



2020-22 Business Plans

MOVING FORWARD TOGETHER

waterloo.ca

THE CITY OF 
Waterloo



Office of the CAO

The CAO's office has overall administrative responsibility for the operations of the City of Waterloo. As a city, we will foster a vibrant, thriving economy with strategies on retaining and attracting students, businesses, families and seniors, carefully intensifying the city and promoting tourism. We take active steps to ensure sustainability and the active advancement of our strategic priorities within the overall operating framework prescribed by our city council and/or where legislated.

OUR DIVISIONS

- Economic Development
- Legal Services






OUR SECTIONS

- Asset Management



Economic Development

KEY INITIATIVES FOR 2020-2022

- Strategic land development 
- Re-development and implementation of BR&E program for targeted sectors 
- Increased investment in arts & cultural industries  
- Strengthen relationships with post-secondary institutions and community organizations 

[LINK TO OUR STRATEGIVE OBJECTIVES](#)



GUIDING PRINCIPLES



EQUITY, INCLUSION
AND A SENSE
OF BELONGING



SUSTAINABILITY &
THE ENVIRONMENT



SAFE,
SUSTAINABLE
TRANSPORTATION



HEALTHY COMMUNITY
& RESILIENT
NEIGHBOURHOODS



INFRASTRUCTURE
RENEWAL



ECONOMIC
GROWTH &
DEVELOPMENT







MEASURING PROGRESS

- ISO37120 measures
- 2014 – 2024 Culture Plan benchmarks
- Parking utilization study measurements
- 2019-2024 Economic Development Strategy



Legal Services

KEY INITIATIVES FOR 2020-2022

- Review of site plan process and agreement template  
- Participate in lean six sigma review of official plan amendments and zone change applications processes  

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Legal Services

KEY INITIATIVES FOR 2020-2022 *continued*

- Assist divisions in implementing objectives of truth and reconciliation commission 
- Assist other divisions in facilitating affordable housing 

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INFRASTRUCTURE RENEWAL



ECONOMIC GROWTH & DEVELOPMENT









MEASURING PROGRESS

- Real estate transactional matters:
2018 – 30 documents registered on title to properties, including site plan agreements, development agreements, easements and other registrations
- Enforcement matters: 2018 – 950 provincial offences court appearances
- Other matters: Legal Services continues to manage and balance expertise and resources in-house versus relying upon external resources.



Asset Management

KEY INITIATIVES FOR 2020-2022

- 2020 asset management plan (amp)  
- Asset management planning for municipal infrastructure, O.Reg 588/17 – phase 3  
- Asset management report cards  

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MEASURING PROGRESS

Potential Asset Management metrics are:

- The percentage of asset classes with a medium or higher level of asset maturity 2018 – 58%
- The number of Decision Support System (DSS) information improvements annually for quantity and quality elements. To be tracked.



COMMUNITY IMPACT

- City's Strategic Plan – beacon of navigation
- Arts and Culture / Economic Development
- \$2.3B inventory in asset management system
- Risk Management – Legal

Questions?