



# STRATEGIC PLAN

**2001 / 2002**

# STRATEGIC PLAN

The City of Waterloo strives to understand and better serve our customers' and citizens' needs. Our successes hinge on our *VISION*, *VALUES* and our *ACTIONS* described here in our *STRATEGIC PLAN*.

**“Vision without Action  
is merely a dream ...  
Action without Vision  
is just passing time ...  
Vision with Action  
can change the world.”**

The basic building blocks of our organization includes our dedication to our **vision** and **values**; as well as our commitment to our customers through our **actions** as described in our Strategic Plan.



Every year since 1992 the City has developed a Strategic Plan based on the collective knowledge and experience of our staff, senior management and Council. In early 2001 we completed the development of our Community Vision through *imagine!*, our largest-ever public consultation process. The Vision represents the shared picture of what our community wants Waterloo to be like in the future and, as such, has been an extremely useful tool in developing this Strategic Plan.

Our Business Units have developed business plans that link to our corporate strategic directions and objectives as set out in this Plan. The successes achieved through these business plans will build a better community and a better organization.

## OUR COMMUNITY VISION

In the year 2020, the City of Waterloo has enhanced its friendly, small-town feel, welcoming and accommodating a diversity of people. Waterloo is ...a caring community where people support each other; a green city with healthy greenspaces, land, water and clean air; an economic leader with a strong, diverse economy; a community of vibrant neighbourhoods; a learning community with strong ties to its schools, universities and college; a fun city with abundant recreation, leisure, arts and cultural opportunities; and, a city that is accessible to all. Waterloo is a better place to live, work and play than it has ever been.

## OUR CORPORATE VISION

A progressive organization built on principles which anticipate and satisfy the requirements of our customers and citizens, achieved through a team of committed and highly skilled and valued people.

**Innovation and Creativity** – Promoting and applying new ideas, products/services, technologies and skills.

**Organizational Vitality/Personal Growth** – Providing opportunities for responsibility, personal growth and advancement. Encouragement of risk taking, support for good tries and recognition of achievement.

**Customer Responsiveness** – Responding rapidly and reliably to the customer in all services. Creating increased value and benefits for our customers at the lowest price.

**Cultural Leadership** – Skillful leaders who consistently apply the vision to build the organization. Leaders who match their words to their actions.

**People Emphasis** – Treating people as responsible individuals with respect, dignity and trust. Believing that our people will take action to do the right thing.

**Communication** – Open sharing of clear, timely and relevant information to all our customers.

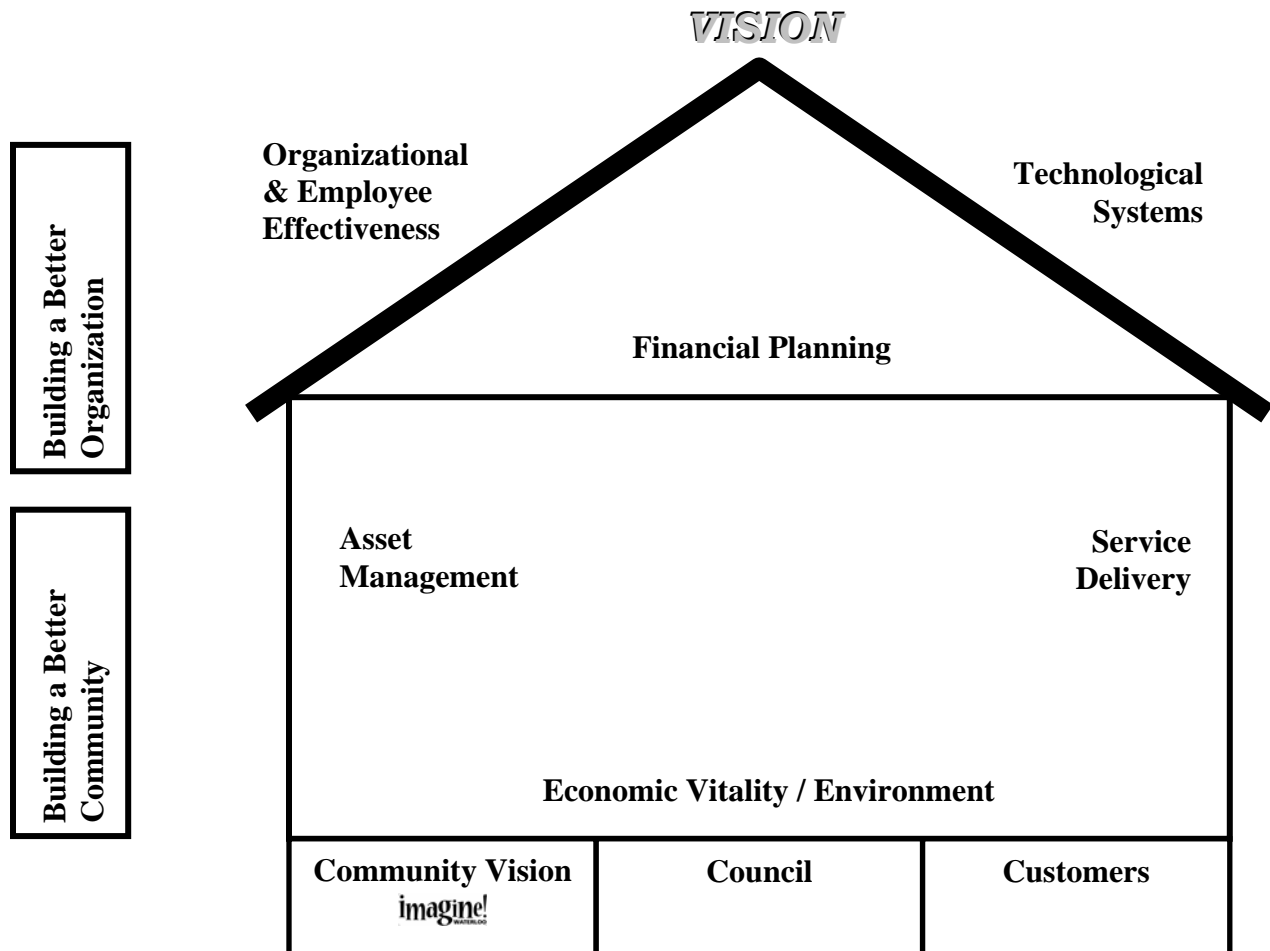
**Integrity** – Being honest, consistent and responsible in all actions taken.

**Participation** – Providing people with opportunities to become involved in making, influencing and contributing to decisions. Place decision making authority and responsibility for meeting customer requirements at the front lines of the organization.

**Commitment** – Cultivating the desire and energy of people to identify with and share the vision. Encouragement for consistent actions, positive support and dedication to the achievement of the vision.

**Competent People** – Attracting and retaining knowledgeable, technically skilled, experienced and capable people. Promoting learning within the organization through the acquisition of knowledge, technical skills and experience to address future needs.

# STRATEGIC DIRECTIONS



These Seven Strategic Directions are our basic actions to **building a better community** and **to building a better organization**.

The Senior Management Team will be responsible to monitor our results as we progress. Our team efforts will contribute to the achievement of business results and will actively move our Corporation forward along the Strategic Directions towards our **Vision**.

## STRATEGIC DIRECTION STATEMENTS & CORPORATE OBJECTIVES

### OUR PLAN

#### Building a Better Organization

##### 1. **Financial Planning**

Ensure financial health, stability and accountability.

- ❑ Develop 3-year Business Plans taking into consideration maintenance, growth and service level.
- ❑ Allocate resources and develop strategies necessary to resolve the MFP financing agreement.

##### 2. **Organizational and Employee Effectiveness**

Build teams of highly skilled and valued employees dedicated to continually improving processes and themselves to meet citizen and customer requirements.

- ❑ Promote, maintain and measure employee satisfaction.
- ❑ Review and update compensation, succession planning and retention strategy.
- ❑ Measure and evaluate outcome of organizational changes, continuous improvement and customer satisfaction.
- ❑ Promote and encourage all aspects of community participation by recognizing cultural diversity and demographics.
- ❑ Develop, encourage and support volunteerism.

##### 3. **Technological Systems**

A Corporation that utilizes the appropriate computer-based technologies for the delivery of its products and services

- ❑ Define and deliver a program that addresses the requirements of the Corporation and the Community for the electronic delivery of products and services.
- ❑ Pursue the sharing and rationalization of Information Technology services with internal and external partners.

## STRATEGIC DIRECTION STATEMENTS & CORPORATE OBJECTIVES

### OUR PLAN

#### Building a Better Community

#### 4. Economic Vitality

Play a leading role in the sustenance of a diverse and strong economy.

- Support and facilitate the ongoing re-development of Uptown Waterloo in keeping with Vision 2007 and:
  - Waterloo Square and Seagrams Lands
  - Uptown Transportation Plan
  - Canbar Lands
  - Ongoing retail market analysis
- Facilitate ongoing development of the UW Research Park, new Conestoga College campus and growth of Wilfrid Laurier University.
- Facilitate the provision of affordable and student housing, per the recommendations of the task forces.
- Create growth strategies for the industrial and commercial sectors:
  - New land development opportunities
  - Infill opportunities
  - Land/Height/Density study recommendations
  - Rejuvenation/Intensification of existing industrial areas
- Update Official Plan to enable growth to occur in a planned fashion, given the limited land supply

## STRATEGIC DIRECTION STATEMENTS & CORPORATE OBJECTIVES

### OUR PLAN

#### Building a Better Community

##### 5. Environment

Take a comprehensive planned approach to protect, improve, manage and monitor the environment to address community needs and development on a sustainable basis.

- Complete and begin implementation of the Environmental Strategic Plan which will address many matters, such as:
  - Air Quality
  - Laurel Creek Rehabilitation
  - Natural Areas/Woodlots
  - Environment First Policy Update
  - Environmental monitoring
  - Building Community Capacity
  - Provincial reforms to environmental management

##### 6. Asset Management

Plan, manage and renew assets to meet the needs of the community in a safe, environmentally responsible and cost effective manner.

- Complete long-term asset replacement and rehabilitation strategy for key infrastructure by the end of 2003.
- Complete long-term asset replacement and rehabilitation strategy for facilities by the end of 2004.
- Work toward implementation of above strategies as they are developed.
- Establish a long-term use for Rink in the Park, Train Station, core area schools and the Library building (if the Library is relocated).
- Prepare a management strategy for Corporate properties.
- Complete a utilization study for parks and management plans for parks and municipally-owned natural areas by 2003/2004.



## STRATEGIC DIRECTION STATEMENTS & CORPORATE OBJECTIVES

### OUR PLAN

#### Building a Better Community

##### 7. Service Delivery

Anticipate and respond to the needs of the community in a manner that assures Waterloo is a livable, accessible and safe community.

- Build the community capacity necessary to achieve the Imagine! Waterloo Vision.
- Determine and provide the service levels required to meet the needs of the aging population.
- Implement a corporate communications strategy.
- Improve fire service delivery.
- Meet the community's needs for increased Library Services (2002/2003).