



STAFF REPORT
Chief Administrative Officer

Title: 2019-2022 Strategic Plan – 2021 Progress Report
Report Number: CAO2021-014
Author: Sandy Little
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Attachments: Appendix A – Business Plan Initiatives Summary
Ward No.: All Wards

Recommendations:

That Council receives CAO2021-014 as information.

A. Executive Summary

On June 24, 2019 Council approved a brand new strategic plan to guide the corporation on a path for the current term of Council. The strategic plan, which consists of six pillars, seven guiding principles, six goals, and nineteen objectives, will remain in place until the end of this Council term in 2022. It created a new direction for strategic plans for the City.

Upon approval of the strategic plan, staff began working on implementing the plan through the capital and operating budgets and various initiatives contained within the divisional business plans. An important part of implementation is measurement and monitoring of the corporation's success. In order to do this, staff created a corporate reporting framework to measure and monitor the City's progress in meeting and achieving the goals and objectives of the plan.

Measurement and monitoring is invaluable as it allows staff to identify areas that the corporation should continue to forge ahead on as well as highlighting areas that may require additional resources and/or focus. This is especially important as the City moves into the final year of the current strategic plan where the corporation can focus on making significant progress in all areas of the plan.

Over the course of the last year, staff has used the reporting framework as identified in CAO2020-017 to monitor and measure success of implementation. The reporting framework, referred to as the “Big Three” consists of the following:

1. Localization of the UN Sustainable Development Goals (SDGs)
2. ISO 37120 Sustainable Cities and Communities
3. 2020-2022 Business Plan initiatives

Staff has made progress on localization of the SDGs through participating as part of a Voluntary Local Review (VLR) led by the University of Waterloo. The VLR will provide insight into where the City is in terms of its efforts to localize the SDGs. Furthermore, staff also completed Year 2 reporting of ISO 37120 which resulted in a second Platinum Certification. Lastly, progress has been made on a number of initiatives contained within the 2020-2022 Business Plans. For 2021, of the 79 business plan initiatives, 11 or 13.9% have been completed; 35 or 44.3% are on track; 32 or 40.5% have been delayed; and the number of projects that are on hold or cancelled remains unchanged from 2020 at 1 or 1.3%. In addition to the initiatives in the business plans, we are also working on a number of new initiatives that also implement the strategic plan.

The pandemic has created unprecedented challenges over the last year and a half and has impacted so much of the City’s work. Despite these challenges, the City has pressed on and made significant progress to deliver on one of the largest capital project portfolios over the course of the last year. The strategic plan has continued to act as a road map for the corporation and helped us succeed in meeting our community’s needs during a difficult time.

B. Financial Implications

The City has continued its involvement in a pilot program as part of ISO 37120 led by Infrastructure Canada and the World Council on City Data (WCCD). The ISO 37120 membership fee is \$10,000 USD. Although the fee for the first two years of the program was covered by Infrastructure Canada, the third year fee was paid by the City. Should the City choose to continue its involvement in the program, future fees will be required to be paid by the City.

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)

This report is intended to provide an update on the entirety of the strategic plan.

E. Previous Reports on this Topic

CAO2020-017 2019-2022 Strategic Plan – 2020 Progress Report

CAO2019-040 Strategic Plan Implementation Update

CAO2019-004 City of Waterloo 2019-2022 Strategic Plan

F. Approvals

Name	Signature	Date
Author:		
Director:		
Commissioner:		
Finance:		

CAO



2019-2022 Strategic Plan – 2021 Progress Report CAO2021-014

1.0 Background

The strategic plan, which consists of six pillars, seven guiding principles, six goals, and nineteen objectives was approved by Council on June 24, 2019. For more than two years, the strategic plan has been implemented through the capital and operating budgets and various initiatives included in the 2020-2022 Business Plans. It has provided a roadmap for the corporation during an incredibly difficult global event and will remain in place until the end of this Council term in 2022. It created a new direction for strategic plans for the City.

An important part of implementation is measurement and monitoring of the City's progress. In order to do this, staff created a corporate reporting framework through CAO2020-017 to measure and monitor the City's success in meeting and achieving the goals and objectives of the plan.

Measurement and monitoring is invaluable as it allows staff to identify areas that the corporation should continue to forge ahead on as well as highlighting areas that may require additional resources and/or focus. This is especially important as the City continues to deal with competing priorities as a direct result of COVID-19. As the pandemic continues, the City is moving into the final year of the current strategic plan. This final year will allow continued progress on implementation by focusing on areas to ensure the corporation can make significant progress in all areas of the plan.

2.0 Reporting Framework

With a strategic plan, it is vital that we have a reporting framework to measure our progress in terms of achieving the goals and objectives of the plan. As part of CAO2020-017, a reporting framework consisting of three components was introduced.

Over the course of the last year, staff has used the reporting framework to monitor and measure success of implementation. The reporting framework, referred to as the "Big Three" consists of the following:

1. Localization of the UN Sustainable Development Goals (SDGs)

2. ISO 37120 Sustainable Cities and Communities
3. 2020-2022 Business Plan initiatives

These three components were chosen because they all relate to each other. For instance, the data that we collect and report on as part of ISO 37120 is supportive of many of the SDGs. Similar to the SDGs and the ISO 37120 data, many of the business plan initiatives can be mapped back to the SDGs and some of the data through ISO 37120 we collect helps support the initiatives highlighted as part of the business plans. For example, one of the business plan initiatives was to update the Transportation Master Plan which included work on Vision Zero to reflect Council direction on the design speed and posted speed limits on city streets. This particular business plan initiative can be mapped back to SDG #11 Sustainable Cities and Communities. This is just one example of the interrelationship between the three components of the reporting framework.

2.1 Localization of the UN Sustainable Development Goals

In September 2015, the United Nations adopted the 2030 Agenda, which included 17 Sustainable Development Goals ([SDGs](#)). The SDGs look to identify the causes of inequality across the globe and to balance the three components of sustainable development: social, environmental, and economical. The City's strategic plan is well aligned with the SDGs.

In November 2019, the Waterloo Global Science Initiative (WGSi) which has since ceased to exist, appeared before Council asking the City to consider putting resources to localize the SDGs within our own community. Much of the work in terms of localizing the SDGs is in its infancy as communities grapple with localizing this high level work.

According to CAO 2021-001, the process of localizing the SDGs may follow a 5 step process:

1. Awareness
2. Alignment
3. Analysis
4. Action
5. Accountability

Awareness of the SDGs is increasing across the organization through the creation of the current strategic plan as well as the work of the CAO's Office which ensures the SDGs are embedded in the various strategic initiatives that the corporation leads.

The current strategic plan is already well aligned with the SDGs and will serve as a solid foundation for the next strategic plan. The business planning, budget cycles, and corporate reporting are strongly based on the strategic plan which will ensure the SDGs will remain incorporated within and aligned with the City's strategic projects.

Through the collection of data for ISO 37120 as well as work with the University of Waterloo, staff is working on analysis of the SDGs. Some of the work with the University of Waterloo includes the development of a Voluntary Local Review (VLR). According to Peg, which is a community indicator system in Winnipeg, Manitoba, a VLR is "a data-driven review by a municipality or region...on where the community stands in relation to the United Nations' 17 Sustainable Development Goals." The work with the University of Waterloo includes a research component and a video component and will be completed later this fall.

The next steps in the process of localization of the SDGs will include work on action followed by accountability which involve identifying indicators and targets to measure the City's progress. As more data is collected and reported on with respect to our efforts to localize the SDGs, the City will be in a position to start setting targets as we will have baseline data and can then identify a future trajectory. Similar to the exercise that was undertaken as part of TransformWR, we need to establish where we are before we can set goals of where we would like to be.

2.2 ISO 37120 Sustainable Cities and Communities

ISO 37120 is the first international standard on city data and is being implemented for 100 cities in 35 countries by the World Council on City Data (WCCD). ISO 37120 includes 104 indicators across 19 different themes. Examples of themes include the economy, education, energy, environment, finance, and health. It is a comprehensive reporting framework that allows communities of all sizes to collect and compare data year over year. The benefit of participating as part of a standard is that it is recognized on a larger scale and allows for fair comparisons across data points.

As part of the pilot program with WCCD and Infrastructure Canada, the City received its first platinum certification in March 2020 and after a second year of data collection, was presented with its second platinum certification in March 2021. This fall the City will be embarking on its third year of data collection. The ISO 37120 data is especially important given its close alignment with the SDGs and our own strategic plan.

The first few years of participation are especially important as the data collected serves as baseline data for the City. As we continue to report yearly, we will be able to observe trends in our data from year to year which will allow staff to measure progress over time.

It is important to note that some of the data collected through ISO 37120 is specific to the City of Waterloo while other data is applicable to the Region as a whole which means we have more influence over some of the indicators versus other indicators.

Although we have only been involved for two years, staff is already starting to see changes in the data over time. For instance, one of the indicators relates to streetlight electricity consumption as part of the energy theme. Between 2017 and 2018, the City saw a significant decrease in streetlight electricity consumption as a result of a shift to LED. However, we will continue to track the data over time to see if consumption remains the same year over year and we can make adjustments over time if we see changes in the data.

In addition, we collect data on final energy consumption of public buildings per year. In 2017, the total final energy consumption of public buildings per year (GJ/m²) was 1.18 however, in 2018 it was 1.12. The decrease in energy consumption could be as a result of multiple factors including weather, facility use, programming use and/or operational habit changes. Although this is not a significant change from one year to the next, having this data allows us to analyze change over time. The City may then choose to implement changes to decrease our energy consumption and be able to determine the impact of changes made according to the data. Collecting this data is vital and helps further the goals and objectives of the strategic pillar Sustainability and the Environment.

Another indicator we collect data on is related to urban agricultural area which saw a decrease in area from 186.17 hectares/100,000 population in 2018 to 176.14 hectares/100,000 population in 2019. Urban agriculture refers to open land farming, community-supported urban agriculture (i.e. community gardens), conventional greenhouses, rooftop farms, and controlled-environment agriculture (i.e. vertical farms and controlled-environment indoor farms). The City's GIS staff was instrumental in gathering this data for this indicator in addition to many others. The decrease in area of urban agricultural area needs to be monitored in the next few years to see if we continue to observe a downward trend. If it continues to decrease, the City may choose to further support community gardens or other initiatives to increase the urban agricultural area which is in line with TransformWR Transformative Change #5: By 2050, Waterloo Region has a Thriving Local Food System Built on Local Farming and Food Processing that Feeds Much of our Community. However, this decrease in land area could be as a result of provincial requirements such as minimum growth targets and intensification. This highlights the importance of not looking at data in isolation and balancing various objectives and priorities.

The ISO 37120 pilot program is for a three year period. Staff will commence collecting data as part of Year 3 in fall 2021. Year 3 will be especially important for two reasons. One is that a lot of the data that is collected is based on Statistics Canada data. As that data is released for 2021, a lot of the indicators will change and will allow staff to analyze data collected as part of the 2016 Census versus the 2021 Census. Year 3 is also important because it will allow the municipality to better understand the overall impacts of the pandemic on all of the themes of ISO 37120. If we continue our involvement in the project, we will be able to see how the data changes as part of COVID recovery and can evaluate municipal efforts as we emerge from the pandemic. It will help in terms of strategic planning to ensure we remain resilient into the future.

2.3 2020-2022 Business Plan Initiatives

2.3.1 Business Plan Initiatives Summary

Following the creation of the strategic plan, business plans for each department and division across the City were created. Each business plan includes initiatives that contribute to work plans for departments and divisions within the corporation. These business plans not only implement the strategic plan but also serve to implement the corporation's capital and operating budgets. As the initiatives in the business plans progress, the goals and objectives of the strategic plan get further implemented.

As part of the yearly update reports for the strategic plan, staff has adopted a standard categorization of the status for each of the business plan initiatives using a three colour approach. For this year's report, an additional colour has been introduced to represent those initiatives that have been completed. The revised standard categorization is as follows:

- **Completed** – These initiatives have been completed as per identified targets in the business plan.
- **On Track** – These initiatives have progressed on schedule and are on track to be completed as per identified targets in the business plan.
- **Delayed** – These initiatives are still in progress but have been delayed for various reasons.
- **On Hold** – These initiatives have been halted or stopped due to specific reasons and there is a high probability the initiative will not move forward.

The overall status of each of the Business Plan initiatives can be found in Appendix A – Business Plan Initiatives Summary.

With each strategic plan update report, staff is able to compare the status of business plan initiatives over time. It also provides staff with the opportunity to celebrate

completed projects as well as refocus attention to projects that are delayed or lagging to try and complete projects according to targets.

Of the 79 initiatives, a total of 11 initiatives or 13.9% of initiatives contained in the business plans were completed. This is significant given the challenges staff have had to address as a result of the COVID pandemic. It is important to highlight these completed projects which will be discussed in more detail below.

Of the 79 initiatives, a total of 35 or 44.3% are on track. As is the case with the completed initiatives, this is also significant given how staff has had to pivot to address changing corporate priorities as a result of the pandemic. In 2020, 45 initiatives or 57% of the initiatives were on track. However, it is important to note that in 2020, there were no completed projects so when examining the number of projects on track for 2021, it is vital to look at both the projects on track in addition to the completed projects which account for a total of 58.2% of initiatives. Of the projects on track, staff was able to continue to move forward with a number of capital projects including the construction of Platinum Drive on the City's West Side Employment Lands, the new East Side Library Branch, and the Waterloo Memorial Recreation Complex.

In terms of delayed projects, 32 projects or 40.5% were delayed. This represents a decrease from the status of business plan initiatives in 2020 which saw a total of 33 or 41.8% of initiatives delayed. Reasons for delay of initiatives over the last year include the following:

- COVID – 59.4%
- Other (technology, legislation, etc.) – 28.1%
- Staffing – 25.0%
- Third Party Delays – 15.6%
- Budget/Funding/Tendering – 12.5%

COVID impacted the progress of many projects in several ways. One way is that COVID created additional work for many divisions and teams which required staff to reprioritize. Furthermore, many of the City's projects rely on public engagement and although public engagement has taken place during COVID, it had to be modified to accommodate provincial restrictions. A lot of public engagement had to be reimaged to occur in the virtual world. In addition, COVID also impacted contractors, consultants, etc. that the City works with to move projects forward and the City could not foresee the ways that COVID would impact the work those third parties complete. Finally, many projects experienced significant delays at the start of the pandemic due to COVID and although we are 18 months into the pandemic now, some projects are still delayed as a result of the initial setback.

It is important to note that the initiatives contained in the business plans vary in complexity. Some initiatives take longer than others by their very nature. The more complex a project, the more susceptible it can be to delays. This is an important stage in the strategic plan as it allows staff to focus resources to continue to move these delayed projects forward in hopes they can be completed.

As was the case in 2020, only 1 initiative or 1.3% of initiatives has been put on hold or cancelled until grant funding can be secured.

2.3.2 Completed Business Plan Initiatives

Despite an extremely difficult year which included changing corporate priorities to address challenges associated with the pandemic in addition to new projects, staff was still able to remain committed to completing a number of the initiatives included in the business plans. Over the course of the last year, a total of 11 or 13.9% of the business plan initiatives have been completed and are as follows:

1. 2020 Asset Management Plan (AMP)
2. Total Compensation and Pay Equity Review
3. Hybrid Cloud Application Platform
4. IT Service Desk System Refresh
5. IT Strategic Plan Review and Update
6. Electric Inspection Vehicles
7. Leak Detection System (LDS) Program
8. Reconstruction of Larch Street
9. Electronic Review and Approval: Site Plan Process
10. University Avenue Gateway Study and Plan
11. Transportation Master Plan Update

3.0 Emerging and New Initiatives

It is important to recognize that not all work staff does is fully captured by the Business Plans. Staff must often shift with changing priorities as new challenges emerge and resourcing is often reallocated to address pressing initiatives.

Through COVID, three areas in particular are emerging as urgent initiatives to focus resourcing and attention on. These areas further the goals and objectives of the strategic plan.

3.1 Equity, Diversity, and Inclusion (EDI) and Indigenous Initiatives

As a result of key events around the globe, there was a dramatic increase in the number of international movements which created a heightened awareness and urgency to

better understand and educate ourselves about the barriers so many face in the fight for EDI. The City has mobilized to make this work a priority for the corporation as well as its employees on two main fronts which are described below. All of the EDI work and work related to Indigenous initiatives that the City is making progress on helps to implement the strategic plan, especially in terms of the strategic pillar Equity, Inclusion, and a Sense of Belonging.

3.1.1 Director of Indigenous Initiatives, Anti-Racism, Accessibility, and Equity

Through CAO2020-003 and on December 7, 2020, Council approved the creation of a new four person dedicated staff team in order to advance the City's work on Indigenous initiatives, anti-racism, accessibility, and equity.

As a first step, the City hired its first Director of Indigenous Initiatives, Anti-Racism, Accessibility and Equity. The City welcomed Sanjay Govindaraj on August 16, 2021 who brings a wealth of lived and professional experience to this important portfolio. The next step in our journey is the hiring of the remaining positions within the City's new division. Roles to be filled include: an Indigenous Initiatives Advocate, an Anti-racism and Social Justice Advocate, and an Accessibility Advocate. The creation of this team will help ensure that the corporation is moving forward in a way that best meets the needs of the City and its residents.

3.1.2 Corporate Equity, Diversity, and Inclusion Progress Update

In addition to creating a new corporate division we continue to move forward on multiple fronts as part of our internal EDI journey.

In CAO2021-007, staff provided an update on our corporate EDI work and progress to date. The 2019 census baseline survey resulted in 8 recommendations with 20 strategies. In the last two years, City staff has initiated or completed a total of 65% of recommended actions. In order to accomplish this work as well as support the implementation of the remaining recommendations and strategies, the City created an internal structure consisting of the following:

- Steering Group
- Resource Group
- Awareness Working Group
- Communications and Engagement Working Group
- Inclusive Workplace Working Group
- Measurement and Monitoring Working Group
- Respectful Workplace Working Group

Staff from across the City, volunteered to help lead this EDI initiative. Despite the global pandemic, work for all of the groups has proceeded and they are all making progress.

In addition, the corporation is moving forward a number of other initiatives to continue our progress on our equity, diversity, and inclusion journey including looking at recruitment practices, employee support, examining existing policies, and plans to administer a follow-up census survey.

3.2 Environmental Sustainability

During the pandemic, climate change has received renewed focus and a stronger sense of urgency for communities to help reduce our impacts on the environment. On November 4, 2019, Council declared a climate emergency which identified climate change as a top priority for the City, both corporately and within the community we serve.

According to the City's [Energy Conservation and Demand Management \(ECDM\) Plan \(2019\)](#), "Climate change has emerged as the next unprecedented social, economic, and environmental challenge facing our society today". Over the last year, staff has made progress on a number of environmental sustainability initiatives.

3.2.1 TransformWR

Climate Action Waterloo Region (ClimateActionWR) is a collaborative that includes all eight local municipalities and two local organizations, Reep Green Solutions and Sustainable Waterloo Region. This collaborative produced Transform Waterloo Region ([TransformWR](#)) which is a 30 year strategy and a 10 year plan to address climate change action.

TransformWR is a community climate action plan that includes an interim absolute greenhouse gas (GHG) emissions reduction target of 30% by 2030 and 80% by the year 2050. TransformWR was endorsed by all 8 municipalities in May and June 2021. City of Waterloo Council supported a deeper target of 50% by 2030 which mirrors the GHG reduction target included in the ECDM Plan (2019). This deeper target approved by Council was a strong commitment to true climate change action. The action plan includes 6 transformative changes and 78 actions of which the City of Waterloo is the lead, co-lead, collaborator, supporter or participant for 44 actions.

The next stage in this journey is determining how best to implement the actions. As part of the collaborative, we are determining a path forward so the 78 actions can be implemented with the help and support of the private and public sectors. These actions will require resourcing which will be determined as part of the next stage in this work.

The City's new Environmental Sustainability Team (EST) which is discussed in further detail below, will help support implementation of the actions that the City is tasked with however, implementation will require participation across the entire corporation and within the community. Moreover, internal work has begun to better understand the 44 actions that we are named in and identify the appropriate steps to participate in and complete those actions as part of the collaborative.

TransformWR is the City's commitment to meeting targets to reduce our community GHG emissions. Although not specifically identified as part of the business plan initiatives, this particular project is paramount in further implementing the strategic pillar of Sustainability and the Environment and one of the strategic plan's objectives of bold local action to address the climate change crisis.

3.2.2 Corporate Climate Action Plan (CorCAP)

In response to Council declaring a climate emergency in late 2019, staff presented a terms of reference for the development of the first City of Waterloo Corporate Climate Action Plan (CorCAP) as part of CAO2020-013.

CorCAP is the next stage in the City's corporate environmental sustainability work. Initial work on this initiative has begun and includes reviewing and analyzing the 29 initiatives in the ECDM Plan to identify the baseline status of each of the initiatives. This was an essential exercise so we can better understand where we are starting from and be able to identify challenges and opportunities to move these initiatives forward. The next stage in the process is further work as part of Phase 2 Current State Assessment which includes a deeper dive into the GHG reduction modelling.

The development of the CorCAP is vital in implementing the strategic plan. It is yet another bold action that the City must take in order to address the climate change emergency.

3.2.3 Environmental Sustainability Team (EST)

In 2020 and 2021, the City engaged KPMG to complete an organization review. The final report recommended the creation of the Environmental Sustainability Team (EST) with a dotted line connection to the CAO's Office. The purpose of this new team was to streamline environmental sustainability initiatives across the corporation. These initiatives included the oversight of the CorCAP, the Corporate Climate Adaptation Plan, and the Community Climate Action Plans (i.e. TransformWR). As part of this same recommendation, the City's Sustainability Coordinator (now the Senior Sustainability Officer) role was moved to the CAO's Office. By shifting this role to the CAO's Office, it allowed for all three pillars of sustainability to be included together as part of the CAO's

Office: economic, social, and the environment. This helps to ensure that a sustainability lens is used on all services and projects across the corporation further implementing the strategic plan.

The EST consists of the following staff from across the corporation:

- Senior Policy Planner, Growth Management
- Director, Engineering Services
- Energy Program Manager, Facility Design and Management Services
- Director, Facility Design and Management Services
- Director, Fleet and Procurement Services
- Financial Analyst, Financial Planning
- Manager, Asset Management
- Senior Sustainability Officer, CAO's Office

The team is being led by the CAO's Office. The team meets on a monthly basis. To date, the EST has been gaining a better understanding of the status of sustainability initiatives across the corporation while laying the ground work for the creation of CorCAP. The team will be bringing forward a report to Council next spring which will include a revised terms of reference as well as updates on various actions.

3.2.4 Environmental Sustainability Initiatives

In addition to TransformWR, work being done on the CorCAP, and the creation of the EST, there are a number of other environmental initiatives underway across the corporation:

- Facilities Design and Management Services has recently resurrected the former Energy Management Committee as the Energy and Greenhouse Gas Committee (EGHGC). The EGHGC includes representatives from across the City and will identify energy conservation and GHG emission reduction opportunities. The committee will create action items which will encourage results and changes to standard operating procedures to shift the City to a carbon free future.
- Staff is exploring tools in the work that we do to move the City towards its corporate environmental sustainability targets. In addition to using the data collected as part of ISO 37120, we are also exploring additional tools. Staff recently met with staff at Google to discuss their latest application called Google Environmental Indicator Explorer (EIE). This application allows users to see specific types of environmental data for the entire community including rooftop solar potential. This tool works similar to Google Maps in the sense that the more

users there are, the more accurate the information. It is anticipated this tool will become more widely used in the future as it expands.

- Although a number of staff across the City are directly involved as part of environmental sustainability initiatives, there are other staff who struggle with the connection between what they do on a daily basis and the climate change emergency. In order to address this gap, staff created and/or arranged for the creation of training modules to help staff better understand the connection. The first round of training was rolled out this summer and it focused on climate change adaptation. This module was led by staff in Growth Management. The second round of training will focus on climate change action and it is anticipated to be rolled out this fall/winter by the CAO's Office.

3.3 Housing and Homelessness

Similar to climate change, the pandemic has magnified the issues of housing and homelessness in our community. Issues related to housing range everywhere from affordable housing to attainable housing to a skyrocketing housing market. It impacts everyone in our community however, perhaps the group most impacted is our most vulnerable population.

During the pandemic, staff has mobilized to work with various partners to address a number of challenges on the housing and homelessness front which aligns with the strategic plan pillars of Equity, Inclusion, and a Sense of Belonging and Healthy Community and Resilient Neighbourhoods.

3.3.1 Emergency Shelter and Interim Housing Locations

With provincial and local COVID restrictions and physical distancing regulations, service providers were forced to create new models to provide housing and wrap around services for our vulnerable population. This resulted in two service providers, House of Friendship and The Working Centre, to identify two different sites in Waterloo for an emergency shelter and an interim housing site.

The House of Friendship opened their emergency shelter at the Inn of Waterloo in October 2020. Unfortunately, a fire in February 2021 resulted in the House of Friendship temporarily relocating to Guelph. City staff continues to work with other partners to identify a location for House of Friendship to return to the region.

In October 2021, The Working Centre opened an interim housing in our community. This location provides individuals with their own apartments and wraparound supports

on-site that assist with housing, health, and other life stabilization supports. A recent extension to the current lease has been granted until August 2022.

Staff continues to work with both service providers as well as other stakeholders including the Region, Waterloo Regional Police Service, University of Waterloo, Wilfrid Laurier University, residents, and other municipal partners to identify and resolve issues as they arise to ensure service providers are supported and included as part of our community. Weekly meetings are held to confirm shared goals are met and challenges are addressed by using a collaborative approach involving everyone around the table.

3.3.2 Internal Housing and Homelessness Working Group

In order to streamline efforts related to housing and homelessness across the corporation, an internal committee, the Housing and Homelessness Working Group, was created in September 2020 and led by the CAO's Office. Staff was observing an increase in challenges related to housing and homelessness in our community and wanted to establish a general understanding of work staff was already doing and identify new ways to address emerging issues.

This new team consists of staff from across the corporation whose work is involved as part of the City's response to housing and homelessness and includes the following members:

- Chief Administrative Officer (CAO)
- Commissioner, Community Services
- Director, Parks, Forestry and Cemetery Services
- Director, Community Programming and Outreach Services
- Manager, Growth Management
- Senior Policy Planner, Growth Management
- Director, Municipal Enforcement Services
- Manager, Facility Operations and Corporate Security

3.3.3 Regional Municipal Housing and Homelessness Leads Committee

Furthermore, the Region created a new team, the Municipal Housing and Homelessness Leads Committee, in fall 2020 to guide and support the collective work of addressing housing and homelessness related issues in the region. City staff participate as part of this external team. The committee communicates information about current actions and initiatives being taken by the Region and the seven local municipalities. Members also provide feedback and input into policy, actions, and initiatives. Finally, it is an opportunity for staff to learn about what other local

municipalities are doing to address housing and homelessness challenges in their communities, both in urban and rural settings.

3.3.4 Working to Improve Neighbourhood Safety (WINS)

Staff also works closely with the Region and Sanguen Health Centre as part of the expansion of the Working to Improve Neighbourhood Safety (WINS) Pilot Program into the City of Waterloo. WINS is a peer-based sharps retrieval pilot project with the following goals:

- Reduce the number of discarded needles in the community;
- Educate people who use substances of proper disposal options;
- Increase meaningful employment opportunities for people with barriers to traditional employment; and
- Create a positive community response related to harm reduction and substance use.

The pilot program was expanded to include the City of Waterloo in early 2021 and was initiated in Uptown Waterloo in April and quickly included Waterloo Park and more recently a portion of University Avenue West and the Laurel Trail. The program includes a regular route which is visited on a weekly basis but given that areas of need often change, the route is revised to include new areas as needed. Although this program has only been in Waterloo since April, it has seen a lot of success in terms of needle clean-up on public property and education of members of our community by people with lived experience. Furthermore, the work is also producing other positive results that cannot always be quantified. Those that are employed by the program are experiencing fulfillment in the work they are doing within our community which allows positive changes to be made in other areas of their lives.

3.3.5 Unsheltered Homelessness

The unsheltered homeless group within our vulnerable population is a group that have their own individual needs which can sometimes create challenges within the community. Those who occupy encampments are included as part of the unsheltered group. The City worked with the Region and its municipal partners regarding a response to encampments. Staff with Municipal Enforcement Services was integral as part of this effort. An important component of the response is the engagement of street outreach as part of the process to ensure those members of our vulnerable population that are unsheltered have access to services that could assist in placing them in a temporary housing situation with the supports they require.

3.3.6 Affordable Housing

The work involving affordable housing is being led by staff within Growth Management. Staff is currently working on the development of the City's first Affordable Housing Strategy (AHS). The AHS will identify actions the City can take to increase the amount of affordable housing in the city. Work to develop the strategy is in progress. Staff is hoping to have a draft of the AHS for Council and public review for fall 2021/winter 2022 in hopes that Council can approve the final AHS in winter 2022.

In addition to the AHS, staff is also working on the development of an Affordable Housing Grant Program to guide the allocation of available funding to support not-for-profits that provide affordable housing units in the city. Development of the framework is underway and it is anticipated that staff will be bringing forward a recommendation report to Council later this year.

Finally, Growth Management staff is also working on developing an inclusionary zoning framework to establish a sustainable and long term supply of affordable housing in collaboration with the Cities of Kitchener and Cambridge and the Region. The background study and exploratory work was completed in December 2020 and policy development and consultation is currently underway. The overall timing for this project has shifted to accommodate the Region's Official Plan Review as well as the City's own Official Plan Review. Policy development and consultation will continue into 2022 with policy finalization and implementation scheduled to take place from 2022-2023.

3.4 New Initiatives

Over the course of the last year, staff has had to pivot not only to address pandemic related challenges, but also to respond to needs within the community that were not anticipated in the business plans.

Staff in the CAO's Office has been leading a number of strategic initiatives identified in Section 3 of this report including working to assist with the creation of the new Indigenous Initiatives, Anti-Racism, Accessibility, and Equity Division, environmental sustainability initiatives, and housing and homelessness.

Community Services staff have taken on a number of new initiatives including addressing Kaufman Flats/Woolwich Place issues, assisting the Neighbourhood team with a number of initiatives, and pursuing grant funding for tree planting. Furthermore, Municipal Enforcement Services responded to a growing call in the community for backyard hens and fires and brought forward Council reports this spring with recommendations. Staff has also been busy transitioning a lot of the community focused equity work to the City's new Indigenous Initiatives, Anti-Racism, Accessibility, and

Equity Division. Community Services staff was instrumental in addressing various equity related initiatives until the new team could be established.

Staff in Corporate Services have also taken on new initiatives including addressing Asset Management staff addressing the infrastructure deficit. The 2021 Operating Budget included an increased investment in infrastructure renewal. As a result, many divisions are undertaking additional work that will result in asset performance profiles improving. Legislative Services staff undertook a Special Service Area Levy review in January 2020 which resulted in a cross-functional team being created to assist in the review. After some delays, the review resumed in July 2021 and is targeted to be completed by the end of 2021.

Integrated Planning and Public Works (IPPW) has also been balancing a number of competing priorities including new initiatives. City Utilities staff has been working on implementation of Advanced Metering Infrastructure (AMI). The City's Planning Division continues to work on the Official Plan Review which is currently underway. The first statutory meeting took place in December 2020. Staff are currently engaging with stakeholders and hope to deliver a final draft to Council in early 2023 with timing dependent on the Region's Official Plan Review. Transportation Services also pivoted to deliver additional active transportation opportunities to respond to changing needs during the pandemic.

4.0 COVID-19

Staff across the corporation continues to address challenges as a result of the pandemic. Front line staff in all departments has been instrumental in continuing with City operations. For example, staff in Municipal Enforcement Services have had to acquaint themselves and enforce changing COVID-19 regulations to ensure safety within our community. Staff on our Arts and Culture team have had to come up with creative solutions and ways to continue to hold City events while following provincial regulations, most recently with the successful execution of Lumen Lite. Various divisions continue to work together on the City's Supporting Our Local Economic Recovery (SOLER) program.

In addition, Economic Development staff also developed the City-wide COVID Relief Community Improvement Plan (CIP). This initiative furthers the strategic pillar of Economic Growth and Development. A \$1 million fund was created by reallocating funds from the Uptown CIP and was established to support COVID-19 related improvements required to be implemented by our local business community to meet pandemic restrictions. It is an opportunity for businesses in Waterloo to access up to \$2,500 in funding for COVID-19 related improvements.

Moreover, staff from across the corporation also arranged for PPE to be distributed and installed to ensure that public health measures were implemented before welcoming employees back to the office as restrictions permit. Staff also had to continue to move processes online as well as all meetings which impacted all divisions in the corporation.

As the pandemic continues to unfold, City staff will continue to address new and emerging challenges in hopes that it will only make the City more resilient as we navigate COVID recovery as a corporation.

5.0 Conclusion

Over the course of the next year, staff will continue to make progress on the implementation of the strategic plan. Work on all three components of the reporting framework will continue to move forward. Efforts to localize the SDGs will continue and action steps will be identified which will help inform the development of the next strategic plan. The final year of the ISO 37120 pilot program will commence later this year which will provide the City with multiple data sets for a number of the themes which will help establish baseline data as we look to the future. Efforts will continue to move as many initiatives in the business plans to completion while balancing changing corporate priorities, both in terms of the ongoing pandemic and emerging needs from the community.

Staff will continue to make progress on all City initiatives over the next year however, there is a human element to what is happening not only in our community but around the globe. The City is balancing competing priorities and overall wellbeing while ensuring the work we do is meeting the needs of our residents. Staff will continue to move forward as a team to ensure the successful close-out of the City of Waterloo 2019-2022 Strategic Plan.

Appendix A – Business Plan Initiatives Summary

Office of the CAO

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Economic Development	Strategic Land Development	Economic Growth and Development	On Track	Areas of focus remain the Former Kraus Lands and the West Side Employment Lands
Economic Development	Development and Implementation of Business, Retention, and Expansion Program for Targeted Sectors	Economic Growth and Development	On Track	Follow-up survey of artists and culture sector organizations to assess changes/challenges due to COVID; engagement efforts with local companies to assess COVID impact; staff engaged with small businesses to develop business directory and share information regarding pandemic relief programs; participating with Regional staff in Workplace Count Survey; staff rolling out formal business retention, and expansion program post pandemic
Economic Development	Increased Investment in Arts and Cultural Industries	Economic Growth and Development Healthy Community and Resilient Neighbourhoods	On Track	Sponsorship of community-run micro-grant program expanded to support development of new artistic work and to leverage support from other levels of government; sponsorship leveraged at a local level to secure additional funding support for the program from Kitchener Waterloo Community Foundation; opportunities created for more than 50 artists through expansion to Art Walk Program; opportunities created for 12 artists through Community and Outreach services through the community garden temporary public art initiative;

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
				collaboration with regional partners on COVID recovery program
Economic Development	Strengthen Relationships with Post Secondary Institutions and Community Organizations	Economic Growth and Development	On Track	Continue to further the Future of Work Coalition

Community Services

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Community Programming and Outreach Services	Older Adult Strategy Development	Equity, Inclusion and a Sense of Belonging Equity and Inclusion, Fiscal Responsibility, Effective Engagement, Service Excellence	Delayed	Delayed due to COVID; many recommendations continue to be implemented within the framework of the plan within the guidelines of safe operations due to COVID
Community Programming and Outreach Services	Museum Strategy Implementation - Dedicated Website	Equity, Inclusion and a Sense of Belonging Healthy Community and Resilient Neighbourhoods Infrastructure Renewal Equity and Inclusion, Fiscal Responsibility, Service Excellence	On Track	There have been delays with the vendor however, it is anticipated this project will be completed in Q3 2021
Community Programming and Outreach Services	Museum Strategy Implementation - Museum Collection Storage	Equity, Inclusion and a Sense of Belonging Healthy Community and Resilient Neighbourhoods Infrastructure Renewal Equity and Inclusion, Fiscal Responsibility, Service Excellence	On Hold	Project on hold at this time until grant funding opportunity can be secured
Community Programming and Outreach Services	Neighbourhood Strategy Implementation	Equity, Inclusion and a Sense of Belonging Healthy Community and Resilient Neighbourhoods	On Track	Work ongoing with three goals identified for the work

Division	Key Initiative	Strategic Plan Pillar	Overall Status	Initiative Update
		Equity and Inclusion, Sustainability, Effective Engagement		
Community Programming and Outreach Services	Community Focused Equity and Inclusion Strategy Development	Equity, Inclusion and a Sense of Belonging Equity and Inclusion, Effective Engagement, Personal Leadership, Service Excellence	Delayed	Expanded scope and approach resulted in delay; shifting work to Indigenous Initiatives, Anti-Racism, Accessibility and Equity Division from Neighbourhood Team with timing to be determined in consultation with CMT and community leaders
Recreation Services	Implement Recommendations of the WMRC Project Operating and Program Reviews	Healthy Community and Resilient Neighbourhoods Infrastructure Renewal	On Track	Expanded WMRC is scheduled to introduce new opportunities to the community in 2022; to support success of new spaces, a Recreation Program Review was completed in 2021 with implementation advancing through to end of 2021
Recreation Services	Review, Replace and/or Upgrade Aging Recreational Facility Program Equipment and Space	Infrastructure Renewal	Delayed	To ensure an effective/efficient facilities-wide holistic review process, some components of the project have been paused pending the completion of the WMRC Project Furniture/Equipment Review; current environment (COVID pandemic) has also impacted review process
Recreation Services	Support Sport Tourism and Waterloo Region Sport Hosting Office Strategies	Economic Growth and Development	Delayed	Current environment (COVID-19) pandemic has impacted the ability to leverage/consider event bid opportunities and related scheduling; lead partners established a sport hosting model and strategy; the Waterloo Region Sport Hosting Office (WRSHO) governed by an advisory committee to provide strategic direction and tactical oversight; unified office will garner

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
				more success on collective bids and facility specific bids as resources
Recreation Services	Investigate the Feasibility of Offering Expanded Warming and Cooling Centre Hours	Sustainability and the Environment	On Track	Scheduled to advance in 2022; City will investigate viability and need for providing spaces for extreme temperature relief outside of normal business hours
Parks, Forestry and Cemetery Services	Parkland Strategy Implementation	Healthy Community and Resilient Neighbourhoods	Delayed	Experienced delays due to changes with Development Charges Act
Parks, Forestry and Cemetery Services	Parkland Strategy Implementation - Splash Pads and Action Sports	Healthy Community and Resilient Neighbourhoods	Delayed	Project delays experienced due to marketplace budget pressures, poor subsurface soils and condition of existing infrastructure (storm and sanitary); on schedule for completion in 2022
Parks, Forestry and Cemetery Services	Park Development - Northdale and Uptown	Healthy Community and Resilient Neighbourhoods	Delayed	Experienced delays due to staff resources and COVID; due to tendering pressures and marketplace, expect to see scope reduction to meet budget allocation
Parks, Forestry and Cemetery Services	Park Infrastructure Renewal - Silver Lake Frontage	Healthy Community and Resilient Neighbourhoods Infrastructure Renewal	On Track	Project over budget due to tendering pressures, marketplace and poor subsurface soils and condition of existing infrastructure (storm and sanitary); on schedule for completion in 2022
Parks, Forestry and Cemetery Services	Park Infrastructure Renewal - Parkview Crematorium	Healthy Community and Resilient Neighbourhoods Infrastructure Renewal	Delayed	Tendering was delayed due to tendering pressures and marketplace; scope reduction necessary to maintain project budget and meet changes in market demand; reduced to one retort replacement
Parks, Forestry and Cemetery Services	Park Infrastructure Renewal - Bechtel Park Ball Diamond	Healthy Community and Resilient Neighbourhoods Infrastructure Renewal	Delayed	Project delayed due to COVID and impact on public engagement; scope expanded to include field improvements as per user group needs

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Facility Design and Management Services	City Hall Renovation	Infrastructure Renewal	On Track	Project scope of work reduced to minimal upgrades only and revised the budget from \$1.9M to \$500K; the revised scope of the project is on schedule
Facility Design and Management Services	Green Building – Develop Site Specific Assessment and Begin Implementation to Meet Targets	Sustainability and the Environment	On Track	Council report in Q3 2021 on road map of future projects and potential funding requirements
Facility Design and Management Services	Construction of WMRC and East Side Library Branch	Equity, Inclusion and a Sense of Belonging Economic Growth and Development Infrastructure Renewal	On Track	Projects are on track and on budget; construction expected to be completed Q4 2021
Facility Design and Management Services	Installation of Elevator at Community Arts Centre	Equity, Inclusion and a Sense of Belonging	Delayed	ICIP Grant funding is \$770K of \$1.2M project budget; schedule is adjusted to follow grant funding release time; tender price is under budget; project is back on schedule
Fire Rescue Services	Advance and Integrate Software and Technology	Infrastructure Renewal	On Track	Non-emergency IPPW and Community Services divisions are preparing for the implementation of P25 radios; Fire Services is now advancing new electronic reporting software to align with Kitchener Fire Dispatch Emergency Communications
Fire Rescue Services	Fire Master Plan and Fire Station Optimization	Healthy Community and Resilient Neighbourhoods	Delayed	Consultants backed out of project prior to implementation - both due to COVID and reduced business capacities
Fire Rescue Services	Business Continuity Education and Planning	Healthy Community and Resilient Neighbourhoods	On Track	Prior to the first lockdown of 2020, was effectively merged into a corporate business continuity plan; an extensive number of corporate and divisional specific operational plans and policies have been developed thereby ensuring

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
				business continuity as it relates to business continuity; CMT, OLT and division specific supervisors have been trained to utilize electronic forms to support the prioritization critical activities and attendance; this includes the daily self-reporting associated with staff health and wellness to monitor and support staff and therefore, ensuring the continuity of operations
Municipal Enforcement Services	Community Safety Initiatives	Healthy Community and Resilient Neighbourhoods	On Track	Large Street Gatherings Task Force is underway and on-track; working group is meeting regularly; vacant buildings updates slightly delayed
Municipal Enforcement Services	Public Education and Awareness	Healthy Community and Resilient Neighbourhoods	On Track	Several campaigns initiated including anti-idling, graffiti, and a swimming pool safety program; additional education including backyard hens
Municipal Enforcement Services	Customer Service and Technology Enhancements	Healthy Community and Resilient Neighbourhoods	On Track	I-notice system ready and should be completed by end of 2021; exploring a re-vamped portal system for enhanced on-line customer service experience

Corporate Services

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Corporate Communications	Public Engagement	Equity, Inclusion and a Sense of Belonging Equity Inclusion, Effective Engagement	Delayed	Initial work underway; developing a guideline and process to ensure consistency across the organization; target completion in 2022
Corporate Communications	Corporate Identity and Policy Guidelines	Equity, Inclusion and a Sense of Belonging	Delayed	Review of existing policy and brand guide underway; target completion 2022

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
		Equity and Inclusion, Effective Engagement		
Corporate Communications	Large Public Street Gatherings	Healthy Community and Resilient Neighbourhoods	On Track	RFP issued and awarded to National Public Relations for development of comprehensive communications plan as per task force recommendation; target completion February 2022
Finance	Community Benefits Charge Study and Bylaw and Corresponding Amended Capital Budget and Forecast	Healthy Community and Resilient Neighbourhoods Sustainability, Fiscal Responsibility	Delayed	At the time of noting the initiative in the business plans, Bill 108 required municipalities to transition to a CBC and pass a by-law by January 1, 2021; this has since been changed to September 2022; CBC will be more narrow in scope than originally thought however, a full DC and a new CBC study will be conducted in 2022
Finance	2020-2022 City Wide Budget (Three Year) and 2023 City-Wide Budget (One Year)	Enables all strategic goals Sustainability, Fiscal Responsibility	On Track	Council reaffirmed 2021 Budget on December 7, 2020; work to review 2022 Budget is underway with Council reports in Q4 2021; 2023 Budget Process Project Plan to be approved by Budget Committee Q4
Finance	Tax and Water Billing Portal	Infrastructure Renewal Sustainability and the Environment Sustainability, Fiscal Responsibility, Service Excellence	Delayed	Delay to early 2022 due to staffing turnover and vendor availability; rollout to tax payers and utilities rate payers planned for Q4 2021 or Q1 2022
Finance	Payroll Time Sheet Automation	Infrastructure Renewal Sustainability and the Environment Sustainability, Fiscal Responsibility, Service Excellence	Delayed	Delays due to staffing turnover and pandemic capacity demands; multiple employee group phases have been completed in 2021; the remaining phases of the project are not anticipated to be completed until 2023 or beyond

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Finance	Finance and Human Resources Software Upgrades	Infrastructure Renewal Sustainability, Fiscal Responsibility, Service Excellence	On Track	Tax updates completed in fall 2020; PeopleSoft Finance Tools and System Upgrade Planning completion in fall 2021; PeopleSoft HRMS Tools and System Upgrade Planning completion in 2022
Fleet and Procurement Services	Capture Data to Enable Meaningful Fleet KPI Monitoring (Pilot Lean Six Sigma Project)	Sustainability, Fiscal Responsibility, and Service Excellence	On Track	Continuous improvement initiatives continue; Corporate Fleet Management Policy has been approved; Garage Work Order Management system has been implemented and ongoing training continues to effectively use the system; currently investigating resource and budget requirements for increased telematics that are needed to effectively track, monitor and measure; outcomes will determine impacts to budget/schedule/scope
Fleet and Procurement Services	Develop, Implement and Maintain Social Procurement Program	Equity, Inclusion, and a Sense of Belonging Sustainability and the Environment	On Track	Research and outreach activities began in 2020 and are ongoing; development of the framework for the program is underway and will direct the draft policy; policy on track to be presented to Council by end of 2021
Fleet and Procurement Services	Implement and Maintain Supplier Performance Management	Service Excellence, Fiscal Responsibility	Delayed	Program has commenced for some supplier categories (i.e. Fleet); formal communication of program for other supplier categories required before final roll-out of the program
Fleet and Procurement Services	Support Major Capital Infrastructure Projects	Infrastructure Renewal	On Track	Procurement Team continues to support projects for various divisions; Procurement activities completed in 2021 have exceeded \$31M

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Fleet and Procurement Services	Research and Reassess Greening Fleet Initiatives	Sustainability and the Environment	On Track	Investigating telematics solutions to provide data to support right-sizing and utilization analysis and "green fleet reporting"; investing budget and resource requirements to support TransformWR commitments; third party fleet review to develop implementation plan and recommendations planned for 2022
Human Resources	Equity and Inclusion Initiatives	Equity, Inclusion, and a Sense of Belonging	On Track	Implemented the following: HR Accommodation Request Procedure; Respectful Workplace Policy and Procedure; changes to posting language regarding accommodation and introduction of inclusivity language: "Be You @ Waterloo"
Human Resources	Health and Safety Risk Assessments	Healthy and Safe Workplace Fiscal Responsibility, Service Excellence	Delayed	Delayed due to pandemic priorities and changes in team; target completion Q4 2022; Workplace Violence Policy and Program update has been approved by Council and implemented; Workplace Violence Risk Assessments will be completed in Q3 2021 and the Risk Assessment Procedure will be completed and implemented in Q4 2021
Human Resources	Total Compensation and Pay Equity Review	Equity, Inclusion, and a Sense of Belonging	Completed	Both projects are completed and were implemented in May 2021 and July 2021
Human Resources	Employee Engagement Survey	Healthy and Safe Workplace, Personal Leadership, Equity and Inclusion	On Track	Began work with WorkWell to analyze results of employee survey and work with leadership to implement leadership standards based on continuing what the employees said we are doing well and focusing on areas that need

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
				improvement; more action plans to be developed
Information Management and Technology Services	IT Strategic Plan Review and Update	Effective Engagement, Sustainability, Fiscal Responsibility, Service Excellence	Completed	Completed with the report shared in the IT Steering Committee meeting
Information Management and Technology Services	Corporate Wide Computer Refresh	Infrastructure Renewal	Delayed	Due to supplier issues, a number of units were on back order; target completion Q4 2022
Information Management and Technology Services	IT Service Desk System Refresh	Infrastructure Renewal Service Excellence	Completed	Completed and in production; ongoing integration with other systems; staff will continue to explore new opportunities to leverage the software throughout the organization to increase return on investment
Information Management and Technology Services	Hybrid Cloud Application Platform	Infrastructure Renewal Service Excellence	Completed	Hybrid Cloud Application Platform went live in March 2021; IMTS has successfully deployed some applications on this platform
Information Management and Technology Services	OpenText System Infrastructure Refresh	Infrastructure Renewal Service Excellence	Delayed	Delayed due to COVID limitations and project plan by vendor; target completion Q3 2022
Information Management and Technology Services	Geographic Information Systems (GIS) Refresh	Infrastructure Renewal Service Excellence	Delayed	Planned upgrades have been delayed significantly due to factors including changeover in technical staff and slower completion of other required work due to reduced staff levels; issues with more recent hardware being acquired, the planned server resource allocation must be revisited, and a quote has been received for this consulting work prior to implementation
Legislative Services	Access to Information and Privacy Policies	Equity and Inclusion, Sustainability, Fiscal Responsibility, Effective	Delayed	Target completion late 2021/early 2022; new Privacy Impact Assessment tool added to respond to COVID pandemic

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
		Engagement, Service Excellence		
Legislative Services	Elected Officials Policies	Equity and Inclusion, Fiscal Responsibility, Effective Engagement and Service Excellence	Delayed	Intent of this policy was to document and provide clear framework for elected officials office involvement in assisting with internal and external event coordination; events were on hold for 2020 and 2021; work on policies will resume once "new normal" confirmed
Legislative Services	Municipal Election and Council Orientation	Infrastructure Renewal, Service Excellence	On Track	Scheduled to commence Q3 2021
Asset Management	Asset Management Planning for Municipal Infrastructure, O.Reg 588/17 - Phase 3	Infrastructure Renewal Sustainability, Fiscal Responsibility, Service Excellence	On Track	Due to the impacts of COVID, the Province has extended deadlines for O.Reg. 588/17 by one year; by delaying the completion target date to 2024, the next AMP will meet Phase 3 requirements and align with the 3-year budget process
Asset Management	2020 Asset Management Plan	Infrastructure Renewal Sustainability, Fiscal Responsibility, Service Excellence	Completed	
Asset Management	Asset Management Report Cards	Infrastructure Renewal Sustainability, Fiscal Responsibility, Service Excellence	On Track	2021 report cards are anticipated to be tabled before the end of the year
Legal Services	Review of Site Plan Process and Agreement Template	Economic Growth and Development Service Excellence	Delayed	This is under review with other departments; target completion Q4 2022
Legal Services	Participate in Lean Six Sigma Review of Official Plan Amendments and Zone Change Applications Processes	Economic Growth and Development Service Excellence	On Track	This work is ongoing and nearing completion
Legal Services	Assist Divisions in Implementing Objectives of Truth and	Equity, Inclusion, and a Sense of Belonging	On Track	This work is ongoing with various divisions

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
	Reconciliation Commission			
Legal Services	Assist Other Divisions in Facilitating Affordable Housing	Equity, Inclusion, and a Sense of Belonging	On Track	This work is ongoing with various divisions

Integrated Planning and Public Works

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Building Standards	Electric Inspection Vehicles	Sustainability and the Environment Safe, Sustainable Transportation Sustainability, Service Excellence	Completed	
Building Standards	Public Engagement and Education	Healthy Community and Resilient Neighbourhoods Effective Engagement	Delayed	Delayed due to COVID regulations and shut downs; engagement impacted
Building Standards	Create a New Public Portal and Multi-Jurisdictional Coordination (EDAP)	Economic Growth and Development Healthy Community and Resilient Neighbourhoods	Delayed	Delayed due to COVID and key technology upgrade prior to advancing portal; completed required upgrade of AMANDA 7; consultation with vendors underway; initial project meetings underway
Building Standards	Building Permit Fee Review	Economic Growth and Development Fiscal Responsibility	On Track	Consultant retained and a draft fee report prepared and submitted; staff are evaluating the report to formulate permit fee recommendations; Council report in fall 2021
City Utilities	Leak Detection System (LDS) Program	Sustainability, Service Excellence	Completed	
City Utilities	Sanitary Groundwater Infiltration Program	Sustainability, Service Excellence	Delayed	Initiative delayed due to COVID delays and staffing limitations
City Utilities	Valve Repair and Nut Replacement Program	Infrastructure Renewal Service Excellence	Delayed	Delayed due to staffing issues and COVID

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Engineering Services	Rehabilitation of Silver Lake, Laurel Creek and Waterloo Park	Healthy Community and Resilient Neighbourhoods	Delayed	Project being constructed via 3 tenders; the first (Laurel Creek) and second (lake cleanout) are substantially complete; the third (Waterloo Park frontage) contract has now been negotiated and awarded following Council's approval of additional funding; due to the need for additional funding approval and the contract negotiation process, a more realistic completion date will be summer 2022; with the approval of the additional funding, the full scope of work can proceed rather than phasing the cascade foundation to a future year
Engineering Services	Reconstruction of Larch Street	Healthy Community and Resilient Neighbourhoods	Completed	Larch Street reopened in September 2021
Engineering Services	Platinum Drive Extension	Safe, Sustainable Transportation	On Track	Platinum Drive was opened to the public in December 2020 but was not 100% completed; remaining boulevard and surface works anticipated to be completed in fall 2021 and surface asphalt in 2022
Planning	Urban Design Manual Update	Healthy Community and Resilient Neighbourhoods	On Track	Phase 1 completed on June 28, 2021; Phase 2 in progress
Planning	Electronic Review and Approval: Site Plan Process	Service Excellence	Completed	
Planning	Community Benefit Charge Strategy and Bylaw	Infrastructure Renewal	Delayed	At the time of noting the initiative in the business plans, Bill 108 required municipalities to transition to a CBC and pass a by-law by January 1, 2021; this has since been changed to September 2022; CBC will be more narrow in scope than originally thought however, a full DC and a new CBC study will be conducted

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
Planning	University Avenue Gateway Study and Plan	Healthy Community and Resilient Neighbourhoods	Completed	University Avenue Gateway Strategy approved by Council in December 2020
Transportation Services	Transportation Master Plan (TMP) Update	Safe, Sustainable Transportation	Completed	Update approved by Council on April 19, 2021
Transportation Services	Maintenance Standards for City Roads/Sidewalks	Safe, Sustainable Transportation Service Excellence	Delayed	COVID-19 delayed shipment of some equipment and installation; staff developing implementation plan from Winter Control Modernization Review report; hired new cross-function job positions to improve training and scheduling needs; new equipment installed in snow plow fleet to improve tracking of salt usage on roadways; new equipment has been installed for sidewalk plows and remaining transportation fleet; staff continuing to research fleet, tracking, and report needs and will continue into 2022
Transportation Services	Traffic Calming Initiatives	Safe Sustainable Transportation Service Excellence	Delayed	Original delay due to COVID; staff has continued to support businesses during COVID with "closed streets" in Uptown and installed flexible knock-down bollards in Uptown West as part of regular seasonal traffic calming; regular traffic counting program commenced in late April 2021 and staff utilized a contractor to help with backlog of counts; data collection back on track; automated speed enforcement program anticipated to launch in fall 2021; Council approved proposed traffic calming plans for various locations to be installed in fall 2021 and 2022; staff partnered with City of Kitchener and UW to create Vision Zero

Division	Key Initiative	Strategic Plan Pillar and/or Guiding Principle	Overall Status	Initiative Update
				Strategy and Framework to be used in both municipalities



2021-10-18 CAO2021-014 2019-2022 Strategic Plan Progress

General	Specific	Audit	Categories	Classifications	Ratings	References
Security Clearance	Versions	WebDAV				

1 Approval of Reports to Council	2 Financial Review	Civic Address (Non-street file)	Common	
Author:	<input type="text" value="Sandy Little"/>			
Author - Date signed:	<input type="text" value="09/29/2021"/>	<input type="button" value="Clear"/>		
Approval - Director:	<input type="text" value="NA"/>			
Approval Date - Director:	<input type="text"/>	<input type="button" value="Clear"/>		
Approval - Commissioner:	<input type="text" value="NA"/>			
Approval Date - Commissioner:	<input type="text"/>	<input type="button" value="Clear"/>		
Approval - Finance:	<input type="text" value="N/A"/>			
Approval Date - Finance:	<input type="text"/>	<input type="button" value="Clear"/>		
CAO:	<input type="text" value="Tim Anderson"/>			