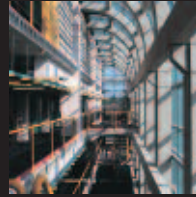


*growth service*



*community partnerships*

CITY OF WATERLOO, ONTARIO

STRATEGIC PLAN

2005 ~ 2007

*excellence*





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M E S S A G E F R O M T H E M A Y O R  
A N D M E M B E R S O F C O U N C I L

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Council strongly  
believes that  
the community  
must participate  
in this journey

The City of Waterloo is growing and changing. As we move into the future we must decide what we want Waterloo to become and the things we must do together to achieve this vision.

In February 2004 Council initiated a strategic planning process as a clear commitment to change and improvement. The first step was to reaffirm Council support for and commitment to the community vision statement adopted in 2001 as a result of the comprehensive community visioning process known as *"Imagine Waterloo."* This process involved thousands of residents openly sharing their ideas about our common future.

Building on this community vision, Council developed a mission statement, which would guide the day-to-day operations and set clear standards for the delivery of municipal services.

While the mission statement guides day-to-day activities, the vision statement is the goal the organization sets for itself in becoming the finest example of accountable local governance. The foundation for this success is our corporate values upon which we will measure our success.

Council strongly believes that the community must participate in this journey and to this end two community focus groups were held in June 2004. From these sessions, combined with the input from our staff, Council has developed a strategic plan, which focuses on:

- Planning for Growth and Change
- Addressing Service Needs
- Safe and Caring Community
- Building Partnerships
- Pursuing Operational Excellence

Council realizes there will be challenges in meeting these ambitious and lofty strategic goals. However, given the enthusiastic response and participation from the community, we believe we have the road map for getting us to where we all want to be.



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## COMMUNITY VISION STATEMENT

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In 2000, a comprehensive community visioning process was undertaken under the name of “*Imagine Waterloo*.” This process involved input from thousands of residents and generated the following Vision Statement at the conclusion of that process:

***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 green spaces, 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.***



## C O R P O R A T E   S T A T E M E N T S

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### O U R   V I S I O N

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While our Mission Statement guides our day-to-day activities and all of our collective efforts are designed to delivering the outcomes it states, we must still take a hard look at ourselves and define where we must take the Corporation in the near future. A Vision Statement is a tool to harness that ambition and state clearly what positive changes we commit to over the term of this Council in the never-ending journey of becoming the finest example of good municipal government in the country. Each new term, this statement will be revisited to see if we have indeed achieved our vision, and it may be recalibrated to focus us forward on the next leg of the journey.

***The Corporation of the City of Waterloo will be a leader in delivering stable, open and responsible government that helps make Waterloo an even greater community.***

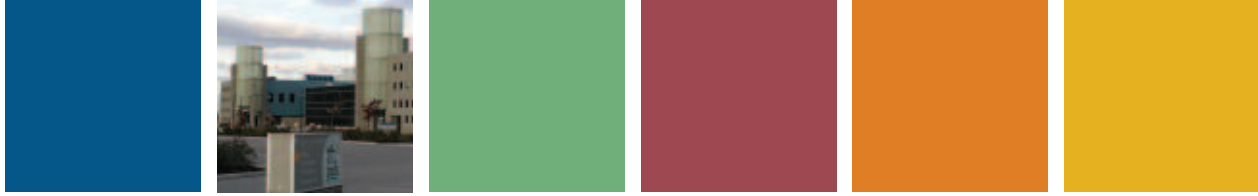
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### O U R   M I S S I O N

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A Mission Statement is the first element of a comprehensive strategic plan. It states the obvious but important characteristics and standards that guide our day-to-day behaviour – standards that are prescribed to all staff and elected officials in all the “transactions” that municipal government generates on a day to day basis. It states whom we are and how we must act, what we do, who we serve and the benefits we create for those we serve if we serve them properly.

***The Corporation of the City of Waterloo is a dedicated team of volunteers, staff and elected officials who apply leadership, enthusiasm, skill and integrity in providing needed and valued services that help build the best quality of life possible for our citizens.***



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## V A L U E S

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The corporation has a set of corporate values to guide decision making and how individuals conduct themselves.

### **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.

### **Responsiveness**

Responding rapidly and reliably in the provision of all services. Providing value for money for all services offered.

### **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 things.

### **Communication**

Open sharing of clear, timely and relevant information to all our citizens.

### **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 citizen 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.



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## PLANNING FOR GROWTH AND CHANGE

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We will reinforce the sense of community within our growing city by keeping our values at the forefront of our growth management decisions. While we satisfy the needs of our expanding population, we will fulfill our environmental responsibilities and establish a secure future by encouraging responsible economic development.

### What are the tactical elements of this strategy?

#### a) City Design & Growth Management

- i) Renewal of the Official Plan
- ii) Urban Design Guidelines
- iii) Rural East District Plan
- iv) Infrastructure Master Plan
- v) Uptown Parking Strategy
- vi) Confirm Uptown Vision 2007 Study
- vii) Waterloo Park Master Plan Update



#### b) The Environment

- i) Trails Master Plan
- ii) Environmental Strategic Plan Implementation
- iii) Environmental Land Acquisition Policy

#### c) Economic Vitality

- i) Development of an Economic Development Strategy Focusing on a Vibrant Uptown Core
- ii) Research & Technology Park Implementation
- iii) Tourism Strategy Development



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## ADDRESSING SERVICE NEEDS

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Our citizens can rely on a system of effective, efficient services that enable a good quality of life. Through fair and responsible resource management practices, we will provide infrastructure and service initiatives that are in the best interests of our citizens, and serve our current and emerging needs.

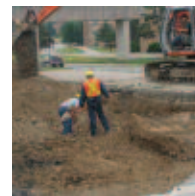
### **What are the tactical elements of this strategy?**

#### **a) Aging Infrastructure**

- i) Development of Infrastructure Management Systems

#### **b) Services Provision**

- i) Library Services
- ii) Parkview Cemetery/Bechtel Park Master Plan
- iii) Maintenance Standards
- iv) Recreation & Leisure Operational Mandate







## SAFE AND CARING COMMUNITY

We recognize the unique importance of every member of our community and will celebrate our diversity and cultural assets. We are committed to a safe, secure community.

### What are the tactical elements of this strategy?

- a) **Public Safety**
  - i) Safe and Secure Neighbourhoods
  - ii) Fire Master Plan
  - iii) Emergency Management Planning
  - iv) Potable Water Quality
- b) **Community Development Needs & Priorities**
  - i) Culture & Heritage Master Plan
  - ii) Infrastructure Improvement for Festivals in Uptown Waterloo





## BUILDING PARTNERSHIPS

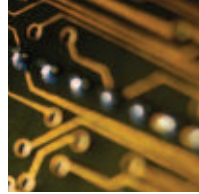


Encouraging communication with our universities, colleges, businesses and municipal counterparts is essential to our vibrant future. We will harness the collective talents of our City's individuals, organizations and institutions to enhance our abilities in support of common goals.

### **What are the tactical elements of this strategy?**

- a) University & College Relations**
  - i) Student Accommodation Study Implementation
  - ii) Communication & Long Range Planning with Universities & Colleges
- b) Regional Leadership**
  - i) Intelligent Communities
  - ii) Regional Relationships
- c) Inter/Intra-Municipal Relationships**
  - i) Shared Service Initiatives





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## P U R S U I N G   O P E R A T I O N A L   E X C E L L E N C E

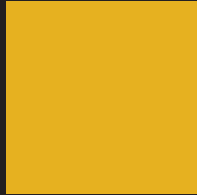
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To foster a positive, passionate culture within our local government structure. We will nurture the growth of our people by investing in their development, and in the tools required to carry out our mission. We will build on our capacity through the effective use of communications and technologies and by engaging our valuable community resources, including volunteers, boards and committees.

### **What are the tactical elements of this strategy?**

- a) Developing our Culture**
  - i) Organizational Excellence Initiatives
- b) Investing in our People**
  - i) Professional Development and Training Initiatives
- c) Building our Capacity**
  - i) Boards & Committees
  - ii) Communications Strategy
  - iii) Corporate Technology Strategy Development
  - iv) Organizational Structure and Service Delivery Review
  - v) Organizational Governance Model
- d) Fiscal Policy**
  - i) Development of Key Financial Strategies





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