the first Open Data Portal in the region using the Microsoft Azure cloud computing platform. In 2014 IMTS successfully moved the [City of Waterloo Open Data](#) portal over to ArcGIS Online cloud platform which was available to the city free of charge under our Enterprise Software Agreement with ESRI Canada. More recently in 2017 this concept was expanded to include local municipal partners; City of Cambridge, City of Kitchener and Region of Waterloo. Now all four local municipalities are providing open datasets through the same sharing portal platform with links to the other partners datasets also included. To date, the City of Waterloo has released over 70 open datasets in 12 categories.

- Special Event Permit On-line Application Process
- **Strategic Priority Area: Strong Community & Corporate Excellence**



- On July 1, 2017 Information Management and Technology Services and Transportation Services officially launched Waterloo's new on-line special event application program. In an effort to support neighbourhood events

such as street parties, parades and walkathons staff developed a streamlined on-line special event application program which allows interested parties to apply for their permit online and submit all the required documentation (dates, times, routes, insurance certificates etc...) electronically and in one location.

- Longer Stay Paid Parking - Honk Mobile
- **Strategic Priority Area: Corporate Excellence & Economic Development**



- On July 24, 2017 Council approved CAO2017-018 Longer Stay Paid Parking – Honk Mobile Agreement. This agreement between the City of Waterloo and Honk Mobile Inc. will allow visitors to Uptown Waterloo to purchase parking time beyond the two hour no charge parking already provided through Honk Mobile's free app. Honk Mobile is the ideal solution that enhances Waterloo's reputation as a smart city, using technology to improve customer service and the Uptown experience. It also improves the parking service offering in our Uptown core.
- Stormwater Pond Retrofit Cleanout and Alternative Reuse Study Pilot Project
 - **Strategic Priority Area: Environmental Leadership**



- Over the course of 2017 Waterloo has been conducting a stormwater pond retrofit and cleanout pilot project. This pilot project includes the use of a new 'bio-clear' maintenance concept which will result in improved pond aesthetics and maintenance cycles. Additionally this pilot project will also include a beneficial reuse study exploring the potential to utilize the removed sediment as topsoil amendment material eliminating the need for costly landfill disposal. If the reuse study determines this is a feasible alternative to landfill disposal, the cost and environmental benefit for Waterloo would be significant as we currently manage 55 stormwater ponds across the City. On average, it is estimated that 2,250 tonne of sediment is removed as part of each stormwater pond cleanout project, which needs to be disposed of at the current tipping fee rate of \$80 per tonne.

5.3 Awards:

- City of Waterloo Asset Management Plan
- **Strategic Priority Area: Infrastructure Renewal & Corporate Excellence**



- Canadian Network of Asset Managers (CNAM) Tereo Asset Management Award - The Tereo Asset Management Award recognizes excellence in developing and implementing asset management approaches and significant improvements in business performance through the use of asset management tools, techniques and approaches. This award validates the ambitious program the City of Waterloo implemented in just over two years establishing an integrated approach to stimulate Asset Management throughout the organization creating a bridge between infrastructure plans, spending and staff.
 - Association of Municipalities of Ontario (AMO) Gas Tax Award - This award is given each year to municipal governments that utilize the federal Gas Tax Fund (GTF) for projects that make a difference in the community by addressing local needs, creating economic growth or achieving environmental outcomes. The City invested more than \$700,000 from the federal GTF into an asset management system that will help guide infrastructure investment and maintenance over the next 25 years.
- Northdale Streetscape Master Plan and Class Environmental Assessment Project
 - **Strategic Priority Area: Infrastructure Renewal & Strong Community**



- Grand River Chapter of the Consulting Engineers of Ontario (CEO) Award of Merit - These awards are determined by a selection committee and given only to projects that demonstrate high quality engineering, imagination and innovation. It is given to the owner of the project and their consulting engineer. This award recognizes the long term thinking, vision and hard work of many individuals across the City including Council, staff, the universities, residents and others who have contributed to the Northdale vision. The City's Northdale streetscape master plan was initiated to develop design concepts and strategies for this neighbourhood's streets. The preferred concepts incorporate pedestrian and cycling facilities, on-street parking, more public realm landscaping and amenity space, opportunities for LED lighting and underground infrastructure upgrades. The study's direction is based on the City's vision for vibrant neighbourhoods with more attractive and comfortable streets and public spaces.

- Waterloo's Own PickupHub
- **Strategic Priority Area: Strong Community & Corporate Excellence**



- Canadian Association Municipal Administrators (CAMA) Willis Award for Innovation - The City of Waterloo leveraged newly-developed technology by local entrepreneurs to address a gap in service delivery. PickupHub allows players to register online to play in drop-in sports programs. Access to PickupHub is provided via a link on the City website which allows staff to set up and post games. Waterloo's Own PickupHub was recognized at the CAMA's 46th Annual Conference as the 2017 CAMA Awards of Excellence Program Recipient under the Willis Award for Innovation category. The Willis Award for Innovation, awarded in recognition of Jack Willis for his contribution to CAMA, and is presented for programs, projects or services that demonstrate exceptional innovation or meritorious initiative and further solidifies Waterloo as a smart city.
- Association of Municipalities of Ontario (AMO) Peter J. Marshall Innovation Award - PickupHub was also recognized as the recipient of the Peter J. Marshall Innovation Award at the annual AMO Conference. The Peter J. Marshall Award is an annual competition to acknowledge municipalities that creatively and successfully implement new, innovative ways of serving the public. The award objective is to showcase instances where Ontario municipalities have implemented and can point to tangible outcomes from new, more cost effective ways of providing public services and or facilities.

Section #6 – Key Initiatives Highlights

The Strategic Plan identifies the most important priorities for the City and is instrumental in business planning and in turn drives the budget process. With this in mind, here is a highlight of 6 key initiatives completed or substantially completed during 2017.

6.1 Complete Station Area Plans

- **Strategic Priority Area: Multi-modal Transportation & Economic Development**



On June 26, 2017 Council approved IPPW2017-034 Station Area Planning – Official Plan Amendment No. 14. Through this report Council approved changes to the City's Official Plan to provide a vision for shaping growth and change around the Light Rail Transit (LRT) stops. While each station is intended to have a unique function, the main thrust of the proposed work is intended to support strong, vibrant and connected communities, helping to promote infill and intensification around the station areas while

also enhancing connections to and from stable residential neighbourhoods. Implementation of the Station Area Plans will be through future development applications, capital budgets and development charge by-laws.

In terms of attracting jobs and residents along the route, the benefits of LRT are already starting to be realized. As examples, Dematic Waterloo expanded its software development operation in the Waterloo Innovation Park (Northfield Station Area - February 2017 – 50 jobs) and Shopify Plus recently announced major expansion plans in Uptown Waterloo (Uptown Station Area – October 2017 – 300-500 jobs). In terms of residential and non-residential growth, we have also seen a positive trend with 49,600 square feet non-res and 1,138 res units constructed/planned (2016-2017 site plan data) for Uptown.

6.2 Complete Service Centre Rehabilitation

- **Strategic Priority Area: Infrastructure Renewal & Environmental Leadership**



On August 10, 2015 Council approved CORP2015-059 Award of Construction Contract Waterloo Service Centre Expansion & Restoration. This \$10.5M rehabilitation and construction contract was awarded to Melloul-Blamey Construction Inc. and included various construction and rehabilitation components including but not limited to: existing administration building rehabilitation, construction of LEED silver level administration building expansion, construction of new salt/sand structure with underground conveyor unloading system, rehabilitation of existing vehicle storage building including heated storage, rainwater harvesting system and a new main entrance canopy. The new administration building is also our Emergency Operations Centre outfitted with a high powered diesel generator.

This major rehabilitation and construction project was completed on March 6, 2017 and celebrated via a ribbon cutting ceremony with elected officials, staff and consultants in attendance. Additionally it was showcased to residents as part of the 25th Annual Service Centre Open House held on June 10, 2017.

6.3 Develop a Neighbourhood Strategy

- **Strategic Priority Area: Strong Community**



On June 27, 2016 Council approved COM2016-013 City of Waterloo Neighbourhood Strategy. This report approved the project approach and scope for developing the neighbourhood strategy. The project is focusing on the City's role in supporting neighbourhoods, including the resources and tools that the City can provide to facilitate

the continued growth of strong, connected and vibrant neighbourhoods. On January 9, 2017 a Council workshop was held where Council discussed the current strengths and challenges neighbourhoods face when building great communities, what neighbourhoods of tomorrow aspire to be and what role the City should play. On February 27, 2017 Council received COM2017-005 Neighbourhood Strategy - Public Engagement Summary. This report summarized the findings from phase one of the City's neighbourhood strategy. On September 18, 2017 Council received COM2017-023 Neighbourhood Strategy Project Update. This report updated Council on the ongoing neighbourhood strategy project. To guide recommendation development for the draft strategy, 21 key theme areas were identified from an in-depth analysis of all the information gathered through the earlier phases of the project. More than 1,600 community members have shared their thoughts and ideas to inform the strategy. During September and October the project team worked with the steering committee and other stakeholders to develop the draft recommendations. The draft strategy will be presented to Council in January 2018. Staff will then seek public input and return to Council in March 2018 for final approval.

6.4 Plan for Response to Tree Canopy Preservation /Management and Other Environmental Catastrophes (e.g., Emerald Ash Borer)

- **Strategic Priority Area: Environmental Leadership**



On November 14, 2016 Council approved COM2016-021 Emerald Ash Borer Management Plan Implementation - 2017 & 2018 Funding Release. This report provided \$705k over 2017 and 2018 to continue with the Emerald Ash Borer (EAB) Management Plan Implementation. A total of 1,350 ash trees have been lost to date which is approximately 25% of our total ash street tree inventory. The plan includes planting a minimum of 500 replacement trees annually while removing approximately 700-800 ash trees per year. In an effort to address canopy loss and in celebration of Canada's 150th Anniversary, Council approved COM2017-003 City of Waterloo Living Legacy 150th Tree Planting Program on February 27, 2017. This tree giveaway program resulted in 2,017 trees being planted on private lands. Trees were given away at 7 ward events, the 25th Annual Service Centre Open House and Waterloo Earth Day. Over the course of the next 5-10 years, these trees will have a significant impact on our tree canopy coverage, as they are planted on private lands which are normally outside of the City's control. Overall the city tree canopy cover is 12.13% as of the end of 2016.

6.5 Relocate the City's Computer Server Room to Manage Risk and Business Continuity

- **Strategic Priority Area: Corporate Excellence**



The City's Data Centre was officially relocated on April 17, 2017. The migration of the Data Centre was a highly complex project involving an extensive team of staff led by Information Management & Technology Services (IMTS) and Facilities & Fleet Services working along-side external data centre experts. Numerous IMTS staff worked around the clock ensuring minimal downtime of our digital-systems which residents and staff are so dependent on. The relocation of the Data Centre has numerous benefits including but not limited to; no longer locating our Data Centre within the floodplain area, modern and improved mechanical and electrical services, temperature and air quality control and uninterrupted power supply via the Emergency Operations Centre backup diesel generator.

6.6 Develop West Side and East Side Employment Lands

- **Strategic Priority Area: Economic Development & Infrastructure Renewal**



On February 6, 2017 Council approved CAO2017-004 Development of West Side Employment Lands Funding Release. This report provided \$7.6M in 2016-2018 approved capital funding for the development of the West Side Employment Lands (WSEL). An additional \$10.4M is provided via the 2019 approved capital forecast. RFP17-01 for consulting services to carry out land use planning and engineering of the WSEL was awarded to Stantec Consulting Inc. The WSEL are comprised of approximately 126 acres (106 acres saleable) of industrial land on the west side of Waterloo and is currently on target to be put on the market by 2021.

On August 28, 2017 Council approved CAO2017-022 2415 University Avenue East Land Disposition. This report declared a portion of the east side industrial land holdings (New Eastbridge Industrial Land) as surplus and approved the sale of 2415 University Ave East to Red Rock (2016) Investment Inc. The land transaction includes performance criteria requiring the office/commercial building to be constructed within 3 years of closing. This will result in job creation (approximately 150 jobs) and property tax assessment revenue for the City on this formerly vacant east side parcel. 2305 University Avenue East, the remaining New Eastbridge Industrial Land holding is still available for disposition subject to a new disposition process at a later date.

Section #7 – Achieving Corporate Values

City staff demonstrates a commitment to our corporate values every day. Countless examples of this commitment exist throughout the organization, many of which are not (and could not be) reflected in a Strategic Plan progress report. Operational staff provides critical, front-line services to the public that are not easily seen. Some examples include plow operators, water treatment specialists, building inspectors, revenue clerks, and recreation staff to name a few. While the focus of this progress report has been on the projects that link back to the Strategic Plan Initiatives, all staff provide high quality services to the City on a daily basis and are worth recognizing.

Section #8 – Areas of Focus

In addition to highlighting the successes achieved to date, this report also provides the corporation the opportunity to pause and think about the remaining Strategic Plan Initiatives and actions to be considered in 2018 to move the outstanding initiatives forward. The following list is not intended to be a comprehensive list of all outstanding initiatives, but rather a highlight of some key Strategic Plan Initiatives that are ongoing into 2018.

8.1 Move to Create Additional Complete Streets, including Northdale

- **Strategic Priority Area: Multi-modal Transportation**



On April 10, 2017 Council approved IPPW2017-023 Award of Tender RFT17-05 Spruce Street (Columbia to Hickory) and Hickory Street (King to Spruce) Road Reconstruction Project. With approval of this RFT the Northdale Master Plan implementation began. The Spruce Street Reconstruction project is classified as a residential street and will include shared auto/bike lanes and pedestrian scale lighting. The Hickory Street Reconstruction project is classified as a green street and will include intermittent unmarked parking, a multi-use trail and pedestrian scale lighting. Construction is currently ongoing with surface asphalt to be completed in 2018.

On April 10, 2017 Council approved IPPW2017-07 Columbia Street Widening and Reconstruction. This report approved awarding RFT17-12 to E & E Seegmiller Ltd. The widening and reconstruction of Columbia Street includes the widening of Columbia Street to four travelled lanes, the addition of sidewalk, a multi-use trail, certain intersection improvements and landscaping. The project scope also includes pre-loading of geotechnical unsuitable sub-soils (i.e. peat and organic soil) and the construction of a culvert with earthen side slopes. The use of a culvert was approved in the original EA and represents a much more cost-effective solution than an engineered concrete bridge structure. Construction is currently ongoing with surface asphalt to be completed in 2018.

On May 15, 2017 Council approved IPPW2017-030 Award of Tender RFT17-03 Marsland Drive Reconstruction. The reconstruction of Marsland Drive includes the addition of a new west side sidewalk, the addition of on-road bike lanes and on-street parking in accordance with the Transportation Master Plan. Construction is currently ongoing with surface asphalt to be completed in 2018.

As part of our annual road reconstruction design process, the City considers the TMP recommendations and the complete streets approach, along with other guiding documents including the sidewalk policy and AODA requirements. The 2018 road reconstruction program consists primarily of local roads (e.g. Vermont, Forsythe/Aberdeen, Dale/Carlaw) for which the TMP does not specifically identify enhanced 'complete street features', but rather the shared-use approach.

8.2 Expand Recreation Facilities

- **Strategic Priority Area: Infrastructure Renewal**



On September 25, 2017 Council approved COM2017-026 Waterloo Memorial Recreation Centre and Older Adult Centres Facility Integration and Development Study Phase 2: Feasibility Study – Update on Conceptual Drawings and Upcoming Public Engagement. Through this report Council approved the advancement of public consultation on the WMRC Expansion and Older Adult Centre relocation conceptual drawings, with the understanding that refinements will be made based on public input and that these conceptual designs will be used as the foundation to complete the feasibility study. Staff will report back to Council in December with the results of the public engagement, refinements to the conceptual designs, refined capital costs, operating cost estimates and recommendations for next steps and funding options.

In terms of the WMRC Expansion, the WMRC Facility Addition and Space Conversion project sheet has been submitted as part of the 2017 Development Charge Background Study Update. This recreation facility expansion sheet will provide \$14.9M in funding (90% DC, 10% CRF) to support the growing community's multi-generational recreation needs (core and city-wide). The WMRC Expansion **may include** a Civic Front with a new lobby and activity court, a Central Fitness Core with a route concourse and two exercise studios and Community Pavilion that would serve as new home for Older Adult programs. This project **could potentially** add 12,000 new square feet and 28,000 replaced/repurposed square feet to our recreation facility inventory. Subject to Council approval, the next step in the project would be construction design (2018-2019) and Construction (2020).

8.3 Develop a Parks Strategy for New and Existing Parks

- **Strategic Priority Area: Strong Community**



On February 27, 2017 Council approved COM2017-007 Parks Strategy Project Initiation. This project will establish the vision for the City's park system for the next 10 years. The strategy will explore and guide areas where new direction is needed and will prioritize park infrastructure and operations investment. The strategy will include five components; parks strategic plan, parks service plan, parks policy framework, implementation plan and financial plan. Upon completion, the parks strategy will be a critical input into the City's Asset Management Plan. RFP17-12 was issued in April 2017, however was withdrawn due to bid irregularities. The RFP scope has been refined and will be reissued in late 2017 with the parks strategy to be developed over the course of 2018 with final Council approval scheduled for the spring of 2019.

On April 10, 2017 Council approved IPPW2017-028 Terms of Reference: Uptown Public Realm Strategy. The Uptown Public Realm Strategy (UPRS) is looking at whether or not Uptown has the appropriate amount and type of public spaces (e.g., parks and open spaces, trails), as well as ways to enhance and expand them. Background research is underway and a public forum is planned in February 2018 to discuss findings and opportunities. The UPRS will also provide key input into the Parks Strategy.

8.4 Plan for Silver Lake Clean-up

- **Strategic Priority Area: Environmental Leadership**



On April 10, 2017 Council approved IPPW2017-021 Silver Lake Funding Release. This report approved the Silver Lake and Laurel Creek Class Environmental Assessment (EA) Addendum. The scope of the EA is to determine a preferred rehabilitation option for Silver Lake and Laurel Creek taking into account flood control, hydraulic capacity, operations, maintenance, water quality, aquatic habitat, aesthetics, public input, safety, social, heritage, cultural and recreational uses. Preferred rehabilitation alternatives will be identified during the EA process in 2017 and 2018. RFP17-05 Silver Lake & Laurel Creek Rehab Waterloo Park EA Addendum was awarded to Stantec Consulting Inc. and is currently ongoing. Upon completion of the EA Addendum, the project will proceed to detailed engineering design and construction (anticipated in 2019/2020).

8.5 Examine the Concept of Participatory Budgeting

- **Strategic Priority Area: Corporate Excellence**



Staff has begun planning for a potential participatory budgeting 'pilot' as part of the 2019 capital budget process. Participatory Budgeting (PB) is a democratic process through which community members directly decide how to spend part of a public budget. The City hopes that PB will help directly involve residents in the budgeting process and foster increased community engagement. The PB pilot may include ward specific funding allocations or a more general city-wide approach.

On June 26, 2017 Council received COM2017-015 Neighbourhood Matching Fund (NMF) spring 2017 update. This report presented the 2017 NMF projects approved to date and also highlighted some of the past successful projects (University Ave/Regina Street mural project, Eastbridge Neighbourhood scavenger hunt and the Sunnydale Community Association local community garden improvements). The NMF program now in its six year is a great supporter of grassroots community development in the City of Waterloo and a key input into the larger neighbourhood strategy project. The NMF program is a form of PB where community groups or members identifying events that will improve their communities which the City and United Way then support through a dollar-for-dollar funding contribution.

8.6 Update the City's Economic Development Strategy

- **Strategic Priority Area: Economic Development**



Throughout 2017, Economic Development staff has been working on updating the City of Waterloo Economic Development Strategy. The strategy is currently in draft form and it is anticipated that a final version will be presented to Council for approval by the spring of 2018. The strategy is currently focusing on 3 goals. 1) Share our Story, 2) Promote People and Ideas and 3) Build Collaborative Infrastructure. Our central focus will be on 'finding diverse opportunities that create the Waterloo Ecosystem' and will be generated by leveraging our existing assets including employment lands, key industry drivers, the education sector and local talent.

Section #9 – Conclusion

In 2015 Council approved a 2015-2018 Strategic Plan. Since that approval, the administration and staff has been working hard to bring the Strategic Plan to life. There have been many successes stemming from the Strategic Plan to date as highlighted throughout this report and as part of the attached Progress Summary.

This Strategic Plan Progress Report also provides Council with an update on the Strategic Priority Initiatives still in progress for 2018.

Appendix A 2015-2018 Strategic Plan – Progress Summary

CAO2017-028 APPENDIX A - 2015-2018 STRATEGIC PLAN – PROGRESS SUMMARY

Multi-modal transportation				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
Diversifying the methods by which people can get around is an important element of a healthy, sustainable and prosperous Waterloo.	Advocate for two-way GO Transit train service	The City of Waterloo in conjunction with our neighbouring municipalities continue to advocate with the Federal and Provincial Governments on the importance of the two-way, all-day GO train service between Waterloo Region and Toronto. This was discussed with Federal Ministers on November 29, 2016 as part of the first-ever Waterloo Region Advocacy Day on the Hill. Mayor Jaworsky along with other local Municipal leaders travelled to Ottawa highlighting the local challenges and economic opportunities. Topics of focus included; the need for improved transit service to the GTA by way of two-way, all-day GO train and high speed rail, increased funding for infrastructure improvements and social/affordable housing. On April 7, 2017 staff and elected officials attended a Metrolinx Forum hosted by MPP Daiene Vernile. At the forum Metrolinx confirmed their commitment to bringing two-way, all-day GO train service between Waterloo Region and Toronto via the Kitchener GO line. Metrolinx shared information on the required corridor improvements and the various stages and complexity of such a large scale project. Metrolinx has committed to providing more milestone updates via their website highlighting the progress of this very important project for our community. On September 11, 2017 Metrolinx Senior Advisor Nick Faieta provided Council with an Overview of Future GO Network Plans including; freight bypass, electrification infrastructure, new track/new station (including Breslau GO) bus upgrades at the University of Waterloo LRT stop, noise mitigation and community engagement efforts.	On Track	Advocating for two-way GO Transit train service is an ongoing initiative
	Complete the WaterLoop (an interior trail loop)	The WaterLoop connects key destinations: Albert McCormick Community Centre, UW, Waterloo Park, Public Square, City Hall, Moses Springer Park, Hillside Park and Conestoga Mall. Several improvements have been made in recent years. The WaterLoop is completed with the exception of two missing links: one through the Inn of Waterloo lands and the other is a multi-use trail on Weber Street. The Region has approved the Weber St. MUT. The Inn of Waterloo owner is receptive to the trail, and staff is currently discussing options to obtain the required permission. Overall the City's Active Transportation Network is comprised of bike lanes, shared lane markings, bicycle boulevards, signed bike routes, paved shared use paths, natural surface paths and single track (mountain biking). The Active Transportation portion equals 229km and the Sidewalk portion equals 516km as of the end of 2016.	On Track	The WaterLoop is an ongoing initiative. Staff are targeting 2018-2019 for completion of the two missing links. Additional improvements including way-finding signage and road crossing improvements are planned for 2018

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Multi-modal transportation				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Work with the Region of Waterloo to enhance King Street streetscape in uptown Waterloo and University Avenue gateway opportunities	On April 10, 2017 Council approved IPPW2017-029 King Street Streetscape & Reconstruction - Tender Review and Funding Approval. This report provided an additional \$919,000 in funding for the King St streetscape improvements. The City of Waterloo has partnered with The Region of Waterloo to reconstruct King Street. The proposed work includes replacement of underground municipal services, roadway and parking spaces, and most importantly, the streetscape improvements. These improvements include, wider sidewalks, decorative amenity zones, enhanced boulevard hardscapes, street trees, decorative street lighting, and safe cycling infrastructure. The Region had issued a request for tender and the bids received were all higher than budget. The City's original budget was \$5.8M and with the additional funding is now \$6.7M. The Region's share of the project is approximately \$4.3M. The contract was awarded to Clearway Construction Inc. Construction on King St and has encountered some delays throughout 2017. Discussions involving the Uptown BIA are ongoing regarding improved communications by the contractor regarding updates/closures and strategy around timing for the remainder of the King St construction work planned for 2018. To assist our valued Uptown business, on September 19, 2017 Council unanimously agreed to provide \$5,000 to the Uptown BIA to help support the organization's promotional and advertising efforts, which are geared towards informing the community that Uptown businesses are open and accessible during construction. In early 2017 Environment and Parks purchased and placed planters, benches and bike racks along the completed portions of King Street. ~AND~ On December 19, 2016 Conestoga College announced a \$43.5M expansion project. The site will be doubled in size adding a 150,000 sq. ft. addition and will contain 'gateway' features along University Avenue. On March 20, 2017 Council approved IPPW2017-014 University Avenue Study. The City of Waterloo has partnered with Wilfrid Laurier University, the University of Waterloo, Conestoga College and the Region of Waterloo to prepare a study with the goal of enhancing University Avenue with streetscape and 'gateway' improvements. University Ave is a key east-west connection in the City, which connects directly to our three prestigious post-secondary institutions. The study is anticipated to be completed by April 2018.	On Track	Work to enhance the King Street streetscape is ongoing into 2018. Work to enhance University Avenue through the 'gateway' project is an ongoing initiative
	Complete Columbia Street West redesign	On December 12, 2016 Council approved IPPW2016-106 Columbia Street Widening and Reconstruction - Class EA Addendum. Tenders were originally requested under RFT16-03, however exceeded the approved capital budget so staff requested RFT16-03 be cancelled. The most significant cost item in the initial design was the construction of the bridge to cross the west tributary of Clair Creek. The proposed design in the EA addendum is to have Columbia Street cross the west tributary using a culvert and earthen side slopes which based on preliminary design is estimated to be within the approved budget. On April 10, 2017 Council approved IPPW2017-07 Columbia Street Widening and Reconstruction. This report approved awarding RFT17-12 to E & E Seegmiller Ltd for the widening and reconstruction of Columbia Street at the lowest submitted price of \$8.7 million which is within the approved budget. This project redesign resulted in cost savings of approximately \$5M compared to the lowest submitted price received under RFT16-03. Construction is currently ongoing with surface asphalt to be completed in 2018.	On Track	Complete Columbia Street West redesign and construction is an ongoing initiative with surface asphalt to be completed in 2018

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Multi-modal transportation				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Move to create additional complete streets, including Northdale	On October 24, 2016 Council approved IPPW2016-101 Northdale Streetscape Master Plan/Class EA Study. As part of this report Council approved the preferred concepts recommended by the study for the Northdale streetscape master plan. The master plan includes a combination of mixed-use streets, green streets, residential streets and the proposed first ever woonerf street in Waterloo on Larch street. Implementation of the master plan has begun. On April 10, 2017 Council approved IPPW2017-022 Northdale MP Update - Hydro Burial and Pedestrian Scale Lighting and IPPW2017-023 Award of RFT17-05 Spruce Street and Hickory Street Reconstruction. With approval of these reports the Northdale Master Plan implementation has begun with the Spruce Street Reconstruction project (residential street - shared auto/bike lanes and pedestrian scale lighting) and the Hickory Street Reconstruction project (green street - intermittent unmarked parking and multi-use trail and pedestrian scale lighting). On December 12, 2016 Council approved IPPW2016-109 Columbia Street / Lexington Road EA - King Street to Davenport Road. This report outlined the short-term and long-term planning solution. In the short-term the works will include road resurfacing, off-road multi-use trail between Davenport Road and Holbeach Crescent and bike route signage between Holbeach Crescent and Weber Street. The short-term solution will provide adequate improvements until the optimum long-term solution can be budgeted and constructed post 2019. On May 15, 2017 Council approved IPPW2017-030 Award of Tender RFT17-03 Marsland Drive Reconstruction. The reconstruction of Marsland Drive will include the addition of a new west side sidewalk, the addition of on-road bike lanes and on-street parking in accordance with the Transportation Master Plan. On June 28, 2017 the City of Waterloo received an award of merit for the Northdale Streetscape Master Plan and Class Environmental Assessment Project from the Grand River Chapter of the Consulting Engineers of Ontario (CEO). These awards are only given to projects that demonstrate high quality engineering, imagination and innovation.	On Track	Creating more complete streets, including the Northdale area is an ongoing initiative. The Northdale Streetscape Master Plan/Class EA Project received the Award of Merit from the Grand River Chapter of the Consulting Engineers of Ontario
	Complete station area plans, identify implementation funding	On December 5, 2016 Council approved Station Area Planning – Official Plan Amendment 14 and Zoning By-law Z-16-15. This report builds on the Draft Station Area Plans that were tabled with Council in April 2016. Specifically, this report proposes an Official Plan Amendment, Zoning By-law Amendment and Urban Design Guideline changes to implement the Draft Station Area Plans. This report also identifies feedback that has been received since April 2016. Finally, next steps were outlined, with a goal of having final proposed Station Area Plans and the implementing final proposed Official Plan Amendment, Zoning By-law Amendment and Urban Design Guidelines before Council for consideration by mid 2017. On June 26, 2017 Council approved IPPW2017-034 Station Area Planning - Official Plan Amendment No. 14. Through this report Council approved changes to the city's Official Plan to provide a vision for shaping growth and change around the Light Rail Transit (LRT) stops. While each station is intended to have a unique function, the main thrust of the proposed work is intended to support strong, vibrant and connected communities, helping to promote infill and intensification around the station areas while also enhancing connections to and from stable residential neighbourhoods. Implementation of the Station Area Plans will be through future development applications, capital budgets and development charge by-laws.	Completed	The Station Area Plans were completed and approved by Council on June 26, 2017. Implementation of the Station Area Plans will be through future development applications, capital budgets and development charge by-laws

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Multi-modal transportation				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Implement high priority initiatives in the transportation master plan	On April 11, 2011 Council approved PWS2011-023 City of Waterloo Transportation Master Plan (TMP). This report established the City's first TMP to guide decision-making over the course of the next 20-years to 2031. Included in the TMP are the required priority bikeways and trails intended to build upon the existing network and connections. New bike lanes completed or currently under construction include; Columbia Street West (RFT17-07), Marsland Drive (RFT17-03), Woolwich Street (RFT16-12). Active Transportation is one of the key pillars of the TMP and on May 29, 2019 Council received as information IPPW2017-017 Active Waterloo - A Bi-Annual Update on Active Transportation. The City of Waterloo partnered with the University of Waterloo to compile this first of its kind report which highlights upward trends in Waterloo's active transportation network and participation. The report also included key statistics including length of active transportation network, CO2 emission reduced and the improved health benefits of active transportation.	On Track	Implement high priority initiatives in the Transportation Master Plan is an ongoing initiative
	In developing areas, upgrade city roads to urban standards	On June 20, 2016 Council approved IPPW2016-051 Award of Tender RFT16-12 Woolwich Street Reconstruction. This \$6M construction project was awarded to Sierra Infrastructure Inc. and upgraded this rural cross-section to urban standards including curbs, sidewalks, bike lanes and a multi-use trail. Construction is being completed in two stages with stage 1 being completed in 2016 and stage 2 scheduled to be completed in 2017. The subject area will see development in the coming years with the build out of the Woolwich Estates and Galantai subdivisions. Overall the City's road network is measured by the pavement quality index (PQI). As of December 31, 2016 our PQI was 62.5% or 'good' which is consistent with our 2015 ending percentage of 62.4% (good category 61%-80%).	On Track	Upgrading of city roads in developing areas to urban standards is an ongoing initiative
	Encourage growth of an electric vehicle charging station network	On June 13, 2016 Council approved IPPW2016-046.2 Zoning By-law Amendment Z-15-12, 275 Larch Street, The Block Inc. Included as part of this Zoning By-law Amendment was the provision of \$25,000 for an Electric Vehicle Charging Station at WMRC or an Uptown City-owned parking lot. Staff are planning to install the EV station in the Waterloo Town Square North lot by March 2018 bringing the total of City owned/supported EV charging stations to 2. Overall there are 18 publically available EV charging stations (not including dealerships) in Waterloo based on 2016 data obtained from Sustainable Waterloo Region, which is the highest in the Region.	On Track	Encouraging the growth of electric vehicle charging station network is an ongoing initiative

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Infrastructure renewal				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
Infrastructure includes roads, facilities and systems which keep the city functional, keeps people moving and meets core needs of people. Ensuring these assets are well maintained contributes to increased capacity, growth and investment.	Begin implementation of sanitary master plan	On October 26, 2015 Council approved IPPW2015-092 City-Wide Sanitary Servicing Master Plan. This master plan final report included an outline of priority (2015-2020) and strategic (2021-2031) projects that will allow the City's sanitary system to continue to operate effectively. Priority projects completed to date include the Maple Hill Trunk Capacity upgrade, In-house Flow Monitoring Program and Beaver Creek SPS Overflow Tank Upgrades. On July 25, 2017 the governments of Canada and Ontario announced \$3.28M in project funding under the Government of Canada's Clean Water and Wastewater Fund (Federal - \$2.18M and Provincial - \$1.10M). Thanks to this investment, residents of Waterloo will benefit from several accelerated projects that will remove built up sediment to ensure that our stormwater management facilities meet the Ministry of Environment's compliance standards. This work will also improve pond function, extend the lives of these assets while also assisting with the Sanitary Master Plan climate change impacts mitigation strategies. The reliability of our sanitary collection system is measured through its ability to remove wastewater in order to prevent property damage. A ratio of sanitary connections with sanitary flooding caused by sanitary collection systems (# of blockages divided by # of connections (in 000s) is tracked and compared to the National Median (0.1%). For 2016 we seen 0.1% issues per 000s connections which is an improvement from the 2015 figure of 0.2% per 000s connections.	On Track	Implementation of the sanitary master plan priority items is an ongoing initiative
	Continue with Parkview Cemetery expansion	The Parkview Cemetery Expansion project is a multifaceted project with many sub phases planned between 2015-2025. On July 13, 2015 Council approved COM2015-016 Parkview Cemetery Development Project – Award of Tender RFT15-08. This \$753k Parkview Cemetery Development Project was awarded to TDI International Ag Inc. and included environmental protection measures, clearing, decommissioning and removal of existing sports fields lights and underground electrical lines, site grading and preparation, storm water delivery and catchment servicing, installation of hard surface materials, utility servicing and installation, plant material installations, sodding and hydroseeding. This work has been completed with the sales of the new cemetery lots beginning in 2017 along with the sports fields being re-positioned to the new Westmount Road location. Current cemetery lot development will carry traditional casket interment needs for the next 10 years. Work to design and implement cremation interment options will commence within 3-5 years as the next phase of development takes shape. Design and planning of additional casket interment sites will be needed by 2025.	On Track	The Parkview Cemetery Expansion project is an ongoing initiative

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Infrastructure renewal				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Sport facility development and renewal as per action sports strategy and outdoor sport field strategy	<p>On June 18, 2012 Council approved CCRS2012-016 Outdoor Sport Field Strategy 2012-2031. This report provided Council with the Outdoor Sport Field Strategy to be implemented over a 20-year period with 7 goals and 20 recommendations identified. In total 12 of 20 recommendations were planned for completion during 2012-2017. On June 19, 2017 Council approved IPPW2017-035 Outdoor Sports Field Strategy Implementation (OSFS) Update. This report provided updates on the work completed to date including Regency Park re-grading, RIM Diamonds 4,5,6 re-grading, Red River Park re-grading and fencing upgrades and Lexington Park re-grading and new dugouts. Additionally as part of the ongoing Waterloo Park Festival Heart public consultation process, staff continues to review potential opportunities to reallocate sports groups from Waterloo Park Diamonds #1 and #2 to acceptable alternate City diamonds. Staff will return to Council in the Fall of 2017 with the engagement feedback and preferred options. Of the 12 recommendations in the original 2012 OSFS 5 have been completed or substantially completed to date. The other 7 recommendations have not been completed since priorities have shifted in sports use over the last 6 years mainly with an increase in baseball registrations. ~AND~ On June 17, 2013 Council approved COM2013-006 Action Sports Strategy. This report provided Council with the Action Sports Strategy to be implemented over a 10-year period with 5 recommendations. All 5 recommendations have advanced as follows. 1) The primary Waterloo Skate Park was established as the central city-wide hub for Action Sports. 2) A short-range implementation plan has identified sites for smaller, neighbourhood skate-spots to be located at the branch libraries of J.M. Harper and Albert McCormick. 3) The long-range plan will be further detailed through the Parks Strategy. 4) Public engagement is ongoing with learn-to-skateboard training and 4 weeks of summer camps. 5) Partnerships and funding support will continue as the Harper and Albert McCormick skate-spots are implemented. Albert McCormick is planned to be the first site to be implemented and informed within the Parks Strategy public consultation phase.</p>	On Track	<p>Implementing the outdoor sports field strategy is an ongoing initiative with 5 of the 12 recommendations completed or substantially completed. Implementing the action sports strategy is an ongoing initiatives with 4 of the 5 recommendations completed or substantially completed</p>
	Continue core area infrastructure upgrades	<p>The City continues to plan, build and upgrade infrastructure to ensure urban intensification needs in the core are met. On January 23, 2017 Council approved IPPW2017-005 Burial of Hydro along Caroline Street – Allen St to John St. This report provided UPTDV funding for the burial of hydro and enhanced streetscape design providing for continued intensification of Uptown, while meeting the Council-approved Urban Design Guideline. On April 10, 2017 Council approved IPPW2017-029 King Street Streetscape & Reconstruction - Tender Review and Funding Approval. The City of Waterloo has partnered with The Region of Waterloo to reconstruct King Street. The proposed work includes replacement of underground municipal services, roadway and parking spaces, and most importantly, the streetscape improvements. The contract was awarded to Clearway Construction Inc. Construction on King Street is ongoing and will continue into 2018. On May 17, 2017 the City of Waterloo was awarded the Canadian Network of Asset Managers (CNAM) Tereo Award, which recognizes excellence in developing and implementing asset management approaches and significant improvements in business performance through the use of asset management tools, techniques or approaches. This award validates the City of Waterloo's ambitious Asset Management program establishing an integrated approach to stimulate Asset Management throughout the organization. Additionally on Aug 14, 2017 Waterloo's Asset Management Plan was recognized as the recipient of the Association of Municipalities of Ontario (AMO) Gas Tax Award. This award is given each year to municipal governments that utilize the federal Gas Tax Fund for projects that make a difference in the community by addressing local needs, creating economic growth or achieving environmental outcomes. The City invested more than \$700,000 from the federal Gas Tax Fund into our asset management system that will help guide infrastructure investment and maintenance over the next 25 years.</p>	On Track	<p>Continuing to invest in our core area infrastructure is an ongoing initiative, with our Asset Management Plan receiving the CNAM Tereo Award and AMO Gas Tax Award</p>

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Infrastructure renewal				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Complete service centre rehabilitation	On August 10, 2015 Council approved CORP2015-059 Award of Construction Contract Waterloo Service Centre Expansion & Restoration. This \$10.5M rehabilitation and construction contract was awarded to Melloul-Blamey Construction Inc. and included various construction and rehabilitation components including but not limited to; existing administration building rehabilitation, construction of LEED silver administration building expansion, construction of new salt/sand structure with underground conveyor unloading system, rehabilitation of existing vehicle storage building including heated storage, rainwater harvesting system and a new main entrance canopy. The new administration building is also our Emergency Operations Centre outfitted with a high powered diesel generator. This major rehabilitation and construction project was completed on March 6, 2017 and celebrated via a ribbon cutting ceremony with elected officials, staff and consultants in attendance.	Completed	Service Centre rehabilitation was completed on March 6, 2017. Public Grand Opening was held in conjunction with the annual Service Centre Open House on June 10, 2017
	Continue city-owned heritage asset conservation	On November 23, 2015 Council approved IPPW2015-100 Built Heritage Strategy. This report provided Council with the actions that the City can undertake to strengthen its support of cultural heritage conservation. Out of the 6 goals identified, 'demonstrate commitment to and leadership in the management, conservation and adaptive reuse of City-owned cultural heritage resources' was a priority. As of June 2017, the City has 45 individually designated properties and one Heritage Conservation District with over 100 properties. In terms of City-owned heritage assets, currently there are 4 City-owned heritage assets including the Carnegie Library, Elam Martin Farmstead, Waterloo Park Log School House and the Button Factory. On September 17, 2017 the City of Waterloo and the Municipal Heritage Committee celebrated Waterloo's Oldest School House with a historic plaque unveiling and a presentation by guest speaker Joanna Rickert-Hall. Over the past year, Facilities and Fleet have carried out significant upgrades to the Button Factory to address structural issues and improve accessibility and energy efficiency.	On Track	Continuing city-owned heritage asset conservation is an ongoing initiative with 4 City-owned assets designated as heritage assets to date
	Expand recreation facilities	On September 25, 2017 Council approved COM2017-026 Waterloo Memorial Recreation Centre and Older Adult Centres Facility Integration and Development Study Phase 2: Feasibility Study – Update on Conceptual Drawings and Upcoming Public Engagement. Through this report Council approved the advancement of public consultation on the WMRC Expansion and Older Adult Centre relocation conceptual drawings, with the understanding that refinements will be made based on public input and that these conceptual designs will be used as the foundation to complete the feasibility study. Staff will report back to Council in December with the results of the public engagement, refinements to the conceptual designs, refined capital costs, operating cost estimates and recommendations for next steps and funding options. In terms of the WMRC Expansion, The WMRC Facility Addition and Space Conversion project sheet has been submitted as part of the 2017 Development Charge Background Study Update. This recreation facility expansion sheet will provide \$14.9M in funding (90% DC, 10% CRF) to support the growing community's multi-generational recreation needs (core and city-wide). Overall the City's facility network condition is measured by the facility condition index (FCI). As of December 31, 2016 our total FCI was 27% or 'fair' which is down slightly compared to our 2015 ending percentage of 25% (fair category 15.1%-30%).	On Track	Expanding our recreation facilities is an ongoing initiative

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Infrastructure renewal				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Add uptown parking structure	<p>On April 24, 2017 Council approved CAO2017-011 Structured Parking North of Erb Street Request for Proposals. This report provided Council's authorization to proceed with RFP17-13 for a 100-200 space Structured Parking Facility in the under serviced area north of Erb Street. Unfortunately this negotiated RFP process was unsuccessful. Staff is currently reviewing alternative options for the area. On June 26, 2017 Council approved CAO2017-019 Region of Waterloo / City of Waterloo Parkade Agreement. This report extended the Parkade agreement by another 3 years maintaining the existing partnership on the 457 structured space Parkade in Uptown. On July 24, 2017 Council approved CAO2017-018 Longer Stay Paid Parking – Honk Mobile Agreement. This agreement between the City of Waterloo and Honk Mobile Inc. will allow visitors to Uptown Waterloo to purchase parking time beyond the two hour no charge parking already provided through Honk Mobile's free app. Honk Mobile is an ideal solution that enhances Waterloo's reputation as a 'Smart City' using technology to improve customer service and the Uptown experience. On October 16, 2017 Council approved CAO2017-027 2018 Parking Rates. This report approved a 2018 parking rate freeze due to numerous factors that have impacted the retail environment in Uptown Waterloo, including the recent construction activity.</p>	At Risk	Adding an uptown parking structure is most likely deferred to the next Strategic Plan cycle

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Strong Community				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
People want to be safe, healthy and active. They want to feel included and want access to services, systems and opportunities to participate in the community. Fostering resilient, safe, inclusive and vibrant communities is the base of Waterloo's success.	Develop a neighbourhood strategy	On June 27, 2016 Council approved COM2016-013 City of Waterloo Neighbourhood Strategy. This report approved the project approach and scope for developing the neighbourhood strategy. The project will focus on the City's role in supporting neighbourhoods, including the resources and tools that the City can provide to facilitate the continued growth of strong, connected and vibrant neighbourhoods. On January 9, 2017 a Council workshop was held where Council discussed the current strengths and challenges neighbourhoods face when building great communities, what the neighbourhoods of tomorrow aspire to be and what role the city should play. On February 27, 2017 Council received COM2017-005 Neighbourhood Strategy - Public Engagement Summary. This report summarized the findings from phase one of the city's neighbourhood strategy. On September 18, 2017 Council received COM2017-023 Neighbourhood Strategy Project Update. This report updated Council on the ongoing neighbourhood strategy project. To guide recommendation development for the draft strategy, 21 key theme areas were identified from an in-depth analysis of all the information gathered through the earlier phases of the project. More than 1,600 community members have shared their thoughts and ideas to inform the strategy. During September and October the project team has been working with the steering committee and other stakeholders to develop the draft recommendations. The draft strategy will be presented to Council in January 2018. Staff will then seek public input and return to Council in March 2018 for final approval.	On Track	Develop a final neighbourhood strategy along with high level implementation plan by March 2018 is an ongoing initiative
	Continue with age-friendly initiative and ensure age-friendly status is maintained	On December 2, 2016 the Annual Mayor's Forum on Age-Friendly Waterloo was held at Luther Village. The forum featured a lively series of discussions and presentations on the theme of diversity and inclusion in an age-friendly community. Mayor Jaworsky opened the event with an affirmation of Waterloo's commitment to enhancing the City's age-friendliness. Jassy Narayan, an active member of the Waterloo community and member of the Immigration Partnership provided the keynote address. Her words to the Forum focused the audience's attention on the challenges of social respect and inclusion for older adults in a community that is undergoing significant ethno-cultural change. Please visit the City's Age-Friendly webpage to view the 2016 Summary Report. On June 15, 2017, the Elder Abuse Prevention Council and the Age-Friendly Waterloo Multi-Agency Committee co-hosted a lunch and learn about the role of inclusion in elder abuse prevention. This event celebrated World Elder Abuse Awareness Day and included guest speakers Jean Becker, Senior Advisor: Aboriginal Initiatives, WLU and Kathy Hogarth, Assistant Professor, School of Social Work, Renison University College, UW. On September 25, 2017 Council approved COM2017-026 Waterloo Memorial Recreation Centre and Older Adult Centres Facility Integration and Development Study Phase 2: Feasibility Study. Through this report council approved the advancement of public consultation on the WMRC expansion and Older Adult Centre relocation conceptual drawings, with the understanding that refinements will be made based on public input. Staff will report back to Council in December with the results of the public engagement, refinements to the conceptual designs, refined capital costs, operating cost estimates and recommendations for next steps and funding options. As announced on April 12, 2017 at the 2017 State of the City address, Hospice of Waterloo Region is planning a new 10-bed hospice and office facility in north Waterloo. Council approved this Zone Change Application (Z-17-10) on October 23, 2017 in accordance with Section 6 of IPPV2017-054. On November 23, 2017 Mayor Jaworsky hosted the 2017 Mayor's Age-Friendly Forum at Luther Village. Keynote Speakers expanded on the theme of Life Long Learning and Aging with Pride. Forum participants of all ages engaged with local students and educators on learning and diversity.	On Track	Continuing with age-friendly initiatives and ensuring our age-friendly status is maintained is an ongoing initiative. In support of age-friendly initiatives planning is underway for a new hospice facility in north Waterloo.

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Strong Community				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	New and enhanced green space planning	Preserving green space was the top priority (84%) among community survey respondents with respect to intensification, further highlighting the need to ensure highly appealing natural spaces for congregation and social interaction in Uptown are available. In April 2017, Heritage Green and Brewmeister Green were restored to passive parks with moveable concrete planters, plants, trees, benches and an accessible walkway by GrandLinq. These two parkettes will remain as passive parks on an interim basis with staff looking to including design and construction funding as part of the 2019 capital budget process. The proposed design phase will include a comprehensive stakeholder and public engagement process for these key Uptown green spaces. On May 15, 2017 Council approved CAO2017-014 Alexandra Park Property Acquisition. This report authorized the acquisition of 46 and 48 William Street West for the purpose of expanding Alexandra Park in Uptown. The design of this park expansion will also include a comprehensive stakeholder and public engagement process and may include a bike trail, shelter area and picnic area. Moving forward green space planning will be guided by the Parks Strategy and Uptown Public Realm Strategy which are both ongoing initiatives.	On Track	New and enhanced green space planning in Uptown in an ongoing initiative
	Implement high-priority initiatives in the Waterloo Park master plan (e.g., festival area)	On December 12, 2016 Council approved CORP2016-107 TD Common Ground Funding Opportunity. Env & Parks and the Grants Coordinator were successful in their Waterloo Park Pedestrian Bridge Twinning project submission under the TD Common Ground Grant. This \$500k grant for twinning of the pedestrian bridge and upgrades to the Central Street Entrance accelerated these priority items identified within the Waterloo Park Master Plan. On July 26, 2017 Council and representatives from TD Bank Group held a special ground-breaking ceremony to celebrate this project and TD's continued investment in community green spaces in recognition of Canada's 150th birthday. Since 2012 almost \$1.7M in grant funding has been received helping accelerate various Waterloo Park Master Plan priority items including the Waterloo Park Festival Area Frontage project as part of the Government of Canada's Community Infrastructure Improvement Fund. On February 27, 2017 Council approved CAO2017-002 Award of Waterloo Park Harvest Tables Public Art. The installation of the harvest tables was identified in the Waterloo Park Master Plan as a priority item in the form of a picnic area near the Festival Area Frontage. This project was made possible through the generous donation received from GHD (formerly Conestoga Rovers). On February 27, 2017 Council also approved IPPW2017-016 Waterloo Park Master Plan Implementation - 2017 and 2018 Project Priorities. Among the high priority items is the establishment of a festival area that includes a civic space intended to be the principal outdoor performance venue for the park and the redevelopment of the Bauer Parking Lot.	On Track	Implementing the high-priority items in the Waterloo Park master plan is an ongoing initiative

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Strong Community				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Advance east side library	On June 20, 2016 Council approved CORP2016-053 East Side Library Project. This report released 2016 capital funding in the amount of \$593,000 for the completion of the East Side Library Feasibility study and recommended the RIM Park Manulife Financial Sportsplex and Healthy Living Centre as a preferred location for a potential new East Side Library. RFP16-11 Consulting Services for the East Side Library Feasibility Study was awarded to studio CANOO Architecture on September 21, 2016, advancing this review. Additionally on October 17, 2016 Council supported the YMCA's of Cambridge, Kitchener and Waterloo request to participate in the East Side Library Feasibility Study at the YMCA's cost and directed staff to integrate their work efforts to further develop this joint venture opportunity and report back at the conclusion of the feasibility study. On September 11, 2017 Council approved CORP2017-067 East Side Library at RIM Park – Project Progress Update. This report updated Council on the current status of the East Side Library Feasibility study and approved a public engagement plan for the project. The results of the public engagement campaign will return to Council in November 2017. The public engagement campaign is the third phase of the feasibility study that was initially approved in June 2016. To date, the project team has completed a needs assessment and a conceptual design. Library performance is tracked under a Province-wide statistics collection process completed each spring. The most current collection period for the year ending 2016 seen a 10% decrease (1.39M visits in 2016 vs. 1.54M visits in 2015) in total library visits (in person and virtual combined) and a 4% increase in the total number of programs provided.	On Track	Advancing the east side library is an ongoing initiative. Progress to date; Needs Assessment (Complete), Conceptual Design (Complete), Schematic Design (Ongoing), Community Engagement (Ongoing), Library Funding and Operating Agreement (Nov 2017), Final Council Approval (Nov 2017)
	Implement relevant projects from outdoor sports field strategy and action sports strategy	On June 18, 2012 Council approved CCRS2012-016 Outdoor Sport Field Strategy 2012-2031. This report provided Council with the Outdoor Sport Field Strategy to be implemented over a 20-year period with 7 goals and 20 recommendations identified. In total 12 of 20 recommendations were planned for completion during 2012-2017. On June 19, 2017 Council approved IPPW2017-035 Outdoor Sports Field Strategy (OSFS) Implementation Update. This report provided updates on the work completed to date including Regency Park re-grading, RIM Diamonds 4,5,6 re-grading, Red River Park re-grading and fencing upgrades and Lexington Park re-grading and new dugouts. Additionally as part of the ongoing Waterloo Park Festival Heart public consultation process, staff continues to review potential opportunities to reallocate sports groups from Waterloo Park Diamonds #1 and #2 to acceptable alternate City diamonds. Staff will return to Council in the fall of 2017 with the engagement feedback and preferred options. Of the 12 recommendations in the original 2012 OSFS 5 have been completed or substantially completed to date. The other 7 recommendations have not been completed since priorities have shifted in sports use over the last 6 years mainly with an increase in baseball registrations. ~AND~ On June 17, 2013 Council approved COM2013-006 Action Sports Strategy. This report provided Council with the Action Sports Strategy to be implemented over a 10-year period with 5 recommendations. All 5 recommendations have advanced as follows. 1) The primary Waterloo Skate Park was established as the central city-wide hub for Action Sports. 2) A short-range implementation plan has identified sites for smaller, neighbourhood skate-spots to be located at the branch libraries of J.M. Harper and Albert McCormick. 3) The long-range plan will be further detailed through the Parks Strategy. 4) Public engagement is ongoing with learn-to-skateboard training and 4 weeks of summer camps. 5) Partnerships and funding support will continue as the Harper and Albert McCormick skate-spots are implemented. Albert McCormick is planned to be the first site to be implemented and informed within the Parks Strategy public consultation phases.	On Track	Implementing the outdoor sports field strategy is an ongoing initiative with 5 of the 12 recommendations completed or substantially completed. Implementing the action sports strategy is an ongoing initiatives with 4 of the 5 recommendations completed or substantially completed

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	Update the city's urban design manual	The City of Waterloo urban design manual was originally created in 2009. An update to the urban design manual is planned for the current 2015-2018 term of Council. This initiative has been delayed due to limited staffing resources in Planning Approvals. With the completion of the comprehensive zoning by-law review in early 2018, the urban design manual update will be targeted for completion by the end of 2018.	Behind Schedule	Update of the city's urban design manual is planned for 2018
	Implement high-priority items in the culture plan	On April 3, 2017 Council approved CAO2017-012 Culture Plan Implementation Report Card 2016. This annual report card provides a summary of the events/cultural programs, initiatives and collaborations that took place in Waterloo's cultural sector in 2016. Approved in 2013, the Culture Plan: A Catalyst for Culture 2014-2024 was developed with input from residents and numerous cultural organizations. It is a guiding document for the community and Corporation and includes 6 goals. Key 2016/2017 highlights include; SpaceFinder Waterloo Region launched, grants for Uptown heritage properties leveraged through the Uptown CIP, Artist in Residence program continued, three new artworks added to the Public Art Collection ('Fish Out of Water' - Service Centre, 'Nuts' - Waterloo Park and 'Landscape Colourfield #17 - Visitor & Heritage Information Centre), and the 1st and 2nd annual AMPLIFY Culture Summits held at CIGI. Community cultural events contribute to cultural tourism and build community identity and pride by creating and strengthening social connections. The number of city-supported cultural events is an indicator of the impact the city is having on community vitality. In 2017 to date there have been 157 city-supported cultural events.	On Track	Implementing the high-priority items in the culture plan is an ongoing initiative
	Implement museum and collection strategy and built heritage strategy	On October 26, 2015 Council approved COM2015-025 Final Museum & Collections Strategy. This report provided Council with the final Museum & Collections Strategy to be implemented over a 10-year period with 5 goals and 20 recommendations identified. In the short term (1-2 years) 9 of the 11 recommendations have been completed or substantially completed including updating the collections plan, expanding the hours of operations and entering into a new lease agreement with Shopify for a display exhibit at the former Seagram Museum. In the medium term (3-5 years) another 4 recommendations are planned and in the long term (5+ years) an additional 5 recommendations are planned. On February 6, 2017 the City's Manager, Museum & Archival Collections provided Council with the City of Waterloo Museum 2016 Activity Summary presentation updating Council on the progress achieved to date. ~AND~ On November 23, 2015 Council approved IPPW2015-100 Built Heritage Strategy. This report provided Council with the actions that the City can undertake to strengthen its support of cultural heritage conservation to be implemented over a 10-year period with six goals and 24 actions identified. In the short term (1-3 years) 11 of the 15 actions have been completed or substantially completed including improved communication with key stakeholders, the listing and designation of significant properties on the Municipal Heritage Register (including the designation of Seagram Lofts at 3 and 5 Father David Bauer Drive) and the initiation of a Cultural Heritage Landscape study. In the medium term (4-6 years) another 7 actions are planned and in the long term (7-10 years) an additional 2 actions are planned. On March 27, 2017 Council approved IPPW2017-059 Listing Non-Designated Properties on the Municipal Heritage Register (MHR) - Mary Allen Area. This report added 68 properties to the MHR.	On Track	Implementing the museum & collection strategy is an ongoing initiative with 9 of the 11 short term recommendations completed or substantially completed. Implementing the built heritage strategy is an ongoing initiatives with 11 of the 15 short term actions completed or substantially completed.

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	Collaborate with Immigration Partnership	The Waterloo Region Immigration Partnership (WRIP) is a collaborative of community members, organizations and business partners from multiple sectors. WRIP seeks to assist immigrants in 3 pillars: Settle, Work and Belong. The Community & Neighbourhood Services Team represents the City of Waterloo on the WRIP. In 2017 the Community & Neighbourhood Services Team through WRIP has completed the following highlights. 1) Participated in the process of developing the Immigration Partnership Community Action Plan (CAP) for 2017-2019. The CAP is like a strategic plan that identifies specific actions the different steering groups will take to move the work forward. 2) Presentations on municipal government to adult ESL (English as a second language) students. Staff from the City and Region discussed with ESL students regarding how to get involved in the municipal processes and their local community's. 3) Participation in an enhanced citizenship ceremony in February. The Belong Steering Group (BSG) brought partners together to host an enhanced citizenship ceremony at Kitchener City Hall.	On Track	Collaborating with the Immigration Partnership is an ongoing initiatives
	Approve and implement older adult recreation strategy	In June of 2015 the Older Adult Recreation Strategy was approved via COM2015-015 including 24 recommendations. On May 8, 2017 Council approved COM2017-012 Older Adult Recreation Strategy - Implementation Progress Update Report. This update report highlighted the 11 recommendations that are underway or completed indicating that the implementation is on target. Items of particular note; significant increase in older adult program registration and promotion, restructured 55+ Advisory Committee with the former chair joining the Age-Friendly Committee, and explore opportunities to build a new older adult recreation facility. On May 8, 2017 Council also approved COM2017-013 the Waterloo Memorial Recreation Complex (WMRC) and Older Adult Centres Facility Integration and Development Study Phase I: Needs Assessment report. This project contains two components. Component one will explore the feasibility of relocating and repurposing the two existing older adult centres under a new adult facility at WMRC. Component two will explore future community recreational needs associated with a potential expansion of the Waterloo Memorial Recreation Complex tentatively scheduled for the year 2020 and the potential efficiencies realized via a more integrated facility approach. Council approved the staff recommendation to launch phase 2 feasibility study for the potential replacement of the Adult Recreation Centre (ARC) and RCAFA Rotary Adult Centre (Wing 404) as part of an addition to the Waterloo Memorial Recreation Centre (WMRC) and further expansion of the WMRC to respond to population growth. This feasibility study follows the needs assessment that was already completed.	On Track	Implementing the older adult recreation strategy is an ongoing initiative
	Implement park and recreation facility amenity upgrades	On August 28, 2017 Council approved IPPW2017-053 Tender Award RFT17-16 Central Promenade Trail and Bridge construction. This project is an opportunity to complete a key vision approved in the Waterloo Park Master Plan for a hard surfaced and separated bicycle and pedestrian promenade. This trail offers many unique attributes including the open space experience, interaction with animals in Waterloo Park, beautiful views across Silver Lake, key connections between Uptown and both Universities and to the new Seagram ION station. Once completed the separated pedestrian pathway will add 400 meters to the City's off road trail network. In June 2017 the Clair Lake Playground was officially opened as part of a Community Event held on June 3rd. This project was inspired by the Clair Lake Community who raised the target \$47k for the playground. The City provided approximately \$10k to finalize the project including general project management. Moving forward park and recreation facility amenity upgrades will be guided by the Parks Strategy which is an ongoing initiatives.	On Track	Implementing park and recreation facility amenity upgrades is an ongoing initiative

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	Revitalize active living programming	Over a four week period starting on April 19, 2017 Municipal Enforcement Services (MES) partnered with Student Transportation Services of Waterloo Region (STSWR) and Waterloo Regional Police Service (WRPS) in a program to have police or by-law enforcement officers join young school children on their morning walk to school. The intent of this project is to draw attention to how easy and fun it is for students to walk or cycle to school encouraging active transportation, while providing safety tips along the way. Our Program & Activities Guide is filled with opportunities to keep you and your family healthy and active. Published four times a year, it promotes the best in active living and leisure offered by the city, community organizations and local businesses. Some highlights from the fall 2017 edition; the introduction of Aqua Cycle (underwater cycling class), PickupHub (registration app for drop-in program registration), new dance programs (tap, swing and salsa) and Kids Zumba. Other 2017 highlights include; engaged external agencies to increase the range of programs offered (i.e. Skateboard Camps, Sportball Junior programs, Safety Tree etc.), participated in the region-wide Healthy Kids Community Challenge campaign that encouraged “healthy eating” through education into our youth programs, implemented a summer roller skating program and implemented a “bring a friend” strategy to encourage more participation in active living. Electronic vs. in Person registration for Active Living Programs measures our effective and efficient use of technology that enhances the customer experience related to program registration, reducing administration time associated with on-site facility registration and encourages more active participation. In 2016 54% of registrations were electronic just under of our target of 60%.	On Track	Revitalize active living programming is an ongoing initiative
	Collaborate to increase affordable housing units	On June 13, 2016 Council approved IPPW2016-046.2 Zoning By-law Amendment Z-15-12, 275 Larch Street, The Block Inc. Included as part of this Zoning By-law Amendment was the provision of \$100,000 per year for six years (total \$600k) towards the creation of supportive, affordable, assisted, or other subsidized housing in Waterloo. YWCA of Kitchener Waterloo will administer the funds on behalf of the City in accordance with the terms of the agreement. On September 12, 2016 Council approved IPPW2016-089 Zone Change Z-16-12, Supportive Housing of Waterloo (SHOW), for 402 Erb St W. This 2.5-storey building contains 9 one-bedroom units geared to low income seniors. Council further supported this development by waiving all applicable zoning fees totaling over \$30,000 and provided an additional \$49,500 from the Council Community Priority and Contingency Reserve to cover the cost of the development charge exemption. On April 12, 2017 Mayor Jaworsky delivered his 2017 State of the City address to a sold-out crowd at the RIM Park - Manulife Financial Sportsplex and Healthy Living Centre. This year a record number of sponsorships were received, so Mayor Jaworsky and the City of Waterloo were pleased to provide the extra \$5,000 to Supportive Housing of Waterloo (SHOW). On July 24, 2017 Council approved CORP2017-059 Request For Relief From Development Charges – Maxwell Building Consultants Ltd. Council approved a grant equivalent to 75% of the development charges net of any demolition credits (up to a maximum amount of \$101,250) for the affordable housing project at 184 and 186 Erb St. E. Maxwell Building Consultants Ltd. is a for-profit organization developing a 28-unit apartment building meant to accommodate lower income residents, and has been selected as a recommended priority project by the Region of Waterloo. Also as part of the July 24, 2017 Council meeting, Council directed staff to develop a policy relating to requests for relief with respect to affordable housing developments.	On Track	Increasing affordable housing units is an ongoing initiative

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	Public square water feature implementation	On February 8, 2016 Council approved a motion to defer the design and construction of the Waterloo public square (WPS) water feature to 2018 (design) and 2019 (construction). This deferral was approved in recognition of the ongoing construction in Uptown. The WPS water feature is budgeted as per ref #680 and is funded \$500k by Developer Donation (committed by Auburn Developments on Nov 17, 2014) and \$565k by UPTDV.	On Track	Public square water feature is scheduled to be designed in 2018 and constructed in 2019
	Develop a parks strategy for new and existing parks	On February 27, 2017 Council approved COM2017-007 Parks Strategy Project Initiation. This project will establish the vision for the city’s park system for the next 10 years. The strategy will explore and guide areas where new direction is needed and will prioritize park infrastructure and operations investment. The strategy will include five components; parks strategic plan, parks service plan, parks policy framework, implementation plan and financial plan. Upon completion, the parks strategy will be a critical input into the City's Asset Management Plan. RFP17-12 was issued in April 2017, however was withdrawn due to bid irregularities. The RFP scope has been refined and will be reissued in late 2017 with the parks strategy to be developed over the course of 2018 with final Council approval scheduled for the spring of 2019. On April 10, 2017 Council approved IPPW2017-028 Terms of Reference: Uptown Public Realm Strategy. The Uptown Public Realm Strategy (UPRS) is looking at whether or not Uptown has the appropriate amount and type of public spaces (e.g., parks and open spaces, trails), as well as ways to enhance and expand them. Background research is underway and a public forum is planned in February 2018 to discuss findings and opportunities. The UPRS will also provide key input into the Parks Strategy.	Behind Schedule	Developing a parks strategy is an ongoing initiative

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We are all stewards of our environment. Acting now by preserving the natural environment, reducing our carbon footprint and building the city in an environmentally sound manner, will benefit future generations.	Develop a climate adaptation plan	On October 16, 2017 Council approved IPPW2017-060 Corporate Climate Adaptation Plan – Terms of Reference and Grant Opportunity. Based on the identification of impacts, an assessment of vulnerability and an assessment of risk, the Plan will identify adaptive actions to reduce vulnerability and risk, build resilience and take advantage of opportunities that will emerge as a result of climate change. The Plan will be scoped to the effects of climate change on the infrastructure, assets and services that are the direct responsibility of the City. RFP17-24 Corporate Climate Adaptation Plan is set to close on November 29, 2017. It is anticipated that the project will kick-off in early 2018 and take approximately one year to complete. Complementing this work on climate adaptation is the City’s work on climate change mitigation. For instance, on April 27, 2017 the City of Waterloo was recognized as Sustainable Waterloo Region Partner of the Year at their Annual Awards Event for our continued support of the EvolveI development. Overall our greenhouse gas (GHG) emissions for 2015 were 6.927%. This is lower than projected for 2015 and we are currently still on target to meet our reduction goal by 2021.	On Track	Developing a climate adaptation plan is an ongoing initiative expected to be completed by 2019
	Develop a green infrastructure policy	The City of Waterloo currently follows the Energy Management Plan & Green Building Policy (CORP-AM2007-071). This policy states that “all newly constructed municipal buildings greater than 5,400 sq. ft. must be designed and certified by the Canadian Green Building Council (CaGBC) to Leadership in Energy and Environmental Design (LEED) silver standards at minimum”. Staff is planning to update this policy (Green Infrastructure Policy) however due to limited environmental and facility staff resources and other priority initiatives; this item has not yet been initiated. This policy update is most likely deferred to the next Strategic Plan cycle. In terms of green infrastructure investment, the Service Centre administration building expansion completed in March 2017 was constructed to LEED silver standards. Additionally over the course of 2016 into early 2017 the City has made a significant green infrastructure investment in numerous facilities through RFT16-04 Energy Efficiency Retrofit Upgrades. This multi-facility project valued at over \$3.2 million included but was not limited to; arena lighting replacement, rooftop unit replacement, plumbing fixture replacement and ventilation improvements. Currently Energy Advantage Inc. is conducting the Monitoring and Verification (M+V) work associated with RFT16-04 verifying the energy reductions realized.	At Risk	Develop a green infrastructure policy is most likely deferred to the next Strategic Plan cycle
	Plan for Silver Lake clean-up	On April 10, 2017 Council approved IPPW2017-021 Silver Lake Funding Release. This report approved the Silver Lake and Laurel Creek Class Environmental Assessment (EA) Addendum. The scope of the EA is to determine a preferred rehabilitation option for Silver Lake and Laurel Creek taking into account flood control, hydraulic capacity, operations, maintenance, water quality, aquatic habitat, aesthetics, public input, safety, social, heritage, cultural and recreational uses. Preferred rehabilitation alternatives will be identified during the EA process in 2017 and 2018. The project will then proceed to detailed engineering design and construction (anticipated in 2019/2020). The total budget for the project is \$7.3 million.	On Track	Planning for the Silver Lake clean-up is an ongoing initiative with detailed engineering design and construction anticipated in 2019/2020

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	Develop a community energy plan	In 2015, Council approved entering into a collaborative agreement with the Region of Waterloo, Cambridge, Kitchener and the five local electric and natural gas utilities to develop a Community Energy Investment Strategy (CEIS). The CEIS is a community-scale energy planning initiative designed to achieve a variety of goals related to energy management and economic development. For the City, the direction to undertake the CEIS comes from the Official Plan, the Strategic Plan, and the Community Climate Action Plan for Waterloo Region. The main components of the Strategy include a purpose, goals and objectives, energy opportunities, evaluative criteria, recommended actions, implementation and governance considerations and progress indicators. The total budget for the project is \$180,000, with costs being shared by all the parties. The City of Waterloo's contribution, which was paid in 2015, was \$10,000. In order to meet grant funding obligations, the final CEIS must be submitted to the Province by the end of February 2018. Staff will therefore report back to Council with the final CEIS in early February 2018. Between now and then, staff will bring the draft CEIS to both the Sustainability Advisory Committee and the Waterloo Economic Development Advisory Committee. Broader community consultation efforts will be led by the Region. Staff will also continue working as part of the Steering Committee to refine and finalize the CEIS. In 2017 the City of Waterloo also launched a pilot program that converts dog waste into energy, using a process called anaerobic digestion. Special dog waste receptacles were installed in three Waterloo parks (Bechtel Park, Lakeshore Optimist Park and St. Moritz Park) with this eco-friendly project being the first of its kind in Canada. The city partnered with manufacturer Sutera (part of Waterloo-based Melloul-Blamey Construction) to test out the receptacles and early results are better than advertised. After 156 days, 2,350 kilograms of dog waste has been collected from the three Waterloo parks, diverting an estimated 0.27 metric tons of carbon dioxide from the atmosphere.	On Track	Developing a community energy plan is an ongoing initiative, with the final CEIS to be submitted to the Province by the end of February 2018. In 2017 the City launched a pilot program in partnership with manufacturer Sutera which converts dog waste into energy
	Continue to explore Waterloo Walk and naturalization options in uptown	On April 10, 2017 Council approved IPPW2017-028 Terms of Reference: Uptown Public Realm Strategy. The Uptown Public Realm Strategy (UPRS) will examine Uptown's existing spaces looking to identify opportunities to enhance such spaces in conjunction with growth and development in Uptown. The study will focus on enhancements that can be made to City-owned parks and open spaces, connections between streets, trails and corridors and look for interfaces between public and private lands. RFP17-14 was awarded to Stantec Consulting Inc. On May 15, 2017 Council approved CAO2017-014 Alexandra Park Property Acquisition. This report approved the acquisition of two key parcels permitting the expansion of Alexandra Park in Uptown. These newly acquired lands will be converted to a state of passive green space.	On Track	Continue to explore Waterloo Walk and naturalization options in uptown is an ongoing initiative through the Uptown Public Realm Strategy
	Plan/budget for response to tree canopy preservation /management and other environmental catastrophes (e.g., Emerald Ash Borer)	On November 14, 2016 Council approved COM2016-021 Emerald Ash Borer Management Plan Implementation - 2017 & 2018 Funding Release. This report provided \$705k over 2017 and 2018 to continue with the Emerald Ash Borer (EAB) Management Plan Implementation. A total of 1,350 ash trees have been lost to date which is approximately 25% of our total ash street tree inventory. The plan includes planting a minimum of 500 replacement trees annually while removing approximately 700-800 ash trees per year. In an effort to address canopy loss and in celebration of Canada's 150th Anniversary Council approved COM2017-003 City of Waterloo Living Legacy 150th Tree Planting Program on February 27, 2017. This tree giveaway program resulted in 2,017 trees being planted on private lands. Trees were given away at 7 Ward Events, The 25th Annual Service Centre Open House and Waterloo Earth Day. Over the course of the next 5-10 years, these trees will have a significant impact on our tree canopy coverage, as they are planted on private lands which are normally outside of the City's control. Overall the City Tree Canopy Cover is 12.13% as of the end of 2016 down slightly from 12.16% as of the end of 2014.	Completed	Plan/budget a response to tree canopy preservation was completed on November 14, 2016

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	Continue street light upgrade to light emitting diode (LED)	On May 16, 2016 Council approved IPPW2016-040 LED Streetlighting Changeout Project Funding Request. On June 20, 2016 Council received supplemental information regarding narrowband adaptive controls. The Regional working group identified 7 manufactures who were able to meet the required specifications and quantities through a Request for Pre-Qualification (RFPQ) which closed on June 27, 2016. On November 30, 2016 Region of Waterloo Council approved the award of T2016-203 Waterloo Region LED Conversion Project to Fairway Electrical Services Inc. The City of Waterloo's share is \$2M plus all applicable taxes. The conversion of ~8,200 existing cobra head HID Luminaires to LED is ongoing across the City of Waterloo and is anticipated to be completed by December 31, 2017, with almost 8.000 cobra head HID Luminaires converted as of the end of October.	On Track	The street light upgrade to LED project is an ongoing initiative which is on track to be completed by December 31, 2017
	Continue reviewing fleet purchases for “green” standard	In 2016 the City of Waterloo completed an Electric Vehicle Suitability Assessment which identified equipment for potential conversion to hybrid/EV. This was done in partnership with Natural Resources Canada (funding) and FleetCarma (Engineering), using data loggers and reviewing duty cycles and equipment utilization. In total 5-10 units were identified for hybrid/EV conversion. In terms of our procurement process, specifications state all vendors must meet the current Tier one-road emission reduction standards. Currently we have 7 hybrids in our City-wide Fleet. On January 23, 2017 Council approved COM2017-004 Award of RFQ16-39 – Replacement of Fire Services Pumper/Rescue 12. This purchase of a new Pumper/Rescue truck was in compliance with the higher diesel emissions standards and the new unit will utilize diesel exhaust fluid lowering NOx emissions. Additionally Fire Services mechanical staff are salvaging all re-usable equipment and resources from Pump 12 prior to disposal ensuring "green" practices are maintained throughout the entire life of the unit. As highlighted on April 24, 2017 as part of the Earth Week Update presentation by our Sustainability Coordinator, the City of Waterloo is collaborating with Canadian Solar and the University of Waterloo on The Solar Idle Reduction Project (SIR). The SIR pilot-project consist of two City fleet vehicles being retrofitted with solar panel and a battery energy storage system which can run auxiliary loads and reduce idling. This project will reduce vehicle emissions and fuel cost through the usage of solar energy.	On Track	Continuing to "green" our fleet is an ongoing initiative
	Develop a plan for strategic parkland improvement, expansion or acquisition	On November 14, 2016 Council approved CAO2016-011 Waterloo North Hydro Property Acquisition 475 Weber Street North. This report provided Parkland Dedication Reserve funding to acquire 475 Weber Street North expanding Sugarbush Park. Additionally on December 5, 2016 Council received CAO2016-007 2016 Northdale/ IBM Smarter Cities Update. This report included an update on four Northdale parkland acquisitions purchased for redeveloped as public parkland with park design to be initiated in 2018. On May 29, 2017 Council approved CAO2017-017 Hemlock Street Parkland Property Acquisition. This strategic acquisition of 288 Hemlock Street leverages the previously acquired parcels of 78 and 80 Hickory Street West (CAO2016-007) forming what will ultimately be one larger park connecting through to the former Northdale school lands. On May 15, 2017 Council approved CAO2017-014 Alexandra Park Property Acquisition. This report authorized the acquisition of 46 and 48 William Street West for the purpose of expanding Alexandra Park. Moving forward parkland improvement, expansion and acquisition will be guided by the Parks Strategy and Uptown Public Realm Strategy which are both ongoing initiatives.	On Track	Parkland improvement, expansion and acquisition is an ongoing initiative

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Holding the public's trust through inclusive, transparent and fair decision making, responsible financial management, superior service delivery and effective communications are the hallmarks of good governance for the city.	Relocate the city's computer server room to manage risk and business continuity	On August 10, 2015 Council approved CORP2015-059 Award of Construction Contract – Waterloo Service Centre Expansion & Restoration. This \$10.5M rehabilitation and construction contract was awarded to Melloul-Blamey Construction Inc. and included various construction and rehabilitation components including the relocation of the City Data Centre to the new LEED silver administration building. The relocation of the Data Centre includes numerous benefits including but not limited to; no longer locating our Data Centre within the flood plain area, modern and improved mechanical and electrical services, temperature and air quality control and uninterrupted power supply via the Emergency Operations Centre backup diesel generator. The Data Centre was officially relocated on April 17, 2017. The migration of the Data Centre was a highly complex project involving an extensive team of staff led by Information Management & Technology Services and Facilities & Fleet Services working along-side external data centre experts. Numerous IMTS staff worked around the clock ensuring minimal downtime of our digital-systems which residents and staff are so dependent on.	Completed	Data Centre was officially relocated and activated on April 17, 2017
	Refurbish and upgrade technology to increase customer service levels	Effective January 1, 2017, the City led by our Building Standards Division was able to secure our Amanda licenses (City wide permitting system) under an Enterprise License Model which provides an unlimited number of licenses for an annual fee of \$28,000. Previously the Amanda system operated under a concurrent model where each license had to be purchased at the individual unit price. This switch to an Enterprise License Model will provide City staff greater access to the permitting system enhancing our overall service levels, while also saving the City operating dollars. Additionally in December 2016 IMTS successfully completed the multi-year Telephone VOIP System Upgrade project. Over the course of approx. two years, the telephone system at all City facilities were upgraded to a centralized VOIP system improving disaster recovery capabilities, allowing staff to interact with residents more effectively and timely, and improved communications between staff at different facilities. The City's commitment to customer service excellence can also be seen through our improved business license process. Municipal Enforcement staff have introduced improvements to our business licensing process including improvements to the online public portal leading to a significant reduction in the average processing time (21.9 days for 2016 vs. 63.7 days for 2015).	On Track	Refurbishing and upgrading technology to increase customer service levels is an ongoing initiative
	Invest in staff training to support service excellence and leadership development	On January 16, 2017 Council approved CORP2017-004 Licence Plate Recognition Use Policy. Municipal Enforcement, Legal Services and Legislative Services staff worked together in-house utilizing Legislative Services and Legal Services knowledge of privacy impact assessments (PIA) to complete the Licence Plate Recognition (LPR) Use Policy and Privacy Impact Assessment. The City had been quoted approximately \$50,000 for the privacy impact assessment to be completed by an external legal counsel and through completion of this PIA in-house realized direct program savings. Furthermore, collaborating with the Information and Privacy Commissioner office staff has resulted in a policy and PIA being recognized as a model for other municipalities to follow as an industry best practice. Several municipalities have already contacted staff to obtain a copy of our PIA. In May 2017 Municipal Enforcement Services (MES) launched a new Parks and Trails Monitoring Program. MES staff completed the CAN-BIKE 4 training program. As a key component of the monitoring program officers will patrolling these areas on bicycles. The program will focus on public engagement, proactively checking areas that previously may not have been monitored as frequently and enhancing staff's ability to provide a coordinated response to public concerns involving the City's parkland/trail system.	On Track	Investing in service excellence and leadership development is an ongoing initiative

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Corporate excellence				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Automate more tasks for staff and customers	On September 21, 2015 Council approved COM2015-022 PickupHub Inc. Agreement. This agreement between the City of Waterloo and PickupHub Inc. permitted the creation of Waterloo's Own PickupHub where sports enthusiasts can register online for our drop-in sports programs. The results achieved in 2016 and 2017 were better than anticipated. This innovative solution maximizing the utilization of our available facility space and was recognized on May 31, 2017 at the CAMA's 46th Annual Conference held in Gatineau, Québec as the 2017 CAMA Awards of Excellence Program Recipient under the Willis Award for Innovation category. The Willis Award for Innovation, awarded in recognition of Jack Willis for his contribution to CAMA and is presented for programs, projects or services that demonstrate exceptional innovation or meritorious initiative and further solidifies Waterloo's reputation as a 'smart city'. Additionally on Aug 15, 2017 Waterloo's Own PickupHub was also recognized as the recipient of the Peter J. Marshall Innovation Award at the annual Association of Municipalities of Ontario (AMO) Conference. The Peter J. Marshall Award is an annual competition to acknowledge municipalities that creatively and successfully implement new, innovative ways of serving the public. On July 1, 2017 IMTS and Transportation Services officially launched Waterloo's new on-line special event application program. In an effort to support neighbourhood events such as street parties, parades and walkathons staff developed a streamlined on-line special event application program which allows interested parties to apply for their permit online and submit all the required documentation (dates, times, routes, insurance certificates etc...) electronically. On July 24, 2017 Council approved CAO2017-018 Longer Stay Paid Parking – Honk Mobile Agreement. This agreement between the City of Waterloo and Honk Mobile Inc. will allow visitors to Uptown Waterloo to purchase parking time beyond the two hour no charge parking already provided through Honk Mobile's free app. Honk Mobile is an ideal solution that enhances Waterloo's reputation as a 'smart city' using technology to improve customer service and the Uptown experience.	On Track	Automating more tasks for staff and customers is an ongoing initiative
	Increase online public engagement opportunities	Waterloo staff continues to utilize a wide range of public engagement strategies. As of October 2017 over 11,400 people have visited engageWaterloo, with 1,700 providing valued feedback and an overall participant approval rating of 91%. We have also seen a steady increase in corporate social media interactions with over 49,000 followers on Twitter and 8,200 on Facebook engaging over 60,000 times throughout the year. New social accounts were also added this year, with the city's museum launching its own Facebook and Instagram presence, joining Arts and Culture and Waterloo Fire in running division-specific accounts. In March 2017, the councils of the City of Waterloo, the Township of Woolwich and the Township of Wellesley launched a review of our strategic options for Waterloo North Hydro. As part of this project, a dedicated website TalkHydro.ca was created to provide customers with balanced and objective information to assist them in understanding the issue, alternatives, opportunities and/or solutions. The TalkHydro.ca page had 7,198 page views and we received 342 feedback surveys. Moving forward online public engagement will continue to grow as one of our primary method of seeking public feedback and involvement. As such, Waterloo staff in conjunction with the Region of Waterloo and cities of Kitchener and Cambridge are currently reviewing our online engagement platform looking for ways to improve the service with enhance tools and more user friendly settings. A new or enhanced online engagement tool will be available by fall 2018.	On Track	Increasing online public engagement opportunities is an ongoing initiative

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Corporate excellence				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Enhance recruitment, retention and succession planning initiatives	Recruitment – Human Resources (HR) staff have worked to widen the scope of where we advertise our positions using social media tools (linked in, facebook, diverse job boards). We have begun to update our recruitment webpage and recruitment advertising to enhance the City’s appeal as an employer of choice taking in to account the need to attract a diverse labour pool reflective of the community we serve. Retention - HR staff have continued to collect input and feedback through exit interviews with staff departing the organization. This information is compiled and common themes are communicated to senior leadership and managers. Through this feedback the Corporation identified a need to address compensation structure in some key areas where we were experiencing retention concerns. HR is also looking at other benefits and practices that may require updating to enhance our ability to retain and attract strong candidates. Succession Planning - HR Staff are currently reviewing the employee demographics to identify the positions within departments where there are incumbents that could potentially retire in the next 3-5 years. Once potential vacancies are identified HR will be mapping out this data to present to senior management. We will be reviewing a succession plan that was developed in conjunction with MBA students from Wilfrid Laurier to determine if it requires any additional modifications or enhancements and then will proceed to reintroduce the plan to our senior management team. We will embark on training management on the use of the tools that were developed as part of the WLU plan in order to roll out the process across the organization.	On Track	Enhance recruitment, retention and succession planning is an ongoing initiative
	Examine the concept of participatory budgeting	Staff have begun planning for a potential participatory budgeting 'pilot' as part of the 2019 capital budget process. Participatory Budgeting (PB) is a democratic process through which community members directly decide how to spend part of a public budget. The City hopes that PB will help directly involve residents in the budgeting process and foster increased community engagement. The PB pilot may include ward specific funding allocations or a more general city-wide approach. On June 26, 2017 Council received COM2017-015 Neighbourhood Matching Fund (NMF) spring 2017 update. This report presented the 2017 NMF projects approved to date and also highlighted some of the past successful projects (University Ave/Regina St mural project, Eastbridge Neighbourhood scavenger hunt and the Sunnysdale Community Association local community garden improvements). The NMF program now in its six year is a great supporter of grassroots community development in the City of Waterloo and a key input into the larger neighbourhood strategy project. The NMF program is a form of PB where community groups or members identifying events that will improve their communities which the city and united way then support through a dollar-for-dollar funding contribution.	On Track	Examine the concept of participatory budgeting is an ongoing initiative with plans to introduce a PB pilot as part of the 2019 capital budget process

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Corporate excellence				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Examine the concept of a centralized customer service portal	In examining the best options for a centralized customer service portal, Corporate Communications has refined the scope of this initiative. Corporate Communications is partnering with Municipal Enforcement Services (MES) to pilot an arrangement with the City of Kitchener’s Customer Call Centre, whereby the call centre provides after hours customer service support to MES. Calls to MES between 4:30 p.m. and 8:30 a.m. weekdays, as well as 4:30 p.m. Fridays to 8:30 a.m. Mondays will be routed to the call centre. Results of the pilot will be evaluated after one year. It will launch in late 2018 or early 2019. A staff report will be coming to council in early 2018 outlining the pilot program and the benefit of the program. On October 16, 2017 Council approved CORP2017-075 Corporate Website Refresh Project. The website refresh will allow the city to take advantage of functional improvements that the vendor now has available, some of these improvements will provide enhanced service options to the community, and also allows the city to move closer to best practices while improving communication with our average 50,000 unique users per month. On November 20, 2017, the City Hall main switchboard implemented an automated phone attendant. This upgrade will allow the City to relay important information to residents, allow callers to connect directly to their destination while still providing a “0” out function connecting to a live operator as required. Automating the City Hall main switchboard will align City Hall with other main city facilities (Service Centre, RIM Park and WMRC) which already utilize an automated phone attendant.	Behind Schedule	Examining the concept of a centralized customer service portal will be forthcoming in 2018, with the program to be launch in late 2018 or early 2019
	Reinvigorate joint services initiative in collaboration with regional municipalities	On November 3, 2016 it was announced that Conestoga College has entered into a partnership with the Ontario Fire College (OFC) to become a Regional Training Centre (RTC) for fire and emergency services. The operation of a regional training centre represents a truly collaborative local effort between Conestoga College, the Ontario Fire College, the Region of Waterloo and the local Fire Services across the Region. On February 6, 2017 via CAO2017-003 Council formally endorsed the joint Kitchener-Waterloo proposal to host the Federation of Canadian Municipalities (FCM) Board of Directors for either their March 2019 or September 2019 Board meetings. On March 28, 2017 FCM officially announced the joint Kitchener-Waterloo proposal as the host municipality for the September 10-13, 2019 event. On April 10, 2017 Council approved COM2017-010 Fire Rescue Services Automatic Aid Agreements: Wilmot Township and Woolwich Township. This report approved an agreement that will advance the provision of Waterloo Fire Rescue Services providing automatic aid to the townships of Wilmot and Woolwich. On July 24, 2017 Council approved COM2017-019 the Region of Waterloo Voice Radio Infrastructure Replacement project. As a result, eight City of Waterloo divisions will be able to access new technology, and cooperatively purchase and upgrade existing user gear to serve their business communication requirements. Furthermore, all divisions will be able to integrate into the interoperable communications system in the event of a city, or region-wide emergency. On November 6, 2017 Council received CAO2017-029 Kitchener-Waterloo Joint Service Initiatives Committee Update. This report provided an update on the JSIC Initiatives undertaken in 2016-2017 and summarized the projects that have been prioritized for collaboration in 2017-2018.	On Track	Reinvigorating joint services initiative in collaboration with regional municipalities is an ongoing initiative

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Economic development				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
Economic development is a key pillar to drive tax revenue, business development and a vibrant cultural scene. A strong competitive economy fosters entrepreneurship, stimulates opportunity, creates jobs, fuels talent development and enhances the community's attractiveness.	Actively participate in implementation of the Waterloo Region Economic Development Corporation's strategy	On January 1, 2016 the Waterloo Region Economic Development Corporation (WREDC) was officially launched. The WREDC strategy is a roadmap for the Region, all seven Area Municipalities and a broad range of community stakeholders to cooperatively support the ongoing economic prosperity of Waterloo Region. The strategy's vision is "to be locally rooted, internationally competitive and globally renowned" and includes four overarching goals, 22 strategic objectives and more than 40 specific action items. Some 2017 Waterloo highlights include: \$680,000 (City 2016-2018) financial contribution to Communitech Uptown Data Hub attracting 14 new companies, new City Patio Guidelines to enhance patio culture and be a community of choice for talent attraction, annual City of Waterloo ICI Real Estate Forum, 2017 Uptown General Bylaw Amendment to expand permitted uses in Uptown (Advanced Tech, Incubator Program, Makerspace, Nano-brewery) attracting new businesses, Activated the Uptown CIP program (façade program, small office expansion, minor parking reduction and City –TIG program for employment), 100 acres of technology employment lands being planned for 2021 disposition (west side employment lands), strategic reposition of "Carnegie" library underway and Waterloo CodeFest held working with institutions and companies utilizing City data to develop new innovative solutions.	On Track	Actively participating in the implementation of the WREDC strategy is an ongoing initiative
	Develop west side and east side employment lands	On February 6, 2017 Council approved CAO2017-004 Development of West Side Employment Lands Funding Release. This report provided \$7.6M in 2016-2018 approved capital funding for the development of the West Side Employment Lands (WSEL). An additional \$10.4M is provided via the 2019 approved capital forecast. RFPI7-01 for consulting services to carry out land use planning and engineering of the WSEL was awarded to Stantec Consulting Inc. via CORP2017-035. The WSEL are comprised of approximately 126 acres (106 acres saleable) of industrial land on the west side of Waterloo and is currently on target to be put on the market by 2021. On August 28, 2017 Council approved CAO2017-022 2415 University Avenue East Land Disposition. This report declared a portion of the east side industrial land holdings (New Eastbridge Industrial Land) as surplus and approved the sale of 2415 University Ave E to Red Rock (2016) Investment Inc. The land transaction includes performance criteria requiring the office / commercial building to be constructed within 3 years of closing. This will result in job creation (approximately 150 jobs) and property tax assessment revenue for the City on this formerly vacant east side parcel. 2305 University Avenue East, the remaining New Eastbridge Industrial Land holding is still available for disposition subject to a new disposition process at a later date.	On Track	The development of the west side employment lands is an ongoing initiative and on track to be placed on the market by 2021. The development of the east side employment lands is progressing with the development of 2415 University Ave E scheduled for 2019/2020 on the former New Eastbridge Industrial Lands
	Complete uptown community improvement plan and initiate implementation	On February 22, 2016 Council approved CAO2016-001 Uptown Community Improvement Plan (CIP) Program Activation. This report activated the Uptown CIP Program supporting job growth, sustainable re-urbanization, affordable housing and heritage conservation through various programs including: Facade Improvement Grant program, Study Grant program, Fee Grant program, Commercial Building Improvement Loan program, Minor Activity Grant program, Major Activity Grant program and a Parking Exemption program. Annually staff provide Council with an Uptown CIP Program Update Report. For 2016, this update report was provided on December 12, 2016 via CAO2016-012 Uptown Community Improvement Plan - 2016 Annual Update Report. This report summarized the program uptake to date under each of the program areas and recommended a minor change to the delegated approval authority for the Minor Activity Grant program.	Completed	The Uptown CIP was activated on February 22, 2016 and program implementation is an ongoing initiative until the end of the CIP on December 1, 2020

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Economic development				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Leverage opportunities at Columbia/Phillip hub through station area planning	On June 26, 2017 Council approved IPPW2017-034 Station Area Planning - Official Plan Amendment No. 14. Through this report Council approved changes to the city's Official Plan to provide a vision for shaping growth and change around the Light Rail Transit (LRT) stops. Specifically for the Columbia/Phillip hub we are experiencing robust employment absorption and growth opportunity in the Idea Quarter including: GHD moving to 455 Phillip (100,000 sq. ft. - 500 employees), active leasing of 451 Phillip – Factory Square (77,000 sq. ft. to MCAP), Escrypt (ETAS, a division of Bosch) establishing its Canadian headquarters at 419 Phillip (11,000 sq. ft. - 25 employees, with plans to grow to 100 employees within 5 years). Additionally the Waterloo Innovation Network (WIN) properties (350,000 sq. ft.) are 100% occupied with WIN currently facilitating a design build for a new 50,000-70,000 sq. ft. office building. Evolv1 is currently under construction adding 110,000 sq. ft. of new office space in the Idea Quarter with EY Canada, TextNow and Sustainable Waterloo Region as the anchor tenants.	On Track	Leveraging opportunities at Columbia/Phillip hub through station area planning is an ongoing initiative
	Increase private sector investment in Northdale	On December 5, 2016 Council received CAO2016-007 2016 Northdale/ IBM Smarter Cities Update. There continues to be strong development interest in Northdale. To date since the Northdale Plan was approved by Council there has been over \$600M in construction value (\$43M in 2017 to date) and over 3,400 res units. Northdale businesses now include restaurants, shops and personal services. Importantly, the average number of bedrooms per unit was 2.37 beds in 2016, and 1.1 beds per unit in 2017, much reduced from several years ago where 4 and 5 bedrooms per unit were the norm. The City and Wilfrid Laurier University (WLU) celebrated the opening of CityStudio in 2016, an innovation hub, in the former Carnegie Library. This partnership will see University students, professors, community members and City staff collaborate and focus on community issues and opportunities, with a view to achieving aspects of the City's Strategic Plan. CityStudio grew out of WLU's desire to support the community, while providing an innovative learning opportunity; City staff see it as a significant opportunity for community building. On March 20, 2017 Council approved CAO2017-007 WCI/WLU Feasibility Study - Phase 2. This report approved the City's contribution to the ongoing investigation of the potential community hub on the WCI and WLU lands in Northdale.	On Track	Increasing private sector investment in Northdale is an ongoing initiative
	Review development charges bylaw for exemptions	On September 18, 2017 Council approved CORP2017-069 Development Charge Update. Through this report Council approved the continued utilization of citywide development charge rates for finalizing the development charge bylaw, scheduled for final approval in December 2017. During the development charges by-law review process staff did investigate the potential of shifting to area specific rating, however it was determined the continuation of citywide rating was the most desired option for the City of Waterloo. The development charges by-law review also reviewed the viability of adding additional discretionary exemptions to the bylaw such as incentives for affordable housing or non-residential development, however it was determined as part of the review that these type of incentives are better considered outside of the DC bylaw process, for example through a Community Improvement Plan (CIP) such as the Uptown CIP. Overall the City's development charge revenue is monitored quarterly. As of the end of Q3 2017 DC revenue is at 62% of target or \$5.27M YTD. The collection of DC revenue can vary year-to-year based on building activity, however on aggregate over the four year life of the current DC bylaw (2013-2016) cumulative revenue targets have been achieved at 102% of target.	Completed	The Development Charges by-law is scheduled for approval in December 2017. As part of the background review area rating and additional discretionary exemptions were considered, however not recommended.

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Economic development				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Use station area planning to attract jobs and residents	On June 26, 2017 Council approved IPPW2017-034 Station Area Planning - Official Plan Amendment No. 14. Through this report Council approved changes to the city's Official Plan to provide a vision for shaping growth and change around the Light Rail Transit (LRT) stops. Nearly \$2.1 billion has been invested in development along the entire LRT route with a significant portion of that development occur in Uptown Waterloo and near the other 5 Waterloo station areas. In terms of attracting jobs and residents along the route, the benefits of LRT are already being realized. As examples, Dematic Waterloo expanded its software development operation in the Waterloo Innovation Park (Northfield Station Area - February 2017 – 50 employees) and Shopify Plus announced major expansion plans in Uptown Waterloo (Uptown Station Area – October 2017 – 300-500 employees). In terms of residential and non-residential growth, we have also seen a positive trend with 49,600 ft2 non-res and 1,138 res units constructed/planned (2016-2017 site plan data) for Uptown.	On Track	Use station area planning to attract jobs and residents is an ongoing initiative
	Embrace and plan around quantum technology, nanotechnology and other research clusters so the City of Waterloo is the place of choice for this emerging technology	The City of Waterloo has a long history of embracing emerging technology as highlighted by the City's November 2000, 100 year land lease agreement with the Perimeter Institute for Theoretical Physics. The Perimeter Institute is a leading centre for scientific research in foundational theoretical physics. On July 18, 2016 Council approved CAO2016-003 Communitech Data Hub. The Communitech Data Hub officially opened on May 11, 2017 and is currently home to many of the Region's data-driven tech companies including Quantum Valley Investments. On April 3, 2017 Council approved IPPW2017-024 Zoning By-law Amendment Z-16-17, General Amendments to By-law No. 1108. This general amendment to the Zoning By-law was advance ahead of the comprehensive Zoning By-law Review to respond to evolving market trends and uses in Uptown ensuring the following uses are permitted in Uptown; Educational Institution, Business Incubator, Makerspace (Class A) and Tech Office.	On Track	Embrace and plan around quantum technology, nanotechnology and other research clusters so the City of Waterloo is the place of choice for this emerging technology is an ongoing initiative
	Implement high-priority initiatives from the culture plan	On April 3, 2017 Council approved CAO2017-012 Culture Plan Implementation Report Card 2016. This annual report card provides a summary of the events/cultural programs, initiatives and collaborations that took place in Waterloo's cultural sector in 2016. Approved in 2013, the Culture Plan: A Catalyst for Culture 2014-2024 was developed with input from residents and numerous cultural organizations. It is a guiding document for the community and Corporation and includes 6 goals. Key 2016/2017 highlights include; SpaceFinder Waterloo Region launched, Grants for Uptown heritage properties leveraged through the Uptown CIP, Artist in Residence program continued, three new artworks added to the Public Art Collection ('Fish Out of Water' - Service Centre, 'Nuts' - Waterloo Park and 'Landscape Colourfield #17 - Visitor & Heritage Information Centre), and the 1st and 2nd annual AMPLIFY Culture Summits held at CIGI. Community cultural events contribute to cultural tourism and build community identity and pride by creating and strengthening social connections. The number of city-supported cultural events is an indicator of the impact the city is having on community vitality. In 2017 to date there have been 157 city-supported cultural events.	On Track	Implementing high-priority initiatives from the culture plan is an ongoing initiative

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Economic development				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Develop a corporate branding strategy	There continues to be great success with the 'Idea Quarter' branding strategy with GHD consolidating its 500 employees from across Waterloo Region into a 100,000 square ft space at 455 Phillip Street. Sustainable Waterloo Region and the Cora Group continue to develop plans for their Evolve I building, a uniquely modern 100,000 square foot urban space designed for today's millennial tech-savvy workforce. To be located in Waterloo's 'Idea Quarter' within the David Johnston Research & Technology Park this net-positive building will be constructed in accordance with LEED Platinum principles and will be a first of its kind showcasing project attracting provincial and national attention and interest. On May 31, 2017 Waterloo's Own PickupHub was recognized at the CAMA's 46th Annual Conference as the 2017 CAMA Awards of Excellence Program Recipient under the Willis Award for Innovation category. The Willis Award for Innovation, awarded in recognition of Jack Willis for his contribution to the CAMA, is presented for programs, projects or services that demonstrate exceptional innovation or meritorious initiative and further solidifies Waterloo's 'smart city' brand. Additionally on Aug 15, 2017 Waterloo's Own PickupHub was also recognized as the recipient of the Peter J. Marshall Innovation Award at the annual Association of Municipalities of Ontario (AMO) Conference. The Peter J. Marshall Award is an annual competition to acknowledge municipalities that creatively and successfully implement new, innovative ways of serving the public.	On Track	Developing a corporate branding strategy is an ongoing initiative
	Bring forward a comprehensive zoning by-law	On April 24, 2017 Council received as information IPPW2017-032 Comprehensive Zoning By-law Review: Second Draft Zoning By-law. Following the release of the first draft IPPW2016-022 in 2016, staff has received more than 300 comments regarding the Comprehensive Zoning By-law. The objectives of the Comprehensive Zoning By-law include; bringing the zoning into conformity with the new Official Plan (2012), simplifying the zoning regulations, consolidating the three existing Zoning By-laws (No. 878A, 1108 and 1418), aligning with best practices (urban planning and development) and facilitating urban design objectives. Comments on the second phase were provided until July 1, 2017. The plan is to complete the consultation over the summer and prepare a final Zoning By-law for Council consideration by early 2018.	On Track	Comprehensive zoning by-law review is an ongoing initiative to be completed by early 2018
	Enhance relationship with external stakeholders	From September 26-30, 2017 host school, Sir John A. Macdonald, and the Waterloo Regional District School Board were eager to welcome the 2017 Canadian Student Leadership Conference to Waterloo. The City of Waterloo was a proud supporter of this national conference. The 2017 conference focused on "Startup Leadership" building on the theme of developing an "innovative spirit" in our student leaders. As a vibrant, thriving hub of Canadian innovation and start-up initiatives Waterloo was the ideal place to start this discussion. The conference included numerous site visit including campus tours of Wilfrid Laurier University and University of Waterloo. The City and Wilfrid Laurier University (WLU) launched CityStudio in 2016, an innovation hub, in the former Carnegie Library. This partnership will see University students, professors, community members and City staff collaborate and focus on community issues and opportunities, with a view to achieving aspects of the City's Strategic Plan. CityStudio grew out of WLU's desire to support the community, while providing an innovative learning opportunity; City staff see it as a significant opportunity for community building.	On Track	Enhance relationship with external stakeholders is an ongoing initiative

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Economic development				
Goal	Initiatives	Initiatives Update	Status	Target Completion Date
	Update the city's economic development strategy	Throughout 2017, Economic Development staff has been working on updating the City of Waterloo Economic Development Strategy. The strategy is currently in draft form and it is anticipated that a final version will be presented to Council for approval by the spring of 2018. The strategy is currently focusing on 3 goals. 1) Share our Story, 2) Promote People and Ideas and 3) Build Collaborative Infrastructure. Our central focus will be on 'finding diverse opportunities that create the Waterloo Ecosystem' and will be generated by leveraging our existing assets including employment lands, key industry drivers, the education sector and local talent. On April 10, 2017 Fdi, a division of Financial Times Limited released its 2017/2018 American Cities of the Future report with the City of Waterloo ranking very well. In the category of economic potential (small cities category) Waterloo ranked 7th and was the only Canadian city to make the top 10 in this category. Waterloo also ranked 9th for business friendliness supporting and validating our ongoing economic development strategy efforts.	On Track	Update the city's economic development strategy is an ongoing initiative to be completed by April 2018
	Investigate implementing initiatives in the uptown vision 2025 strategy	The Uptown Vision Committee began the process of creating a Vision looking towards 2025. The goal of the Committee was to build upon the successes of the previous Vision and provide continuity while focusing on five perspectives: build, live, move, work and play. Under the 'play' perspective, on May 29, 2017 Council approved CAO2017-016 Uptown Sidewalk Patios: 2017 District Guidelines Pilot. The approved guidelines establish a framework for evaluating sidewalk applications. They were developed following a review of guidelines of other municipalities and through consultation with local businesses and the Uptown BIA. The pilot will support and enhance Waterloo's vibrant patio culture. Under the 'build' perspective, on November 23, 2015 Council approved IPPW2015-100 Built Heritage Strategy. This report provided Council with the actions that the City can undertake to strengthen its support of cultural heritage conservation. As of June 2017, the City has 45 individually designated properties, one Heritage Conservation District with over 100 properties and 4 City-owned heritage assets. Under the 'move' perspective, numerous trail projects were identified including the Iron Horse Trail (completed), Laurel Trail/Central Promenade Trail (ongoing) and public access to Waterloo Park through the Barrelyards development (completed). Once completed, the Uptown Public Realm Strategy will help further the realization of the uptown vision.	On Track	Investigate implementing initiatives in the uptown vision 2025 strategy is an ongoing initiative