



STAFF REPORT
Chief Administrative Officer

Title: K-W Joint Services Initiative Committee 2020 Update
Report Number: CAO2021-002
Author: Sandy Little
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Recommendations:

That Council receive this report as information.

A. Executive Summary

The Cities of Waterloo and Kitchener have a longstanding history of collaboration and cooperation. A formalized approach to joint initiatives through the Kitchener-Waterloo Joint Services Initiatives Committee (JSIC) has been in place for over 15 years. Through this initiative, the two cities work together to identify common services and ways to streamline them to benefit residents in both cities.

Over 75 joint initiatives have been undertaken to date by both cities. Many of the initiatives are project-specific and formally completed while others are continuing as ongoing practice. The JSIC also supports collaboration opportunities that arise throughout the year and are not formally planned, as long as they provide mutual benefit and efficient use of collective resources.

An annual program of joint projects are identified which align to three basic principles:

- **Accessibility:** Citizen-focused, with residents able to understand the purpose of the project and its benefits.
- **Accountability:** Clear areas of responsibility representing the needs of both communities.
- **Affordability:** Maximize cost efficiencies where possible, without sacrificing benefits to residents.

This report provides Council with an update on recently completed and ongoing initiatives between Waterloo and Kitchener.

B. Financial Implications

There are no financial implications associated with this update report.

C. Technology Implications

None.

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

The work of the JSIC supports the Guiding Principle of Service Excellence as it aims for continuous improvement of customer service through the alignment and collaboration of initiatives between Waterloo and Kitchener.

E. Previous Reports on this Topic

N/A

F. Approvals

Name	Signature	Date
Author: Sandy Little		
Director:		
Commissioner:		
Finance:		

CAO



K-W Joint Services Initiative Committee 2020 Update CAO2021-002

1.0 Background

Historically, the Cities of Waterloo and Kitchener have been collaborating and cooperating on initiatives, which benefit both municipalities for a number of years. Recognizing that a more formalized approach would be beneficial, in 2004 the JSIC process was established. For more than 16 years, both municipalities have been working alongside each other on a number of initiatives. Waterloo and Kitchener work together to identify common services and ways to streamline those services to benefit residents in both communities.

Over 75 joint initiatives have been undertaken to date by both cities. Many of the initiatives are project-specific and formally completed while others are continuing as ongoing practice. The JSIC also supports collaboration opportunities that arise throughout the year that may not be formally planned, as long as they provide mutual benefit and efficient use of collective resources.

An annual program of joint projects are identified at the annual meeting that span over the course of a year. Both municipalities provide various opportunities, which are then scoped prior to review by the JSIC. Various projects and priorities are confirmed at the annual meeting, which consists of the two CAOs and representatives of the two senior leadership teams for each municipality. The following principles are considered as part of the review of the annual initiatives:

- **Accessibility:** Citizen-focused, with residents able to understand the purpose of the project and its benefits.
- **Accountability:** Clear areas of responsibility representing the needs of both communities.
- **Affordability:** Maximize cost efficiencies where possible, without sacrificing benefits to residents.

The initiative seeks to maximize effectiveness and efficiency of resources and service delivery, complete strategic joint initiatives, and transfer knowledge/build capacity from each city's best practices.

2.0 2019-2020 Joint Services Initiative Accomplishments

Five initiatives were successfully completed over the last year. Key accomplishments are highlighted below:

Sidewalk and Road Inspection Programs: Develop a shared program for annual inspections programs for sidewalks and road rights-of-way. Based on changes to maintenance standards, the need for enhanced inspection programs is increasing above the current pavement condition inspection program conducted every other year. More frequent inspections will identify condition issues sooner, establish resource requirements to address, and minimize risks.

- Sidewalk cost and quality metrics were captured and will be further assessed to determine potential to share staff resources between the Cities, and to expand into other assets such as trails.
- Processes, experiences and successes are being shared between both cities and communication is open to share findings, challenges, data management/software solutions and future opportunities to collaborate.
- For road inspection, it was identified that the cities currently use different inspection software programs that are integrated with different work management programs so coordination is limited.
- Road pavement condition data collection approaches will be discussed in upcoming years, including considering a joint contract for pavement condition inspection.

Winter Control – Collaborative Advertising: Enhance current winter control advertising, ensuring citizens in both communities continue to receive consistent messages, and evolve communications to be more social media and web-based, to better inform residents and provide greater level of customer service.

- Waterloo augmented communication through “boosting” social media posts; Kitchener created graphics and messages through collaboration with Waterloo, Cambridge and the Region of Waterloo;
- Published flyer indicating Waterloo and Kitchener shared streets and maintenance responsibilities for leaf collection and winter control.
- Developed consistent approach, communications and timing for Snow Announcements including timing of declaration, cancellation, and extensions; this represents the greatest benefit of this initiative, recognizing that timing of announcements is not always identical due to weather patterns, which can vary across the geography of the region.

Formalize Enforcement of Special Events: Formalize the Cities’ efforts regarding enforcement of significant special events including Homecoming and St. Patrick’s Day in Waterloo.

- Staff from both Cities formalized an ongoing relationship for event enforcement support, including mitigating risk factors and addressing WSIB components.
- The new collaborative approach was successfully implemented for Homecoming and will be applied going forward to ensure effective resource sharing for all events that require additional staffing services.

Fleet and Inventory Software Sharing: Investigate the opportunity to support continuous improvement of fleet and inventory management by assessing potential use by Waterloo of Kitchener’s in-house built and highly regarded FLINT system.

- Waterloo explored possibility of using Kitchener's FLINT system through discussions on features, benefits and data requirements.
- Waterloo opted to stay with their current vendor and cloud-based solution; both teams remain open to sharing best practices and collaborating in the future

Specialized Fire Rescue Training: Explore the opportunity for both Fire Services to conduct joint training on high angle rescue and trench rescue.

- While this specific training initiative did not move forward due to different annual training program priorities, the Cities remain open to conduct joint training as capacity and common work programs permit.

3.0 Continuing Joint Services Initiatives

Four active and complex initiatives continued from last year and will carry forward into 2021 and progress updates are highlighted below:

Speed Limit Review: Both Cities, along with other regional partners are undertaking a review of the uniform speed limit of 50km/hour. This review will evaluate benefit and feasibility of reducing the uniform speed limit to 40km/hour in an effort to enhance roadway safety.

- A Region-wide project team was established and research conducted to determine best practices in other municipalities.
- Pilots remain in place to be reviewed for widespread implementation post-pandemic.
- Next steps include making final determination on extension to additional neighbourhoods or city-wide in 2021 after data collection and analysis; Waterloo will complete their Transportation Master Plan (final draft January 2021) which will include recommendations for Council related to a 40km/hour neighbourhood speed limit.

Investigation of New Stormwater Grant/Incentives – Private Stormwater Enhancement: Investigate the potential for a new stormwater grant for private property owners to enable private property owners to enhance stormwater management on their properties, reducing runoff to municipal systems.

- Summary report completed by Reep Green Solutions, synthesizing results and key themes from three community charettes held in Waterloo, Kitchener and Cambridge.
- Identified key needs, which are: awareness-building within neighbourhoods; education on residential green infrastructure; and, financial incentives to offset the cost and/or motivate action.
- Next steps include developing incentive approach (not a grant program) focused on awareness-building, education and proposed incentive programs, for Council consideration; and, developing a new demonstration stormwater rain garden in Waterloo, with access for public viewing.

Inclusionary Zoning – Affordable Housing: Assess the impact of Provincial legislation requiring the inclusion of affordable housing units in new residential development

projects, and the option for municipalities to implement such zoning. The assessment will include exploring opportunities to combine resources to conduct a study and implement Inclusionary Zoning, since based on staff's understanding of the enacted legislation, significant staff capacity is required to generate data and prepare a municipal assessment report as a precursor to implementing Inclusionary Zoning. Pending possible changes to the legislation, long-term resource/cost sharing may be required to develop, implement and report on new zoning provisions.

- Collaboration expanded to include City of Cambridge and Region of Waterloo; ongoing communications established.
- Background and other municipal practice research completed to assess feasibility.
- Joint consultant selection and funding contributions to complete required financial impact analysis, facilitated through the City of Kitchener procurement process; cost savings of up to \$65,500 vs. sole procurement, as well as benefits in time savings and knowledge sharing.
- Key stakeholder meetings held with developers and affordability advocates to discuss fiscal impact analysis preliminary findings, and to review pro forma assumptions against real-world projects in the Region; Kitchener aligned this work with its Affordable Housing Strategy; Waterloo is preparing a similar workplan.
- City of Waterloo Council received the report on Inclusionary Zoning in December 2020. Kitchener Council received the financial impact analysis and background information in October 2020. Subject to Council support, staff will then undertake detailed policy and program development, community engagement and updated financial modeling; continued cost sharing will be considered for this component.

'Getting Around' App (previously known as 'Where's My Plow?'): Explore the cost and risks to implement an app providing residents real-time access to information including progress on the City's progress on winter maintenance during a full plow snow event.

- Kitchener has taken the lead on this initiative and piloted a solution internally over winter 2019/2020 and identified several improvements required.
- Kitchener staff continued to work with vendor to improve the application and are now underway with continued internal piloting for snow events for winter 2020/2021.
- Staff are continuing to demonstrate app to key internal stakeholders and developing a risk management and communications plan; communication and data management plan will be developed prior to the app being released to the public.
- App will also be piloted by customer service external test groups (participation to be confirmed) prior to release to general public.
- Potential operational cost savings through reduced call volumes related to winter maintenance progress during full plow events.

One initiative planned for this year will carry forward into 2021, with progress dependent on action by the Region of Waterloo; and is described below:

Stormwater Management (SWM) Facilities Risk Assessment: Undertake a SWM facilities risk assessment to mitigate chlorides entering drinking water, through a partnership between the Cities of Kitchener and Waterloo, and the Region of Waterloo.

- Area municipalities met including Region of Waterloo, Waterloo, Kitchener, Cambridge, Wilmot and Woolwich; Region advised some Source Protection Policy boundaries would be changing and it was determined it would be better to hold off on risk assessments until the boundaries are finalized to avoid redundant work.
- The initiative cannot progress until Region of Waterloo issues finalized Source Protection Policy boundaries and framework for municipalities to follow when conducting the SWM facility risk assessments; timeline is unknown at this point.

4.0 Broader Collaboration

Recognizing the merits of broader collaboration, the JSIC is committed to including other area municipalities as project partners, pursuing “local-regional” initiatives that overlap lower tier and upper tier jurisdiction, and to recognizing municipal collaboration outside the formal annual JSIC program as part of the identification of new and ongoing initiatives. Recent examples of successful local and local-regional initiatives include:

- Coordinated COVID-19 pandemic response and recovery/reopening planning including approaches, processes, templates, and communications to the public
- Waterloo and Kitchener participated in a pilot project with Infrastructure Canada and the World Council on City Data (WCCD), officially receiving ISO 37120 Platinum-level certification. This international recognition is awarded to cities that reach the highest standard in collecting, sharing, and using data to effectively make decisions. City of Cambridge supported this collaboration, having received certification in 2016.
- Area municipal CAOs continue to identify broader collaboration opportunities to improve service effectiveness and efficiency for citizens, with an emphasis on enhanced collaboration between the Region of Waterloo and local municipalities.
- Inaugural joint leadership meetings between each City’s corporate leadership team and the Region of Waterloo’s corporate leadership team have established formal ongoing communication and collaboration around key issues and opportunities.

5.0 Conclusion

Although no new initiatives have been identified for 2021, both municipalities will continue to collaboratively work together on the ongoing initiatives that have carried over as well as consider new projects as they come up throughout the year to ensure both cities continue to deliver services that benefit residents within Waterloo and Kitchener.