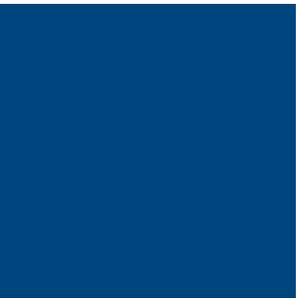
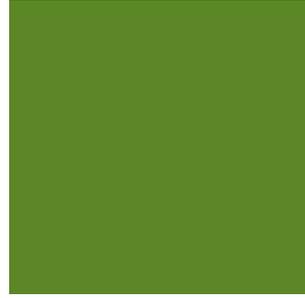
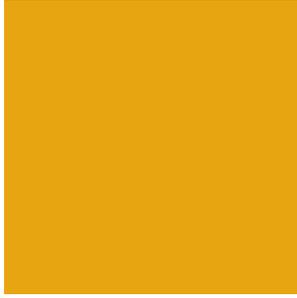


What's in your *Waterloo?*



THE CITY OF 
Waterloo

STRATEGIC PLAN
2007-2010

MESSAGE FROM THE MAYOR AND MEMBERS OF COUNCIL

The City of Waterloo
is a community that is **GROWING**
and **CHANGING** like never before.



2007-2010 City Council

Pictured left to right: Northeast Ward Councillor **Diane Freeman**, Uptown Ward Councillor **Ian McLean**, Lakeshore Ward Councillor **Angela Vieth**, Southwest Ward Councillor **Scott Witmer**, Northwest Ward Councillor **Karen Scian**, Central-Columbia Ward Councillor **Jan d'Ailly**, Mayor **Brenda Halloran**, Southeast Ward Councillor **Mark Whaley**.

The City of Waterloo is growing and changing like never before. This strategic plan will help our community move successfully into the future by identifying the key areas of focus and outlining the activities that will help us build strength in each of these areas.

Dialogue provided the starting point for the Strategic Plan for 2007 to 2010. Through community forums, a community survey and presentations to Council, we asked residents, community leaders, institutions and organizations one simple question: What's in Your Waterloo?

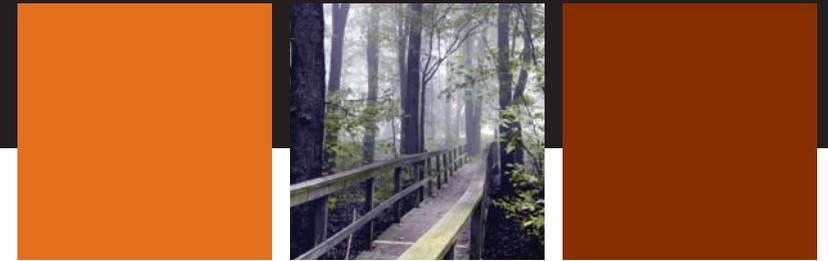
The responses helped shape the key areas of focus and strategic imperatives for the City. The discussions, however, didn't stop at our city's boundaries. We recognize that what we do as a City must fit within the broader context of our neighbouring communities as well as the Waterloo Region.

The Strategic Plan 2007-2010 focuses on these key areas:

- Our Living Environment
- A Healthy and Safe Community
- Commitment to Excellence
- Economic Vitality
- Partnerships and Collaboration

As a Council, we are committed to demonstrating leadership in each of these areas. As a Council, we are also committed to work in a way that is transparent, that provides the community with a clear view of where we are going and with tangible measures of our progress along the way.

We are confident that the plan we have put forward to guide us through 2007 to 2010 will serve our community in many ways. We look forward to working with everyone as we make Waterloo an even greater place.



COMMUNITY VISION STATEMENT

In 2020, the City of Waterloo has enhanced its friendly 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; an exciting 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 ever.

OUR ORGANIZATIONAL VALUES

Service Excellence

Seeking opportunities for growth and development, searching for better ways to deliver service, encouraging and supporting others to do their best, focusing on the needs of the community.

Personal Leadership

Being accountable, treating others with respect and dignity, extending trust and being trustworthy, leading by example, being consistent while respecting differences.

Effective Communication

Being open and honest, sharing complete information in a timely manner; seeking the facts, listening generously, respecting confidentiality.

Healthy Workplace

Actively promoting safe work practices and a healthy work-life balance, nurturing health and wellness, being positive and having fun.

OUR VISION

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

OUR MISSION

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 all of our citizens.



OUR LIVING ENVIRONMENT

We will provide the best environment possible for those who live, play, do business or work here. This includes focusing on and protecting our natural resources and environmental features, and pursuing excellence in our city's form and design.

Strategic Imperatives

Protect our natural resources by:

- Continuing to implement the Environmental Lands Acquisition Strategy
- Focusing on rehabilitation of creek systems
- Conserving energy and reducing resource consumption
- Improving air quality and reducing carbon dioxide emissions

Build a sustainable city by:

- Completing and adopting a revised City of Waterloo Official Plan
- Continuing to implement urban intensification policies
- Continuing to implement the Urban Design Guidelines
- Processing district plans

Promote, enhance and demonstrate environmental stewardship by:

- Continuing to focus on the Environmental Strategic Plan
- Refreshing our stormwater management strategy
- Enhancing environmentally friendly procurement policies

Focus on transportation of all forms by:

- Adopting a pedestrian charter
- Completing the City's Transportation Master Plan and Regional Transportation Master Plan
- Pursuing an intercity and urban transportation strategy, including rapid transit commuter alternatives within and outside the Region
- Implementing the Uptown parking strategy

Ensure the integrity of our core infrastructure by:

- Enhancing the asset management strategy
- Enhancing the infrastructure management and work order system
- Addressing our infrastructure deficit
- Advocating for appropriate funding for core infrastructure



HEALTHY AND SAFE COMMUNITY

With a focus on community wellness, we will create opportunities for all our citizens to participate and to feel welcome, safe and included. We respect and treasure our heritage and value the culture that makes Waterloo rich, vibrant and distinct.

Strategic Imperatives

Create an inclusive community by:

- Enhancing neighbourhood engagement strategies
- Furthering accessibility initiatives
- Embracing diversity
- Strengthening relationships with our student populations

Enhance community safety by:

- Completing and implementing the Fire Master Plan
- Constructing the east side fire station
- Managing the quality of our drinking water
- Enhancing traffic-calming initiatives
- Participating in emergency-preparedness initiatives

Promote recreation and culture opportunities for all by:

- Completing and implementing master planning processes within Recreation and Leisure Services
- Constructing and programming the Public Square
- Completing and implementing the Waterloo Park Master Plan

Improve health care delivery in Waterloo by:

- Liaising with other levels of government to bring resources to our community
- Advocating for improved health care within Waterloo





ECONOMIC VITALITY

We will build on our thriving economy by strengthening our relationships with all sectors, and by spreading the message, both near and far, that Waterloo is the place to learn, live and do business.

Strategic Imperatives

Become the location of choice for innovative and growing businesses by:

- Completing and implementing the Economic Development Strategy
- Ensuring strong and effective partnerships with business associations
- Supporting a vibrant Uptown core
- Developing and communicating Waterloo's quality of life indicators
- Supporting and promoting cultural activities

Enable and strengthen our learning institutions by:

- Fostering partnerships among the City, universities, colleges, school boards, and research institutes
- Participating with the University of Waterloo in the Sustainable Waterloo Initiative

Position Waterloo as an internationally recognized community by:

- Leveraging Intelligent Waterloo
- Implementing a tourism strategy and destination marketing
- Leveraging our key industry sectors

Build a knowledge economy that focuses on talent creation by:

- Working with business and the universities to support talent creation
- Implementing the Employment Lands Strategy



COMMITMENT TO EXCELLENCE



Throughout our organization, we will encourage and strive for excellence, with a culture focused on innovation, best practices, and fostering a values-based organization. This commitment to excellence will extend to all groups and organizations with whom we work.

Strategic Imperatives

Foster a customer-focused organizational culture by:

- Leveraging technology to better support our customers, residents, visitors and staff
- Developing a customer-relationship management tool
- Expanding e-Service initiatives

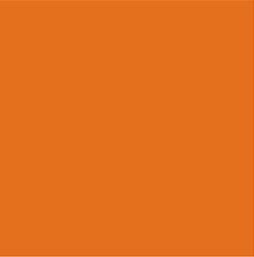
Foster innovation and high performance by:

- Developing a continuous improvement strategy
- Supporting an organizational culture of leadership and innovation

Focus on effective community engagement by:

- Supporting community organizations as they strive to achieve excellence
- Developing our volunteer engagement strategy
- Strengthening relationships with advisory groups

Pursue organizational excellence by:

- Investing in lifelong learning
 - Developing a data management strategy
 - Demonstrating fiscal responsibility
- 
- 

PARTNERSHIPS AND COLLABORATION



Waterloo is a community built on collaboration and partnerships. We will continue to seek new partners and to deepen our relationships with existing partners to identify unique and innovative ways to better our community together.

Strategic Imperatives

Enhance public engagement processes by:

- Building on the organizational and community communication processes that ensure front-end community input from all of our stakeholders into City initiatives

Leverage community assets by:

- Pursuing partnerships with all sectors in our community

Advocate for Waterloo by:

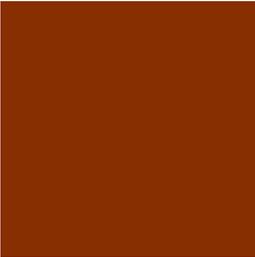
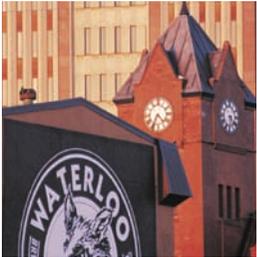
- Vigorously representing our community's interests at Federal, Provincial and Regional government levels on behalf of our community
- Working collaboratively with other municipalities through organizations such as the Federation of Canadian Municipalities and the Association of Municipalities of Ontario

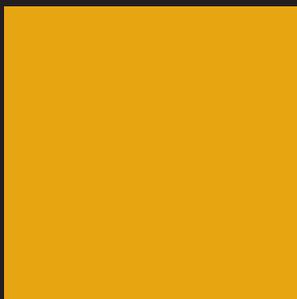


This Strategic Plan provides the framework for moving our City forward. Through this plan, we have identified the key areas of focus and the strategic imperatives within each of these areas.

A strategic plan alone, however, does not move a community forward. That requires tangible actions. With the strategic plan complete, City employees will use this work as the foundation for business plans and for budgets to ensure that what happens throughout the organization helps us achieve success.

As a Council, we will report back to you on the many ways this strategy will be translated into action. On a regular basis over the course of the next three years, we will be reporting on our progress and will continue the dialogue that started with one simple question: What's in Your Waterloo?





THE CITY OF 
Waterloo

100 Regina Street South
Waterloo, ON N2J 4A8
519-886-1550
www.waterloo.ca

