

Building a
strong and
sustainable
community
— together

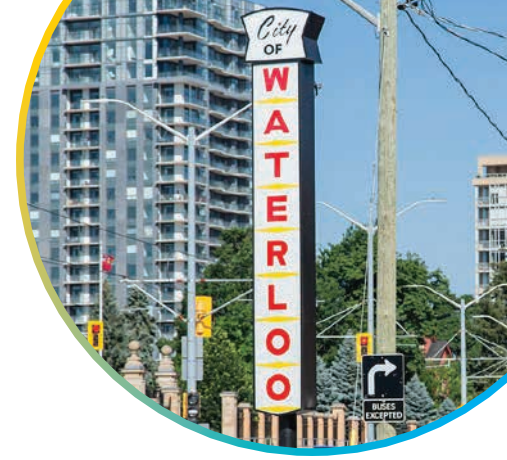
 BUDGET 2023

2023 BUSINESS PLANS

waterloo.ca/budget

THE CITY OF 
Waterloo

City of Waterloo Business Plans



The 2023 business plans are aligned with the City's 2023 budget and priorities, specifically support for existing programs and services; operating funding to support new capital assets and growth; continued increased investment in infrastructure renewal; and service delivery enhancements as supported by the strategic plan with emphasis on climate change, affordable housing and equity, diversity and inclusion.

8 Office of the CAO

- CAO/Strategic Initiatives
- Economic Development
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity

33 Community Services

- Community Outreach and Programming Services
- Recreation Services
- Parks, Forestry and Cemetery Services
- Facility Design and Management Services
- Fire Rescue Services
- Municipal Enforcement Services

86 Corporate Services

- Corporate Communications
- Finance
- Fleet and Procurement
- Human Resources
- Information Management and Technology Services
- Legal Services
- Legislative Services

139 Integrated Planning and Public Works

- Planning
- Engineering Services
- Building Standards
- Transportation Services
- City Utilities

183 Waterloo Public Library

Message from the CAO

TIM ANDERSON



It would be an understatement to say a great deal has changed since the last City of Waterloo business plan was shared with the community. The pandemic, which was first declared in March 2020, has had a profound impact on our country, province, community and of course individually.

We saw some of the best of what people can be during the first two years of the pandemic, with people looking after neighbours and providing support and being thoughtful in their decisions and choices. City staff and the community showed remarkable resiliency, responding to constant changes as a result of the spread of COVID. The City pivoted quickly and offered economic relief pressures to those that needed it.

As is often noted, change is a constant. One area where we saw a change is in the elected leadership of the City and we look forward to working with the new Council.

The business plans found in the following pages outline some of the key initiatives that City staff will be working on in 2023. This by no means represents all of the programs and services delivered by the City, rather it highlights a few projects that support the City's strategic plan. These initiatives reflect the City's ongoing commitment to address the climate emergency, equity, inclusion and reconciliation as well as the need for infrastructure renewal to maintain the quality of life residents expect. This renewal serves as an enabler of economic growth and healthy neighbourhoods. We're also fortunate

to be home to three of the top post secondary schools in Canada. The students and staff at these schools enrich our community.

We know we're living in challenging times. We're mindful of the economic issues that we all face with inflation rates at levels that we have not experienced in decades. In recognition of those economic pressures, our approved 2023 City budget tax increase is less than the current Canadian Price Index.

We're ready to meet the challenges that are before us and we look forward to the opportunities ahead while navigating these challenges with changing legislation such as Bill 109, the "More Homes for Everyone Act, 2022"; Bill 3, "The Strong Mayors, Buildings Homes Act"; and Bill 23, "More Homes Built Faster Act", which are designed to address housing and homelessness, growing and intensifying community, climate emergency, among other issues. These are challenges our dedicated team of Waterloo City staff are committed to working on and improving.

In closing, we are being thoughtful, inclusive and deliberate in our planning and budgeting, while continuing to deliver the service and programs our community expects and deserves.

A handwritten signature in black ink, appearing to read 'Tim Anderson'.

Tim Anderson
Chief Administrative Officer
City of Waterloo



Our Strategic Plan



One of the building blocks of a great city is a good **strategic plan**. This is where, as a community, we pause and take a good look at where we are and where we want to be.

Our business plans and budgets align with the strategic plan to ensure our programs and services aim to achieve these goals. Projects and other action items are included, which in turn, drive the budget process, lending critical insight into how achievable the objectives are, what resources are required to act on them and how they will be accomplished.



OUR MISSION

The Corporation of the City of Waterloo is committed to supporting sustainable growth, equity and an inclusive, vibrant community through the delivery of service excellence. We are supported in this effort through a team of volunteers, staff and elected officials that share a commitment to fiscal responsibility, healthy and safe workplace, effective engagement and personal leadership.



OUR VISION

Waterloo is an equitable community that leads the world in learning, discovery and caring.

Nearly 11,000 members of our community including residents, business and education leaders, city council, post-secondary students and city staff provided input into the strategic plan.

Our Guiding Principles

These principles serve as a common lens to guide our decision-making as we work to achieve the goals and objectives of our 2019-2022 strategic plan.



EQUITY AND INCLUSION

We work to ensure a sense of belonging, acceptance and value for all in our community and that everyone has access to equal opportunity and benefits.



SUSTAINABILITY

All actions and decisions are evaluated through a lens of environmental, social and economic sustainability.



FISCAL RESPONSIBILITY

We act in accordance with good governance best practices to ensure effective management of our financial resources.



HEALTHY AND SAFE WORKPLACE

We commit to providing a healthy and safe work environment for all employees and volunteers of the municipality.



EFFECTIVE ENGAGEMENT

Through diverse communication and outreach efforts, we ensure our community is informed of and has the opportunity to engage in conversations and decisions that shape our community.



PERSONAL LEADERSHIP

Employees and volunteers of the City of Waterloo are supported to demonstrate personal leadership in the performance of their role.



SERVICE EXCELLENCE

We are committed to providing exceptional service that meets the needs of citizens, stakeholders, city employees and volunteers.



Our Strategic Priorities

This strategic plan provides a common focus for Council and staff.
Here are our most important priorities for the next four years:



EQUITY, INCLUSION AND A SENSE OF BELONGING

Strengthen Waterloo as a diverse and inclusive community.



SUSTAINABILITY AND THE ENVIRONMENT

Transform Waterloo to be an environmentally, economically and socially sustainable community.



SAFE, SUSTAINABLE TRANSPORTATION

Improve all modes of transportation to make Waterloo more mobile, accessible and connected.



HEALTHY COMMUNITY AND RESILIENT NEIGHBOURHOODS

Position Waterloo as a strong and resilient community.



INFRASTRUCTURE RENEWAL

Focus on infrastructure needs through effective planning and engagement.



ECONOMIC GROWTH AND DEVELOPMENT

Foster a robust and diversified economy.



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 are committed to Reconciliation, diversity, equity and inclusion. We are taking active steps to meet our corporate and community sustainability and climate change goals within the overall operating framework prescribed by our City Council and/or where legislated.

OUR CORE CUSTOMERS

- Residents, students, visitors, Council, staff and volunteers, businesses and ratepayers of the City of Waterloo, surrounding municipalities, foreign, provincial and national investors.

OUR CORE COLLABORATORS

- Residents, Council, the business and development industry, committees of Council and business improvement areas, our local academic institutions, utility companies, the Region of Waterloo and area municipalities.

OUR DIVISIONS

- CAO/Strategic Initiatives
- Economic Development
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity

2023 Office of the CAO Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|---|-------------------------------|-------------------------------|
| EXPENSES | | |
| CAO/Strategic Initiatives | 765,436 | 1,012,209 |
| Economic Development | 4,506,198 | 4,348,972 |
| Indigenous Initiatives, Anti-Racism, Accessibility and Equity | 663,318 | 933,190 |
| TOTAL EXPENSES | 5,934,952 | 6,294,371 |
| REVENUES | | |
| CAO/Strategic Initiatives | (29,500) | (60,000) |
| Economic Development | (2,045,163) | (1,861,393) |
| Indigenous Initiatives, Anti-Racism, Accessibility and Equity | 0 | (32,000) |
| TOTAL REVENUES | (2,074,663) | (1,953,393) |
| TAX FUNDING | 3,860,289 | 4,340,978 |
| FTE | 20.1 | 21.7 |

2023 Office of the CAO Capital Budget Overview

| DIVISION | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|--|-------------------|--------------------------|-------------------|
| Economic Development | 6,952,000 | 15,655,000 | 22,607,000 |
| Indigenous Initiatives, Anti-Racism, Accessibility and Equity | 398,000 | 3,401,000 | 3,799,000 |
| Strategic Initiatives | 1,190,000 | 5,226,000 | 6,416,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | 8,540,000 | 24,282,000 | 32,822,000 |

Capital budgets and totals subject to rounding



CAO/Strategic Initiatives

OFFICE OF THE CAO

Our mission

We look to address challenges within our community by streamlining coordination and collaboration across the City and with strategic partners in the community. We recognize that many of the big challenges we face require big solutions. Big picture thinking and innovation will allow us to balance all of the City's and the community's priorities. The intent of this work is to enable the City to be future ready and to continue being the community of choice to live, work, play, and learn.

Our team

The CAO/Strategic Initiatives team works directly with all departments and divisions across the City. The challenges that our team addresses require a collaborative approach. Our small team consists of big picture thinkers who lead the development and implementation of the strategic plan which serves as a road map to help us align our efforts for big challenges such as sustainability and climate change, housing and homelessness, developing a Lean Six Sigma program, advocacy efforts with government agency partners, and work closely with Council and leadership on key strategic partnerships.

What we manage

- Strategic plan development and implementation
- Sustainability and climate change
- Housing and homelessness
- Lean Six Sigma program development and implementation
- Advocacy with government agency partners
- Key strategic partnerships

What governs our work

- City of Waterloo Strategic Plan
- Corporate Climate Change Adaptation Plan
- Energy Conservation Demand Management Plan
- Transform Waterloo Region
- Community Energy Investment Strategy for Waterloo Region
- Provincial legislation, plans, and policies (e.g. O Reg 507/18, Building Homes Act, 2022)

Our collaborators

- Sustainability Advisory Committee (SAC)
- Region of Waterloo and area municipalities, Waterloo Region Tourism Marketing Corporation, and the Waterloo Economic Development Corporation
- Waterloo Region Community Energy (WRCE)
- Post-secondary institutions
- Utilities including Enova Power Corp., Energy Plus, and Grand River Energy
- Community partners (e.g. Climate Action Waterloo Region, Sustainable Waterloo Region, The Working Centre, House of Friendship, and the Uptown BIA)

- Government relations partners (e.g. Ontario Big City Mayors (OBCM), Federation of Canadian Municipalities (FCM), Association of Municipalities of Ontario (AMO))
- Staff and community (e.g. equity deserving groups)

Emerging trends

- Strategic Plan: long-term strategic planning being informed by both quantitative and qualitative data. Focus on implementation and relationship-building with equity deserving groups. Increased focus on change management and continuous improvement initiatives (e.g. Lean Six Sigma)
- Sustainability and climate change: more frequent and severe extreme weather events. Awareness of climate justice as part of municipal climate action. Importance of advocacy efforts at the provincial and federal levels are increasing as municipalities grapple with aggressive Greenhouse Gas (GHG) emissions targets
- Housing and homelessness: ongoing housing crisis across the province with increased efforts on advocacy to the provincial and federal governments for added financial resources to address ongoing community challenges



Strategic plan 2023-2026

KEY INITIATIVES FOR 2023

STARTING

Second quarter 2022

TARGET COMPLETION DATE

Second quarter 2023

WHY THIS IS IMPORTANT

The City of Waterloo's strategic plan sets a path forward for both the corporation and the community based on a hybrid strategic planning approach to coincide with the new term of Council. The new strategic plan will be rooted in deep, meaningful, and targeted engagement which will continue into the implementation of the plan. It will act as a foundation for the next phase of business plan development and budget processes.

LINK TO STRATEGIC PLAN

This initiative is linked to the entirety of the strategic plan.



PROJECT COLLABORATORS

- Council
- All staff
- Community partners

BUDGET

\$194,000 - [capital ref. #148](#)
and capital (funded)

Corporate climate action plan (CorCAP)

KEY INITIATIVES FOR 2023

STARTING

Fourth quarter 2020

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

In 2019 the City of Waterloo declared a climate emergency and approved corporate Greenhouse Gas (GHG) emissions reduction targets of 50 per cent by 2030 and 80 percent by 2050 over 2010 levels. These targets are consistent with community GHG reduction targets that were endorsed in 2021. The intent of the Corporate Climate Action Plan (CorCAP) is to provide an internal strategic direction regarding sustainability and climate change across the corporation. It will be a strategy for emissions reduction from the ground up. In addition, CorCAP will create the opportunity for the City to be a leader regarding climate change mitigation and facilitate the investment in new technologies to help us address the climate emergency.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Sustainability and the environment

STRATEGIC OBJECTIVES

- Apply a sustainability lens on all services and projects
- Enable bold local actions to address the climate change crisis

PROJECT COLLABORATORS

- Office of the CAO

BUDGET

\$103,000 - [capital ref. #142](#)

2023 CAO/Strategic Initiatives Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-----------------------------------|
| TOTAL EXPENSES | 765,436 | 1,012,209 |
| Change (year over year) | | 246,773 |
| Budget reference | | B21-P B26-P B34-P PY Rev |
| TOTAL REVENUES | (29,500) | (60,000) |
| Change (year over year) | | (30,500) |
| Budget reference | | B1 B34-P PY Rev |
| TAX FUNDING | 735,936 | 952,209 |
| Change (year over year) | | 216,273 |
| FTE | 3.0 | 4.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 CAO/Strategic Initiatives Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|------------------|
| Economic Development Initiatives | 140 | 16,000 | 153,000 | 169,000 |
| Environmental Planning and Management | 141-145 | 612,000 | 1,864,000 | 2,476,000 |
| Infrastructure Management | 146 | 316,000 | 3,043,000 | 3,359,000 |
| Productivity Enhancement | 147 | 200,000 | - | 200,000 |
| Studies | 148 | 46,000 | 166,000 | 212,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 1,190,000 | 5,226,000 | 6,416,000 |

Capital budgets and totals subject to rounding



Economic Development

OFFICE OF THE CAO



Our mission

To be a catalyst for creativity, innovation, investment, collaboration and entrepreneurship. The Economic Development division is focused on the core objectives of keeping Waterloo competitive, welcoming and fostering a robust and diversified economy with opportunity for everyone.



Our team

The Economic Development team works cooperatively with the community, business, regional government partners and other organizations to ensure that business investment opportunities throughout the City are effectively developed and supported. We achieve this in a number of ways including a focus on employment land development and inventory, public parking supply and optimization, business retention and expansion programs and initiatives including developing support programs and opportunities to help remove barriers, fostering the growth of cultural industries, placemaking and community capacity building. We also support broader regional efforts regarding foreign direct investment (FDI), cultural and sports tourism, talent attraction and retention.

Economic Development currently has 10 full time staff with a broad range of backgrounds and professional skill sets including business development, urban planning, land development, marketing, public art, film industry development, local economic development, event management, arts administration, real estate and project management.

What we manage

- Employment land development
- Competitiveness (incentive programs, process and policy enhancement)
- Strategic investments that enhance and diversify core employment
- Attraction, retention and expansion of business and talent
- Placemaking (public art, festivals, events and culture programs)
- Small business support
- Management of the uptown surface and structured parking enterprise

What governs our work

- City of Waterloo Culture Plan and Policy, Public Art Policy, Significant Festivals and Events Policy, Public Square Use Policy
- City of Waterloo Economic Development Strategy
- Waterloo Region Economic Development Strategy, Waterloo Regional Tourism and Marketing Corporation Strategic Plan
- City of Waterloo Corporate Strategic Plan
- Waterloo Region Small Business Centre Strategic Plan and Ministry of Economic Development, Job Creation and Trade
- Uptown Parking Strategy and Regional Risk Management Agreements (Parking Lots)
- OHSA, safe workplace procedures and policies

Our collaborators

- Advisory Committee on Culture (Public Art Committee), Waterloo Economic Development Committee (WEDAC), Waterloo Regional Tourism and Marketing Corporation
- Waterloo Region Small Business Advisory Board
- Post-secondary institutions
- Community affiliates (community not-for-profits, Artists, Chamber of Commerce, Waterloo Economic Development Corporation, Waterloo Regional Tourism Marketing Corporation (WRTMC), Immigration Partnership, Workforce Planning Board of Waterloo, Wellington, Dufferin, Communitech and Accelerator Centre)
- Waterloo Region and area municipalities

Emerging trends

- Impending retail space and industrial land shortage within the City of Waterloo – demand for industrial space across Ontario has increased significantly since the start of the pandemic with demand out-pacing supply and growth planning has identified future shortage of retail/commercial space to serve the growing population
- Art and cultural industries identified as a growth sector – demand for new content fueled by platform providers such as Netflix, Hulu and Amazon are driving increased interest in film production and post-production opportunities
- Emergence of cleantech and medtech sectors – both are emerging local industrial clusters where significant investment and growth are expected in the coming years
- Growing need for affordable housing to support needs of the general community as well as to support talent attraction and retention efforts
- Ongoing support for the post-secondary institutions and related partnerships
- Intensification and optimization of City lands in uptown and employment zones

Strategic land development

KEY
INITIATIVES
FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

This will provide an available, consistent inventory of development-ready land to drive employment growth, business attraction, expansion and retention opportunities and development of key sectors while also increasing revenues to the City through lease/sale of land and increasing the tax base to further regional economic development initiatives and generate growth.

LINK TO STRATEGIC PLAN



Guiding principles and strategic pillars:

- Economic growth and development

STRATEGIC OBJECTIVES

- Foster a robust and diversified economy
- Align economic development and job growth with community development objectives that address economic disparity

PROJECT COLLABORATORS

- Office of the CAO

BUDGET

\$6M - [capital ref. #111, #112](#)
and capital (funded)

Development and implementation of business retention and expansion (B Rand E) program for targeted sectors

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

Business Retention and Expansion (B Rand E) is an economic development strategy of proactively connecting with existing businesses to understand and respond to their needs. Information collected from B Rand E helps the City construct and implement appropriate policies and programs so that businesses grow, stay and become more committed to the community.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Economic growth and development

STRATEGIC OBJECTIVES

- Foster a robust and diversified economy
- Align economic development and job growth with community development objectives that address economic disparity

PROJECT COLLABORATORS

- Office of the CAO

BUDGET

\$782,000 - capital ref. #101
and capital (funded)



Increased investment in arts and creative industries

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

This sector has been identified locally (through the Economic Development Strategy) and federally as a priority area of investment. Increased investment, including targeted talent retention and attraction strategies, increasing opportunities for affordable/accessible space and capacity building will allow Waterloo to remain competitive in a global market.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Economic growth and development

STRATEGIC OBJECTIVES

- Foster a robust and diversified economy
- Align economic development and job growth with community development objectives that address economic disparity

PROJECT COLLABORATORS

- Office of the CAO

BUDGET

\$65,000 - operating ref. B24



2023 Economic Development Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|--|
| TOTAL EXPENSES | 4,506,198 | 4,348,972 |
| Change (year over year) | | (157,226) |
| Budget reference | | B13-P B21-P B23 B24 B26-P B29-P B30-P B38 G9 I2-P Ent Trsf PY Rev |
| TOTAL REVENUES | (2,045,163) | (1,861,393) |
| Change (year over year) | | 183,770 |
| Budget reference | | B23 B24 B38 PY Rev |
| TAX FUNDING | 2,461,035 | 2,487,579 |
| Change (year over year) | | 26,544 |
| FTE | 13.1 | 13.1 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior year Reversal of One-time

2023 Economic Development Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|--|----------------|-------------------|--------------------------|-------------------|
| Community Improvement Plan (CIP) Development and Implementation | 101 | 53,000 | 507,000 | 560,000 |
| Economic Development Initiatives | 102-108 | 336,000 | 809,000 | 1,145,000 |
| Equipment Replacement | 109 | 28,000 | 68,000 | 96,000 |
| Facility Refurbishment | 110 | 578,000 | - | 578,000 |
| Land Development | 111-113 | 5,877,000 | 12,338,000 | 18,215,000 |
| Parkade | 114-118 | 69,000 | 1,516,000 | 1,585,000 |
| Parking Rehabilitation | 119-122 | - | 385,000 | 385,000 |
| Productivity Enhancement | 123 | - | 32,000 | 32,000 |
| Studies | 124 | 11,000 | - | 11,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 6,952,000 | 15,655,000 | 22,607,000 |

Capital budgets and totals subject to rounding



Indigenous Initiatives, Anti-racism, Accessibility and Equity (IIARAE)

OFFICE OF THE CAO

Our mission

Diverse communities and groups make up the population of Waterloo. Through a commitment to Reconciliation, justice, equity, and inclusion this team will empower the City of Waterloo with knowledge, tools, and strategic partnerships to disrupt and dismantle all forms of discrimination, and to work towards eliminating barriers to justice, equity, and inclusion.

Our team

This team engages equity-deserving individuals and groups, urban Indigenous communities, Six Nations of the Grand River, the Haudenosaunee Confederacy, the Haudenosaunee Development Institute, and the Mississaugas of the Credit to ensure programs, services and facilities are inclusive. The team also supports a broader regional efforts by actively participating in the Reconciliation Action Partnership, Grand River Accessibility Advisory Committee and other collaboratives.

Achievement of this will be reached through:

- Corporate Reconciliation and equity, diversity and inclusion (EDI) training program development
- Multi-year accessibility plan implementation
- Monitoring legislative Accessibility for Ontarians with Disabilities (AODA) compliance
- Building ongoing relationships to better understand and respond to community needs by seeking their input in all aspects of City service delivery, program planning and implementation
- Developing key performance indicators to measure and monitor progress in Reconciliation and equity, sharing progress to staff, Council and the community
- Introducing policy changes to create a welcoming and inclusive environment. Providing advice on building an accessible, equitable, inclusive workplace to attract and retain a workforce that is reflective of Waterloo residents
- Partnering with Human Resources to undertake regular census and inclusion surveys of staff

The team has four full-time staff with lived experience and professional skills including: clinical psychotherapy/trauma informed practice; community engagement; human rights, equity and anti-racism advocacy; research and policy analysis; strategic implementation and project management. Staff have backgrounds in public service, social work, economic development and friendship centre governance. The team is also supported by placement students from the University of Waterloo (UW), Wilfrid Laurier University (WLU) and Conestoga College who are engaged in learning about policy development, community outreach, equity, inclusion and accessibility initiatives.

What we manage

- Project, policy and program development and evaluation across the corporation
- Developing and maintaining relationships with local Indigenous communities, and equity-deserving individuals and organizations based in trust, respect and transparency
- Corporate Reconciliation and EDI training
- Responding to complaints (internal and external) with a restorative justice lens
- AODA compliance



What governs our work

- City of Waterloo Strategic Plan
- Council approved reports - COM2019-032 City of Waterloo Response to the Truth and Reconciliation Commission Calls to Action, COM2020-033 Indigenous Initiatives, Anti-Racism, Accessibility and Equity – Advancing a Staff Team
- Accessibility for Ontarians with Disabilities Act (AODA)
- Waterloo's Multi-year Accessibility Plan
- Co-operative work with area municipalities
- The seven grandfather teachings:
 - » Respect: Being open and honest in learning, sharing, and partnering
 - » Love: Celebrating our differences and accepting our uniquenesses
 - » Truth: Operating with integrity in all our engagements
 - » Humility: Fostering healthy conversations with an emphasis on listening – creating a safe space to have healthy and sometimes difficult conversations
 - » Wisdom: Creating opportunities to learn and grow with each other through sharing of knowledge, understanding, and life experiences
 - » Bravery: Speaking truth to power at all times in a way that brings about change



Our collaborators

- Internal departments
- External community – Indigenous communities and equity deserving groups
- Collaborations and committees – Reconciliation Action Partnership, Grand River Accessibility Advisory Committee, Wellbeing Waterloo Region, Rainbow Coalition, Spectrum, Immigration Partnership, Children's Planning Table, school boards, Waterloo Public Library and post-secondary Institutions
- Neighbouring municipalities

Emerging trends

- Increase in hate-motivated incidents, Statistics Canada shows the number of police-reported hate-motivated crimes in Canada increased by 27 per cent between 2020 and 2021, from 2,646 incidents to 3,360, following a 36-per-cent increase in 2020. Those crimes target religion, sexual orientation, and race or ethnicity
- The ethnic diversity of residents is increasing. The birth place of Waterloo immigrants is more diverse with almost half of the City's immigrants born in an Asian country (2016 Census). In addition, according to the 2021 census, the largest non-official languages spoken at home in the City are: Mandarin, Arabic, Hindi languages, Spanish and Punjabi (Panjabi). Immigration will continue and immigrants are likely to come from a greater variety of regions across the world contributing to the continued ethnic diversity of the City. Implications include need for increased interpretation services, and that programs and services offered need to be more reflective of community needs (e.g. increased demand for sports such as cricket, soccer, basketball)
- Consultation and relationship building with Six Nations of the Grand River, Mississaugas of the Credit and Haudenosaunee Confederacy. Understanding the shared values in how we make decisions moving forward



Develop a strategy to address reconciliation, anti-racism, equity and accessibility

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

In the current climate, equity and inclusion in municipalities is imperative. Unfortunately, systemic and persistent forms of discrimination have created cities that are not inclusive to everyone. This strategy will provide direction to the City of Waterloo through a Reconciliation action plan to respond to the Truth and Reconciliation Commission (TRC) recommendations and needs of the Indigenous communities. Staff will engage equity deserving groups and develop an action plan to address anti-racism and equity leading to a sense of inclusion and belonging. The City needs to acknowledge and combat the existence of anti-Black racism, Islamophobia, sexism, racism, anti-Semitism, ageism, xenophobia, homophobia, transphobia, gender-based and other forms of discrimination. Improving accessibility by implementing actions identified in the comprehensive accessibility audit completed in 2022 and include the varied perspectives of persons with disabilities in policy development, consultations, and processes.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery
- Respond to the Truth and Reconciliation Commission's calls to action for municipalities

PROJECT COLLABORATORS

- Internal City departments
- Indigenous communities and equity deserving groups
- Collaborations and committees – Reconciliation Action Partnership, Grand River Accessibility Advisory Committee, Wellbeing Waterloo Region, Rainbow Coalition, Spectrum, Immigration Partnership, Children's Planning Table, school boards, Waterloo Public Library and post-secondary institutions
- Neighbouring municipalities

BUDGET

\$225,000 - operating ref. S1-P,
\$453,000 - capital ref. #130, #133, #134
and capital (funded)
and Base Operating/Staff Resources



Placekeeping and land opportunities

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

Place keeping and connections to the land is vital to Indigenous culture, ceremony, language, and stewardship. Currently there are no safe and available spaces for the urban Indigenous communities to use. Recommendations will be based on the Call to Action of the Truth and Reconciliation Commission and the rights identified in the United Nations Declaration on the Rights of Indigenous Peoples. Engaging and establishing long-term partnerships with the Indigenous communities with common goals towards reconciliation. These spaces will be Indigenous-centred and not intended for purposes of educating settlers. This work is rooted in relationship building that will provide direction and help the City in identifying a wide variety of space needs for land-based programming, ceremonial fire space, gathering and cultural celebration, organizational administration and indoor programming.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery
- Respond to the Truth and Reconciliation Commission's calls to action for municipalities

PROJECT COLLABORATORS

- City departments
- Reconciliation Action Partnership
- Area municipalities

BUDGET

\$225,000 - [operating ref. S1-P](#) and Base Operating/Staff Resources

2023 IIARAE Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 663,318 | 933,190 |
| Change (year over year) | | 269,872 |
| Budget reference | | B21-P B25 S1 |
| TOTAL REVENUES | 0 | (32,000) |
| Change (year over year) | | (32,000) |
| Budget reference | | B25 |
| TAX FUNDING | 663,318 | 901,190 |
| Change (year over year) | | 237,872 |
| FTE | 4.0 | 4.6 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 IIARAE Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|------------------|
| Facility Refurbishment | 130 | 194,000 | 2,753,000 | 2,947,000 |
| New Programs | 131-134 | 204,000 | 648,000 | 852,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 398,000 | 3,401,000 | 3,799,000 |

Capital budgets and totals subject to rounding



Community Services

We develop and promote programs, facilities, and spaces for recreation and community activities for all citizens. We ensure that heritage in our community is nurtured and celebrated and we take active measures to provide a safe and secure community by safeguarding the lives and property of residents and the public.

OUR CORE CUSTOMERS

- Residents

OUR CORE COLLABORATORS

- Residents
- Community groups
- Neighbourhoods, sports, recreation, organizations
- Visitors to our community
- Post secondary institutions
- Volunteers

OUR DIVISIONS

- Community Programming and Outreach Services
- Recreation Services
- Parks, Forestry and Cemetery Services
- Facility Design and Management
- Fire Rescue Services
- Municipal Enforcement Services

2023 Community Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|---|-------------------------------|-------------------------------|
| EXPENSES | | |
| Commissioner | 420,049 | 428,609 |
| Community Programming and Outreach Services | 5,836,714 | 6,086,264 |
| Recreation Services | 12,180,674 | 12,984,083 |
| Parks, Forestry and Cemetery Services | 10,088,247 | 10,334,080 |
| Facility Design and Management Services | 9,747,132 | 10,045,999 |
| Fire Rescue Services | 20,073,524 | 20,548,452 |
| Municipal Enforcement Services | 5,433,666 | 5,159,173 |
| TOTAL EXPENSES | 63,780,006 | 65,586,660 |
| REVENUES | | |
| Commissioner | (40,000) | (40,000) |
| Community Programming and Outreach Services | (1,319,420) | (1,319,420) |
| Recreation Services | (10,625,265) | (10,645,229) |
| Parks, Forestry and Cemetery Services | (2,235,596) | (2,361,503) |
| Facility Design and Management Services | (1,439,360) | (1,391,597) |
| Fire Rescue Services | (351,489) | (355,176) |
| Municipal Enforcement Services | (4,197,922) | (3,875,067) |
| TOTAL REVENUES | (20,209,052) | (19,987,992) |
| TAX FUNDING | 43,570,954 | 45,598,668 |
| FTE | 450.9 | 456.4 |

2023 Community Services Capital Budget Overview

| DIVISION | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------------|--------------------------|--------------------|
| Community Programming and Outreach Services | 3,357,000 | 13,263,000 | 16,620,000 |
| Recreation Services | 57,000 | 4,465,000 | 4,522,000 |
| Parks, Forestry and Cemetery Services | 3,960,000 | 42,329,000 | 46,289,000 |
| Facility Design and Management Services | 8,308,000 | 44,498,000 | 52,806,000 |
| Fire Rescue Services | 9,261,000 | 19,520,000 | 28,781,000 |
| Municipal Enforcement Services | 148,000 | 44,000 | 192,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | 25,091,000 | 124,119,000 | 149,210,000 |

Capital budgets and totals subject to rounding

Community Services Commissioner Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 420,049 | 428,609 |
| Change (year over year) | | 8,560 |
| Budget reference | | B21-P B34-P |
| TOTAL REVENUES | (40,000) | (40,000) |
| Change (year over year) | | 0 |
| Budget reference | | B34-P |
| TAX FUNDING | 380,049 | 388,609 |
| Change (year over year) | | 8,560 |
| FTE | 2.0 | 2.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time



Community Programming and Outreach Services

COMMUNITY SERVICES

Our mission

The Community Programming and Outreach Services team is dedicated to supporting community-building, promoting health and wellbeing, and improving community involvement through a variety of programs and services that provide memorable, positive experiences, and a sense of belonging. Our team actively engages with community groups, organizations, and volunteers, including equity-deserving community members, alongside direct program delivery to enhance and enrich the lives of residents, students and visitors to the City of Waterloo.

Our team

Our team consists of Community Programming, Museum and Archival Collections, and Community and Neighbourhoods Services. Talented and dedicated community volunteers support our goals and assist in the delivery and development of programs and services.

Community Programming staff is committed to enhancing the quality of life and social interaction of all age groups in our community. Staff are dedicated to the development and promotion of a multitude of health and wellness programs, supportive services initiatives, and camp programs to contribute to a sense of belonging to our community.

On behalf of the community, Museum and Archival Collections staff operates the City of Waterloo Museum, dedicated to celebrating Waterloo's unique and diverse stories. Through exceptional engagement and program delivery, we create, gather, and share knowledge that contributes to a better future for our community.

Community and Neighborhood Services staff liaise with sports groups and neighbourhood groups, and undertakes other outreach, to support wellbeing, inclusion and belonging. A range of grants, financial supports and other community-building programs are provided alongside policy and planning activities that ensure quality and responsive service delivery.

What we manage

- City of Waterloo Museum manages a growing collection of more than 20,000 donated objects and archival material, which includes corporate resources. These items held in the public trust are relevant in telling the diverse stories of Waterloo
- Research and produce original programming and exhibitions for exceptional historic storytelling and community engagement
- Programs such as Fee Assistance and Facility Rental Discount that aim to make sport, recreation and leisure activities affordable and accessible for all age groups
- Affiliation agreements and liaison services support sustainability of sports, recreation, and leisure, and neighbourhood organizations
- Grant programs such as community cash grants, foundational operating grants, and Neighbourhood Matching Fund support community-building endeavours
- Community Programming is responsible for a variety of inclusive and accessible leisure and special interest programs for all ages. More specifically, we deliver exceptional camp programs, collaborate with City of Kitchener on inclusion services and offer age-friendly social, learning and recreational programs that promote health, well-being and social connections. In addition, we are responsible for delivering on home support services and a senior day program for older adults as funded through Ontario Health



What governs our work

- City of Waterloo Museum is governed by standards and policies established by the Canadian Museum Association; Ministry of Heritage, Sport, Tourism and Cultural Industries; and City Council
- Older adult programs and support services require mandatory reporting on performance and budgets established by the Ministry of Health, and Ministry of Seniors and Accessibility
- Neighborhood strategy, outdoor sports field strategy, recreation program review
- Program policies, such as Affiliation Policy, Facility Rental Discount Policy, and Fee Assistance Policy
- Our team is guided by the direction approved by Council to respond to diversity, equity and inclusion, and the Truth and Reconciliation Calls to Action
- Our team welcomes the interest and involvement from our community to help guide our work
- Corporate strategies such as Official Plan, Strategic Plan and Business Plan



Our collaborators

- Community volunteers through engagement, development, and delivery of services.
- Not-for-profit community groups
- Private sector, all levels of government, and professional associations
- Primary, secondary, and post-secondary educational institutions
- Community groups and organizations, and special interest groups
- Other City departments and municipal partners
- Government agencies for reference and grant opportunities

Emerging trends

- Role municipalities will play in the Truth and Reconciliation Calls to Action
- Community focus on social justice and equity points to needs in developing programs and services to better support equitable, and inclusive access
- Increasing and evolving community expectations of municipal service delivery in areas such as infrastructure quality, access to services and programs
- Changes in provincial systems especially in housing, health care and education, are resulting in pressures of increasing expectations on the municipality by community members and funding agencies
- Recognizing and reacting to the increasing number of community members who are baby boomers. New census data shows Waterloo has become the first city in the region with more seniors (those 65 and older) than children. The proportion of seniors 65 and over is one of the fastest growing segments of our population
- Increasing need to use a variety of communication platforms to market available programs and services while also recognizing that community members of different ages prefer to use communication platforms that they are more comfortable with
- High-rise density housing presents new opportunities to build community connections



Community grants renewal

KEY INITIATIVES FOR 2023

STARTING

Second quarter 2022

TARGET COMPLETION DATE

Third quarter 2023, for implementation in 2024 grant cycle

WHY THIS IS IMPORTANT

The City of Waterloo delivers the Community Cash Grant Program and the Neighbourhood Matching Fund Program. The Community Grants Renewal Project will explore improvements to the grant structure and process, considering the changing needs of the community, and the granting priorities of other local organizations, to propose a renewed approach to City-led grants for the greatest community impact.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Equity, inclusion and sense of belonging



- Infrastructure renewal



- Service excellence



- Health community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Optimize usage and efficiency of existing facilities and assets
- Develop engagement strategies that effectively communicate and balance community priorities with operational and financial realities

PROJECT COLLABORATORS

- Economic Development division and Arts and Culture section
- Finance division
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Former grant recipients
- Discussion with other grants funders, government/community

BUDGET

\$190,000 - operating ref. S2-P and B27

\$19,000 - capital ref. #202

Older adult service transition, recovery and enhancement

KEY INITIATIVES FOR 2023

STARTING

Second quarter 2022

TARGET COMPLETION DATE

Third quarter of 2023 and ongoing

WHY THIS IS IMPORTANT

The City has undergone a significant transition of programs and services for older adults to the new Community Pavilion and expanded Waterloo Memorial Recreation Complex with the closure of two older adult centres. The Pavilion is the City's new designated Senior Active Living Centre and the new home to our Ontario Health-funded programs. It is imperative that new program locations offer a wide variety of accessible and inclusive services, programs and amenities that meet the diverse and changing needs of our older adult community. As such, new program and service strategies will be required to mitigate and manage these ongoing effects.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence



- Fiscal responsibility



- Equity, inclusion and a sense of belonging

- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Optimize usage and efficiency of existing facilities and assets
- Develop engagement strategies that effectively communicate and balance community priorities with operational and financial realities

PROJECT COLLABORATORS

- Recreation Services division
- Corporate Communications division
- Granting agencies – Ministry for Seniors and Accessibility
- KW4 Ontario Health Team, older adult centres
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Local business and community members

BUDGET

\$165,000 - operating ref. S2-P and Base Operating/Staff Resources

Museum space renewal

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

First quarter 2024

WHY THIS IS IMPORTANT

The Museum strategy approved by Council in 2015 recommended a consolidation of storage and expansion of current exhibition and programming spaces to a location in uptown Waterloo. A permanent location will optimize usage and efficiency, and allow expanded collaborative opportunities to help serve the community. This Museum Space Renewal project requires a number of strategic initiatives to implement, including a study to address potential properties, options for re-purposing the current museum space, and identifying future funding opportunities.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Equity, inclusion and sense of belonging



- Fiscal responsibility



- Effective engagement



- Service excellence

- Infrastructure renewal



- Health community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Optimize usage and efficiency of existing facilities and assets
- Develop engagement strategies that effectively communicate and balance community priorities with operational and financial realities

PROJECT COLLABORATORS

- Community Services, including Community Programming and Outreach, Facilities and Design Management, IPPW divisions
- City departments and advisory committees
- Community members and organizations, including post-secondary institutions
- All levels of government

BUDGET

\$165,000 - operating ref. S2-P

\$838,000 - capital ref. #201, #203 and #208

2023 Community Programming and Outreach Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 5,836,714 | 6,086,264 |
| Change (year over year) | | 249,550 |
| Budget reference | | B21-P B27 S2 |
| TOTAL REVENUES | (1,319,420) | (1,319,420) |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 4,517,294 | 4,766,844 |
| Change (year over year) | | 249,550 |
| FTE | 27.6 | 27.6 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Community Programming and Outreach Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|-------------------|
| Equipment Replacement | 201-202 | 24,000 | 296,000 | 320,000 |
| Facility Expansion | 203-204 | 817,000 | 9,430,000 | 10,247,000 |
| Facility Refurbishment | 205 | 2,500,000 | 2,500,000 | 5,000,000 |
| Fleet Management | 206 | - | 87,000 | 87,000 |
| New Programs | 207 | - | 55,000 | 55,000 |
| Studies | 208-211 | 16,000 | 819,000 | 835,000 |
| Technology Refresh / Upgrades | 212 | - | 76,000 | 76,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 3,357,000 | 13,263,000 | 16,620,000 |

Capital budgets and totals subject to rounding



Recreation Services

COMMUNITY SERVICES

Our mission

Recreation Services provides opportunities for citizens and groups to participate in active living, events and other recreational activities in clean and safe environments. We strive to surpass customer expectations ensuring effective and efficient management of facilities, enhancing our ability to manage performance and undertake strategic initiatives.

Our team

Recreation Services is a team of knowledgeable, engaged, skilled professionals with specializations, designations and certifications related to facility operations, programming, event planning and hosting, business development, digital communications and marketing.



What we manage

- Management of customer service and facility operations at the Albert McCormick Community Centre, Moses Springer Community Centre, RIM Park Manulife Sportsplex, and the Waterloo Memorial Recreation Complex
- Active living programs including sports, aquatics, fitness and CARL (Community Adult Recreation Leagues)
- Facility allocation and booking; program registration
- Events, and sport tourism
- Marketing, business development, advertising and sponsorship



What governs our work

- City of Waterloo Corporate Strategic Plan
- Recreation and Leisure Master Plan
- Recreation program review
- Various policies including but not limited to the Facility Allocation Policy and Procedures, and the Respectful Behaviour Policy
- License agreement related to facility clients and events
- Various federal, provincial legislation/regulations including the Occupational Health and Safety Act (OHSA) and the Accessibility for Ontarians with Disabilities Act (AODA)



Our collaborators

- Facility clients and program customers
- City affiliated organizations
- Neighbouring municipalities and post-secondary institutions
- Waterloo Region Sport Hosting Office
- Other divisions within Community Services and the City of Waterloo
- Other City departments and municipal partners
- Government agencies for reference and grant opportunities

Emerging trends

- Aging population and increasing diversity of Waterloo community; ensuring affordable, accessible, equitable, and inclusive programming, facilities, and services
- A proactive approach to climate change. Supporting corporate energy and greenhouse gas (GHG) conservation and demand management action plans
- Facility safety and security
- Continued growth in requests for/access to online tools



Implement recommendations of recreation program review

STARTING

Fourth quarter 2022

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

An initial Recreation Program Review was completed in June 2020 and a subsequent staff restructuring took place in July 2021. The renewed and enhanced vision for programming ensures residents of all ages, including equity-deserving groups, have access to a variety of inclusive and accessible programs at a range of price points. Positive strides have been made to reorganize program delivery by scope and area of focus within Recreation Services and Community Programming. Project implementation for 2023 includes a strategic focus on collaboration, developing new partnerships and expanding diverse leisure, recreation, inclusion and special interest programs.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence
- Equity, inclusion and a sense of belonging
- Healthy community and resilient neighbourhoods



STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery
- Address the needs of an aging population through responsive development, programming and communication strategies
- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use

PROJECT COLLABORATORS

- Community Programming and Outreach Services division
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Corporate Communications division

BUDGET

\$160,425 - **operating ref. B28**
and Base Operating/Staff Resources

Support sport tourism and the Waterloo Region sport hosting office strategies

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

Sport tourism resides at the intersection of sporting events and tourism. It is one of the fastest growing segments of the global tourism industry.

An independent Sport Hosting Office, formally known as the Waterloo Region Sport Hosting Office (WRSHO) is housed under the Waterloo Regional Tourism and Marketing Corporation (WRTMC) umbrella. The WRSHO is governed by an advisory committee with subject matter expertise.

Now that the office and governance model is well under way, looking ahead there are numerous opportunities on the horizon that contribute to sport tourism in Waterloo Region. The City of Waterloo is actively engaged in supporting two separate regional venue feasibility studies with the Sport Hosting Office and its partners, while continuing to explore improvements to stadium and arena facilities within the Region for 2023.

The investment into the sports tourism office, its strategies, and projects will demonstrate a collaborative approach to securing and delivering sports events that deliver an economic return for the community and business as a whole.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Economic growth and development



STRATEGIC OBJECTIVES

- Actively attract and nurture innovation among businesses to fuel a diverse economy

PROJECT COLLABORATORS

- Economic Development division
- Waterloo Region Tourism and Marketing Corporation (WRTMC)
- City of Cambridge, City of Kitchener, and regional townships
- Post-secondary institutions
- Local, provincial and national sports organizations

BUDGET

Base Operating/Staff Resources

Review, replace and/or upgrade aging program equipment and facility space

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

The ongoing review, replacement and enhancement of recreation program equipment and facilities amenities is designed to provide a safe and enjoyable recreational experience for customers. This could include, but is not limited to, items like nets, yoga mats, chairs, tables, AV equipment, etc. Where practical, the purchase of assets, products, and equipment that support a sustainable, green environment while considering the greenhouse gas future targets, will be considered.

Review of existing space as part of the Indoor Community Space Master Plan project is underway and considerations will be given to reinvesting in our current spaces to upgrade and renew our recreational facilities to address the needs of our changing community and maximize facility usage.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Infrastructure renewal



- Equity, inclusion and a sense of belonging



- Healthy community and resilient neighbourhoods

- Sustainability and the environment

STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets, dedicate appropriate resources to plan, renew and maintain existing infrastructure
- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery
- Address the needs of an aging population through responsive development, programming and communication strategies and create, maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Apply a sustainability lens on all services and projects

PROJECT COLLABORATORS

- Facility Design and Management Services division
- Community Outreach Programming and Services division
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division

BUDGET

\$57,000 - capital ref. #351

2023 Recreation Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 12,180,674 | 12,984,083 |
| Change (year over year) | | 803,409 |
| Budget reference | | B21-P B28 |
| TOTAL REVENUES | (10,625,265) | (10,645,229) |
| Change (year over year) | | (19,964) |
| Budget reference | | B2 G1-P |
| TAX FUNDING | 1,555,409 | 2,338,854 |
| Change (year over year) | | 783,445 |
| FTE | 151.9 | 152.9 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Recreation Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|------------------|
| Facility Expansion | 350 | - | 2,001,000 | 2,001,000 |
| Facility Refurbishment | 351-356 | 57,000 | 2,464,000 | 2,521,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 57,000 | 4,465,000 | 4,522,000 |

Capital budgets and totals subject to rounding



Parks, Forestry and Cemetery Services

COMMUNITY SERVICES



Our mission

Parks Forestry and Cemetery Service (PFCS) is a diverse team that promotes and enhances the City's natural environments, builds and maintains dynamic public spaces which provide opportunities to create lasting and memorable experiences for both residents and visitors; making Waterloo a welcoming place to live, work, learn and play. Through exceptional customer service, sound fiscal judgment and responsible environmental stewardship, we provide a balance between active and passive spaces that meet the diverse social, environmental and health needs of our community.



Our team

PFCS is made up of a diverse and passionate team of professionals and subject matter experts ranging from playground practitioners, certified arborists, horticultural technicians, irrigation technicians, cemetery professionals, stewardship coordinators, landscape technologists and landscape architects. Staff hold memberships in the Ontario Parks Association, Sports Turf Canada, Ontario Parks and Recreation, International Society of Arboriculture, Ontario Association of Cemetery and Funeral Professionals, Ontario Association of Landscape Architects and the Canadian Association of Landscape Architects.



What we manage

- Parks and open spaces which provide a wide variety of active and passive recreational experiences, including: playgrounds, splash pads, off leash dog parks, community gardens and outdoor ice rinks
- Manage capital projects and parks development including: public participation, design, and project management for parks, playgrounds, park rehabilitation and strategic master planning for the division
- Provide year-round maintenance, including winter maintenance, on trails, bike lanes, sidewalks, multi-use trails, segregated bike lanes and park pathways, as well as managing encroachments and yard waste/residential dumping
- Maintain and provide sports facilities, including: baseball diamonds, tennis/multi-use courts, basketball courts, beach volleyball courts, soccer fields and outdoor artificial turf fields
- Environmental outreach and education, including: Partners in Parks agreements, City-wide environmental events, Earth Day community events, Bee City initiatives and various naturalization and pollinator planting events
- Manage and maintain the urban forest including scheduled and emergency tree maintenance, tree assessment and tree planting throughout the City
- Provide and maintain seasonal horticultural displays along prominent streetscapes, entry features and shrub beds throughout the City
- Cemetery Services is responsible for two cemeteries and one crematorium facility



What governs our work

- The City's Official Plan and Strategic Plan
- The Parkland, Recreation and Leisure, Outdoor Sports Field, Action Sports and Neighbourhood strategies and various master plans
- The Ministry of Transportation Minimum Maintenance Standards, Highway Traffic Act, Pesticide and Noxious Weed Acts, Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act and the Canadian Standards Association
- The Funeral, Burial and Cremation Services Act and the Bereavement Authority of Ontario



Our collaborators

- Citizens and visitors of Waterloo
- Volunteer groups
- Advisory committees
- Internal City departments and divisions
- Post-secondary academic institutions, businesses, industries, non-governmental organizations and special interest groups
- The Region of Waterloo, Waterloo Regional Police Service, Grand River Conservation Authority (GRCA)
- Ministry of Labour; Ministry of the Environment, Conservation and Parks



Emerging trends

- Intensification and growth is putting greater pressure on existing parks and increased demand for amenities, connection to natural spaces and pressure on those spaces, extended park hours and four-season interest
- Social issues: including mental health, homelessness, transient sites/encampments and drug use in parks and public spaces
- Equity, diversity and inclusion: leading to increased demand for non-structured spaces, fewer spaces devoted to single exclusive use, exclusive access and equal opportunities for various ages, genders and cultures; including balancing sensitivity around security and improved lighting
- Focus on environment, climate change and adaptation: increase in severe weather events, increased disease and insects, need for naturalization and habitat protection and enhancement and green burials
- Equitable access to shade and drinking water and restrooms

Park development

KEY INITIATIVES FOR 2023

STARTING

Third quarter 2022

TARGET COMPLETION DATE

Varies from third quarter 2023 to fourth quarter 2024

WHY THIS IS IMPORTANT

To address the growth-related needs in the uptown core, two parkettes are planned for the Northdale neighbourhood. These developments will provide parkland amenity in the rapidly intensifying and urbanizing community. Alexandra Park and Roger Street Park are situated in established neighbourhoods and will provide needed recreational space and associated amenities to service the growth in these neighbourhoods. Phase one of the Waterloo Park Circuit will commence in 2023 and establish a much needed pedestrian loop through the park; further supporting intensification in this area. Construction is also anticipated to begin on the Westside Off Leash Dog Park, two neighbourhood park spray pads and a Westside Skate Park.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Healthy community and resilient neighbourhoods



STRATEGIC OBJECTIVES

- Create and maintain safe, accessible and vibrant public spaces that promote opportunity for diverse use

PROJECT COLLABORATORS

- Facility Design and Management Services division
- Municipal Enforcement Services division
- City Utilities division
- Engineering Services division

BUDGET

\$0.95M - capital ref. #316 and #317

Division infrastructure renewal

KEY INITIATIVES FOR 2023

STARTING

Third quarter 2022

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

Several projects are included within this key initiative including: the Parkview Crematorium to replace the facility's aging equipment and infrastructure; annual playground replacements which are required as the facilities reach their useful life spans; Bechtel Park ball diamond which requires significant upgrades and renovations to both the outdoor and indoor facilities, Waterloo Park ball diamonds 3 and 4 which are scheduled to be renovated with the addition of sports field lighting to better facilitate play, as well as investments to replace aging trails/park roadways and parking.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Healthy community and resilient neighbourhoods



- Sustainability and the environment
- Infrastructure renewal

STRATEGIC OBJECTIVES

- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Apply a sustainability lens on all services and projects and dedicate appropriate resources to plan, renew and maintain existing infrastructure

PROJECT COLLABORATORS

- Facility Design and Management division
- Community Programming and Outreach Services division
- Recreation Services division
- Neighbourhood Associations and local residents
- City Utilities division
- Engineering Services division
- Municipal Enforcement Services division

BUDGET

\$0.95M - capital ref. #325, #326, #331, #332, #333 and #338

Urban forest management strategy

KEY INITIATIVES FOR 2023

STARTING

Fourth quarter 2022

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

The City's urban forest includes individual street trees, groups of trees, woodlots and natural areas across a range of urban land uses, on both public and private property. A healthy and sustainable urban forest provides environmental, social and economic benefits to the entire City. However, the urban forest is under pressure from climate change, invasive species, insects, disease and development. This new strategy will integrate existing policy, strategies and plans to provide a clear direction for the management of the City's urban forest; setting the vision and direction for the next 10-15 years.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Sustainability and the environment
- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Transform Waterloo to be an environmentally, economically and socially sustainable community

- Apply a sustainability lens on all services and projects, enable bold local actions to address the climate change crisis
- Incorporate best practices to maximize inclusion within all City business, operations, and service delivery

PROJECT COLLABORATORS

- Community Programming and Outreach Services division
- Neighbourhood Associations and local residents
- City Utilities division
- Engineering Services division
- Facility Design and Management Services division
- Municipal Enforcement Services division
- Financial Planning and Asset Management division
- Corporate Communications division
- Planning division
- Vineland Research Station
- Local/regional Community Groups

BUDGET

\$175,000 - capital ref. #334
and capital (funded)

2023 Parks, Forestry and Cemetery Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|---|
| TOTAL EXPENSES | 10,088,247 | 10,334,080 |
| Change (year over year) | | 245,833 |
| Budget reference | | B13-P B20-P B21-P B22-P B26-P B29-P B30-P B45 G1-P G10 I2-P Ent Trsf |
| TOTAL REVENUES | (2,235,596) | (2,361,503) |
| Change (year over year) | | (125,907) |
| Budget reference | | B4 B39 G1-P G10 |
| TAX FUNDING | 7,852,651 | 7,972,577 |
| Change (year over year) | | 119,926 |
| FTE | 86.4 | 88.9 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Parks, Forestry and Cemetery Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------|------------------|-----------------------|-------------------|
| Facility Expansion | 301-306 | 299,000 | 3,262,000 | 3,561,000 |
| Facility Refurbishment | 307-309 | 42,000 | 681,000 | 723,000 |
| Infrastructure Management | 310-311 | 200,000 | 2,299,000 | 2,499,000 |
| Land Acquisition | 312 | - | 3,329,000 | 3,329,000 |
| Park Development | 313-314 | 118,000 | 434,000 | 552,000 |
| Park Expansion | 315-323 | 947,000 | 8,872,000 | 9,819,000 |
| Park Rehabilitation / Upgrade | 324-335 | 1,833,000 | 22,111,000 | 23,944,000 |
| Productivity Enhancement | 336 | - | 141,000 | 141,000 |
| Road Resurfacing | 337-338 | 21,000 | 190,000 | 211,000 |
| Studies | 339-341 | - | 416,000 | 416,000 |
| Tree Replacement | 342 | 500,000 | 594,000 | 1,094,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 3,960,000 | 42,329,000 | 46,289,000 |

Capital budgets and totals subject to rounding



Facility Design and Management Services

COMMUNITY SERVICES

Our mission

We ensure smooth, safe and reliable operations of all City-owned buildings in a fiscally responsible manner. We achieve this through predictive maintenance, timely repairs, and prudent replacement methods. Our work involves maintaining the structural, architectural, mechanical, electrical and security service and systems of all City-owned and operated facilities while working toward a greenhouse gas emissions reduction target of 80 per cent below 2010 levels by 2050.

Our team

Facility Design and Management Services consists of a team of multi-disciplinary employees who specialize in workflow management, certified trades, project management for building constructions comprising architecture, engineering including mechanical, electrical, and structural, real estate management i.e. leasing, space planning, security services, and energy management.



What we manage

Our division manages a variety of aspects of facility assets under its portfolio.

These undertakings can be condensed into four large themes:

- Infrastructure renewal and facility asset management program
- Large scale building construction program
- Energy and greenhouse gas management program
- Employee wellness, health and safety, security and regulatory compliance



What governs our work

Several broader acts, such as the Municipal Act and City by-laws (e.g. procurement by-law) govern our work. Acts used more frequently by the division include:

- Ontario Construction Act
- Health and Safety Act
- Technical Standards and Safety Act
- Ontario Building Code
- Electricity Act
- The Accessibility for Ontarians with Disabilities Act (AODA)



Our collaborators

- All internal City divisions are our collaborators since our services are primarily for City buildings. We also administer and manage a variety of property leases to third parties (i.e. tenants at City Hall, libraries, YMCA, Grey Silo, etc.)
- Contractors, consultants, regulatory agencies, various community interest groups

Emerging trends

- Regulatory and service level changes drive a trend towards a big city approach i.e. demand for 24/7 operation on selected service deliveries. Demand for higher level of customer service and possibilities for extending services for after hours
- Greenhouse gas reduction target levels and increased demand for indoor community spaces and affordable housing
- Implementation of Green Building Policy, 80 per cent Greenhouse Gas Emission reduction by year 2050, and 50 per cent target by 2030 is triggering transformational initiatives that are inevitable to make profound changes in our building footprints. It has added additional demand on staff and pressure on capital dollars
- The increase in the number of facilities and aging infrastructure has created additional workload for staff
- Building multi-skilled trade jobs to widen the knowledge base via in-house accreditation program thus promoting cross functional skills
- Supply chain and logistical challenges require planning projects earlier to ensure equipment and materials are available for any construction deadlines and dates. Also leads to project cost uncertainty due to supply/demand issues of equipment and materials



AMCC accessibility and mechanical improvements

KEY INITIATIVES FOR 2023

STARTING

Second quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2024

WHY THIS IS IMPORTANT

Albert McCormick Community Centre will be undergoing retrofits and renovations to improve several aspects of accessibility including the addition of a universal washroom and improving the overall accessibility of the building functional spaces including entrances, ramps, and transitions. These improvements will provide a more welcoming environment and will act as a community facility for City of Waterloo residents (as opposed to it being primarily a recreational facility). In addition, there will be upgrades to the building enclosure, water heating systems, and dehumidification systems. The water heating systems will be converted from natural gas fired to low carbon electric powered, while the building enclosure and dehumidification upgrades will improve the ice rink spaces by controlling space conditions and removing the condensation and fogging that currently occurs.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery

PROJECT COLLABORATORS

- Community Services division
- Grand River Accessibility Committee
- External consultants and contractors

BUDGET

\$3.2M - [capital ref. #226](#)
and capital (funded)

City-wide accessibility improvements

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

FDMS has undertaken a City-wide accessibility audit to identify deficiencies and opportunities to improve accessibility at City-owned facilities. Projects and initiatives include installing universal washrooms (in addition to the Albert McCormick Community Centre project), public accessible washrooms, as well as other accessibility improvements as identified by the City-wide audit.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery

PROJECT COLLABORATORS

- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- External contractors and consultants

BUDGET

\$145,000 - operating ref. M6

\$194,000 - capital ref. #130

and Base Operating/Staff Resources



Facility low carbon electrification

KEY INITIATIVES FOR 2023

STARTING

First quarter 2022

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

To meet the greenhouse gas emission reduction targets endorsed by Council, it was identified (and is acknowledged across industry) that natural gas fired heating systems, including space and water heating equipment, must be converted to electric powered heating systems; a conversion process referred to as “electrification”. This includes replacing natural gas fired water heaters with electric and heat pump water heaters, as well as replacing rooftop Heating, Ventilation, and Air Conditioning (HVAC) equipment with electric powered Air Source Heat Pumps (ASHPs).

Projects include electrification of Grey Silo HVAC and domestic water heating, electrification of various natural gas fired furnaces in Waterloo Park, electrification of domestic water heating systems at fire stations and replacement of failed natural gas fired equipment with electric powered.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Sustainability and the environment



- Infrastructure renewal

- Fiscal responsibility

STRATEGIC OBJECTIVES

- Apply a sustainability lens on all services and projects
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure
- Address the infrastructure deficit

PROJECT COLLABORATORS

- External consultants and contractors

BUDGET

\$1.4M - capital ref. #221-P and #234-P

2023 Facility Design and Management Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 9,747,132 | 10,045,999 |
| Change (year over year) | | 153,867 |
| Budget reference | | B21-P G1-P M6 I1 |
| TOTAL REVENUES | (1,439,360) | (1,391,597) |
| Change (year over year) | | 47,763 |
| Budget reference | | B11 G1-P |
| TAX FUNDING | 8,307,772 | 8,654,402 |
| Change (year over year) | | 346,630 |
| FTE | 27.0 | 29.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Facility Design and Management Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------|------------------|-----------------------|-------------------|
| Energy Management | 220-221 | 552,000 | 6,421,000 | 6,973,000 |
| Equipment Replacement | 222 | 1,053,000 | - | 1,053,000 |
| Facility Expansion | 223-225 | 1,092,000 | 6,934,000 | 8,026,000 |
| Facility Refurbishment | 226-238 | 5,122,000 | 29,233,000 | 34,355,000 |
| Technology Refresh / Upgrades | 239-240 | 489,000 | 1,910,000 | 2,399,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 8,308,000 | 44,498,000 | 52,806,000 |

Capital budgets and totals subject to rounding



Fire Rescue Services

COMMUNITY SERVICES

Our mission

We are a team of highly skilled and caring professionals who provide essential community-based education, prevention and emergency response services that contribute to public safety and quality of life.

Our team

Fire Rescue Services is guided by provincial legislation including the Fire Protection and Prevention Act and the Emergency Management and Civil Protection Act. In our day-to-day work we are tasked with the community requirement to protect life, property and the environment in our city. The fire prevention division is directly accountable to the Ontario Fire Code highlighted by legislation pertaining to public education and enforcement. The fire suppression division provides emergency response in addition to specialized rescue in addition to supporting public education through community engagement. This division consists of firefighters who are assigned to a four platoon system further organized by fire suppression, training, technical maintenance and mechanical services. The administration division consists of administrative assistants, administrative supervision and our management team who is also accountable to emergency management and business continuity planning.



What we manage

- Public education
- Fire prevention and fire code enforcement
- Emergency response
- Specialized response and rescue
- Emergency management



What governs our work

- The Fire Protection and Prevention Act (FPPA), and the Fire Code regulate core services and planning
- The Community Risk Profile is a requirement of the FPPA. This document prioritizes key risks and ways education/prevention, prepare for and respond to risk
- Automatic and Mutual Aid agreements allow Fire Rescue Services to provide and receive assistance from fire services in Ontario
- The Emergency Management and Civil Protection Act (EMCPA) regulates education, training, regional and provincial plan alignment
- As required by the EMCPA the Hazard-Impact-Risk Assessment categorizes risk in our community influencing public/corporate education and training



Our collaborators

- The citizens of the City of Waterloo and our visitors
- The Waterloo Regional Police Service, the Region of Waterloo Paramedic Services, emergency management and public health and area municipal fire services
- System partners such as Region of Waterloo Public Health, the Office of the Fire Marshal, and Emergency Management Ontario
- Post-secondary academic institutions, businesses, industries, non-profit and non-governmental organizations, focus and interest groups
- All divisions of the City of Waterloo

Emerging trends

- The City's population, including the student population, continues to grow alongside an aging population, traffic/traffic calming that contribute to increased call volume thereby challenging emergency response capacities
- Vertical response to high-rise structures and building intensification requires pre-planning, specialized education, training/equipment and response to ensure safe and effective operations
- Large unsanctioned public gathering events continue to require Fire Rescue Services to specifically plan for and respond to community growth through specialized training, and the dynamic use of resources and staff
- Risks associated with climate change continue to be realized through extreme weather events and conditions that impact life, property and the environment



Fire master plan and community risk assessment

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

Fire Rescue Services is vital to the community as it provides protection of life, property, safety, and well-being of its citizens. Personnel must be trained, equipped and ready to respond to all types of situations. The Fire Master Plan and Community Risk Assessment is critical to ensure the efficient use of resources while meeting the evolving demands of the community.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Fiscal responsibility
- Healthy community and resilient neighborhoods



STRATEGIC OBJECTIVES

- Investing in the capacity of people to work together to resolve challenges and maximize opportunities helps to build healthy, resilient neighbourhoods that collectively form our community. The City is committed to continuously creating and improving physical, cultural and social environments and to enhancing resources to foster collaboration, community pride, healthy neighbourhoods and a strong community

PROJECT COLLABORATORS

- External consulting
- Fire underwriter survey
- The Office of the Fire Marshall
- Planning division
- Information Management and Technology Services (IMTS) division
- Regional/provincial fire and emergency services

BUDGET

\$300,000 – capital (funded)

Firefighter certification

STARTING

First quarter 2023

TARGET COMPLETION DATE

2026

WHY THIS IS IMPORTANT

Firefighter certification is a provincial regulation that introduces mandatory minimum certification standards intended to ensure that firefighters, including fire prevention, have consistent training. Going forward, firefighter certification is required to be established and aligned with the level of service set by municipal Council to support firefighter and public safety.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Healthy community and resilient neighbourhoods



STRATEGIC OBJECTIVES

- Investing in the capacity of people to work together to resolve challenges and maximize opportunities helps to build healthy, resilient neighbourhoods that collectively form our community. The City is committed to continuously creating and improving physical, cultural and social environments and to enhancing resources to foster collaboration, community pride, healthy neighbourhoods and a strong community

PROJECT COLLABORATORS

- The Office of the Fire Marshal
- Ontario Fire College
- Conestoga College
- Provincial/Regional Training Centre

BUDGET

Base Operating/Staff Resources

Enhanced records management

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2024

WHY THIS IS IMPORTANT

Fire Rescue Services cooperatively purchased software with Kitchener Fire to align emergency communications and records management. This program specific software also provides significant opportunity to centralize records management for all operations, assets and staff. Once fully integrated, this acquired software will generate reports to enhance strategic decision making.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Investing in the capacity of people to work together to resolve challenges and maximize opportunities helps to build healthy, resilient neighbourhoods that collectively form our community. The City is committed to continuously creating and improving physical, cultural and social environments and to enhancing resources to foster collaboration, community pride, healthy neighbourhoods and a strong community

PROJECT COLLABORATORS

- IMTS division
- Legislative Services division

BUDGET

\$800,000 – capital (funded)

2023 Fire Rescue Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 20,073,524 | 20,548,452 |
| Change (year over year) | | 474,928 |
| Budget reference | | B21-P |
| TOTAL REVENUES | (351,489) | (355,176) |
| Change (year over year) | | (3,687) |
| Budget reference | | Ent Trsf |
| TAX FUNDING | 19,722,035 | 20,193,276 |
| Change (year over year) | | 471,241 |
| FTE | 125.0 | 125.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Fire Rescue Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------|------------------|-----------------------|-------------------|
| Equipment Replacement | 250-265 | 2,199,000 | 11,745,000 | 13,944,000 |
| Facility Expansion | 266 | 4,437,000 | 7,653,000 | 12,090,000 |
| Fleet Management | 267 | 1,625,000 | - | 1,625,000 |
| Infrastructure Management | 268 | 1,000,000 | - | 1,000,000 |
| Studies | 269 | - | 122,000 | 122,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 9,261,000 | 19,520,000 | 28,781,000 |

Capital budgets and totals subject to rounding



Municipal Enforcement Services

COMMUNITY SERVICES

Our mission

We are a team of highly skilled and understanding professionals that support our residents, students and visitors to Waterloo, protecting the quality of life by promoting and maintaining community standards through education, mediation and enforcement.

Our team

Our team is made up of a dedicated group of municipal law enforcement and administrative professionals that focus on providing an optimal level of service to our community. We take a balanced and proactive approach to ensure compliance with municipal regulations through engagement, mediation and accountability, thus supporting healthy neighbourhoods.



What we manage

- Municipal standards and regulations focusing on community service, risk mitigation, community mediation and public awareness
- Residential Rental Licensing program designed to improve the safety and quality of life for tenants, at rental properties throughout the City of Waterloo
- Ensuring compliance of nuisance, noise and parking regulations that involves service to the community 24/7
- Consumer protection and minimum safety standards along with support to our local businesses through the Business Licensing and Support Our Local Economic Recovery (SOLER) programs
- Community safety through the administration and enforcement of property standards, sidewalk snow and ice removal standards, lot maintenance and zoning regulations



What governs our work

- Provincial legislation including the Provincial Offences Act, Municipal Act, Building Code and Planning Act
- Municipal regulations as enacted by Council
- Emerging community trends as they arise
- New or expanded provincial and federal policies that impact municipalities
- Legislative compliance related to public expectations around addressing neighbourhood challenges
- Collaboration with community partners such as emergency services, public health, post-secondary institutions and local school boards



Our collaborators

- Waterloo Fire Rescue Services
- Planning division
- Legal Services division

- Building Standards division
- Corporate Communications division
- Community Programming and Outreach Services division
- Economic Development division
- Legislative Services division
- Finance division
- Facility Design and Management Services division
- External partners including: the Region of Waterloo, the lower tier municipalities within Waterloo Region, neighbourhood associations, secondary school institutions, school boards, the BIA, KWSP Humane Society and Waterloo Regional Police Service

Emerging trends

- We have increased collaboration with our partners, including with Waterloo Fire Rescue, Region of Waterloo, Waterloo Regional Police, Public Health and the AGCO to address community and local business concerns
- Increased public expectations to resolve a variety of neighbourhood issues and a lack sufficient resources to meet these expectations. There are challenges with individual collaboration in problem solving exercises such as mediation or vexatious complaints
- Social issues such as mental well-being, homelessness, political divisiveness and extremism, and substance abuse are challenging staff in terms of how we respond. The challenges faced with those experiencing some of these social issues have increased safety concerns for our community and front-line staff
- Constraints placed upon municipal law enforcement in terms of adequate regulatory tools to address community concerns

Administrative monetary penalty system (AMPS)

STARTING

Third quarter 2022

TARGET COMPLETION DATE

Second quarter 2023

WHY THIS IS IMPORTANT

The expanded Administrative Monetary Penalty System (AMPS) will eliminate the use of the provincial court system for select offences. This will provide the City with greater autonomy related to bylaw matters. AMPS is currently used for parking enforcement but will be expanded to include other bylaws.

This includes technological buildouts to support delivery of AMPS program.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Equity, inclusion and a sense of belonging
- Fiscal responsibility



- Effective engagement
- Service excellence

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations, and service delivery

PROJECT COLLABORATORS

- Legal Services division
- IMTS division
- Legislative Services division

BUDGET

\$37,000 - capital ref. #282

Community safety initiatives

KEY INITIATIVES FOR 2023

STARTING

Third quarter 2022

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

- Community safety is important for our residents and visitors to enjoy all of our neighbourhoods, parks and our public gathering spaces.
- Ensure a presence and visibility around high volume pedestrian and vehicular areas such as school zones.
- Vacant building strategy to effectively monitor and address safety, nuisance and appearance concerns.
- Property standards improvements and concentration on rental housing in the City, related to housing issues relayed by many vulnerable populations.
- Public nuisance enhancements to better prepare and address issues related to unsanctioned public gatherings on street and in the other public gathering spaces.
- Continued relationship with our BIA, regional and provincial partners to ensure the safety and vibrancy of our Uptown area.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use

PROJECT COLLABORATORS

- Waterloo Fire Rescue
- Planning division
- Legal Services division
- Community Outreach and Programming Services division
- Facility Design and Management Services division
- Economic Development division
- Uptown BIA
- Corporate Communications division

BUDGET

\$111,000 - capital ref. #281 and #283

Education and public awareness

STARTING

First quarter 2022

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

Education and public awareness can be a significant factor in preventing neighbourhood issues from escalating. Continued training and education for our MES team is paramount to assist them in engaging and mediating within our diverse neighbourhoods and communities.

Continuing education for the MES team and ongoing collaboration with our Community Programming and Outreach Services and Indigenous Initiatives, Anti-Racism, Accessibility and Equity (IIARAE) team will enhance and improve our bylaws and service delivery to all in the community. A focused area in collaboration with our IIARAE team is to actively address hate motivated graffiti, involving service delivery improvements and methods of receiving community feedback.

The MES team will continue to attend community and neighbourhood association events, such as Waterloofest and the McGregor Albert Community Association (MACA) annual student welcome event, engaging and provide information. We will update and broaden our external by-law webpage and expand on educational materials available to the community. Doing so will continue to foster our relationship with our post-secondary institutions through the Town and Gown Committee and deepen our current relationship with the various student unions and associations.

A further focus will be enhanced engagement with the elementary schools, within our neighbourhoods, and the accompanying school boards, to educate and address parking related concerns.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Equity, inclusion and a sense of belonging
- Healthy community and resilient neighbourhoods



STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations, and service delivery
- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use

PROJECT COLLABORATORS

- Legal Services division
- Community Outreach and Programming Services division
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Human Resources division
- Transportation Services division
- Corporate Communications division

BUDGET

Base Operating/Staff Resources

2023 Municipal Enforcement Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|---|
| TOTAL EXPENSES | 5,433,666 | 5,159,173 |
| Change (year over year) | | (274,493) |
| Budget reference | | B12 B13-P B21-P B26-P B29-P B30-P B46 I2-P Ent Trsf |
| TOTAL REVENUES | (4,197,922) | (3,875,067) |
| Change (year over year) | | 322,855 |
| Budget reference | | B3 B46 |
| TAX FUNDING | 1,235,744 | 1,284,106 |
| Change (year over year) | | 48,362 |
| FTE | 31.0 | 31.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Municipal Enforcement Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|----------------|
| Equipment Replacement | 280 | - | 44,000 | 44,000 |
| New Programs | 281 | 100,000 | - | 100,000 |
| Productivity Enhancement | 282-283 | 48,000 | - | 48,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 148,000 | 44,000 | 192,000 |

Capital budgets and totals subject to rounding



Corporate Services

We are the hub of the City of Waterloo's administrative structure, providing professional services and advice to support governance functions and service delivery for our business partners. We strive to be the service provider of choice, for business support functions, meeting our statutory responsibilities as laid out in the Municipal Act. We ensure open and transparent decision making is reflected in all our communications with the public and our Council.

OUR CORE CUSTOMERS

- Residents, Council and staff

OUR CORE COLLABORATORS

- Residents
- Neighbouring municipalities
- Regulatory agencies

OUR DIVISIONS

- Corporate Communications
- Finance
- Fleet and Procurement Services
- Human Resources
- Information Management and Technology Services (IMTS)
- Legal Services
- Legislative Services

2023 Corporate Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|--|-------------------------------|-------------------------------|
| EXPENSES | | |
| Commissioner | 409,058 | 411,118 |
| Corporate Communications | 1,084,159 | 1,106,566 |
| Finance | 4,969,312 | 5,203,971 |
| Fleet and Procurement Services | 2,217,585 | 2,260,861 |
| Human Resources | 2,118,689 | 2,382,918 |
| Information Management and Technology Services | 4,992,480 | 5,280,048 |
| Legal Services | 701,598 | 713,853 |
| Legislative Services | 1,727,710 | 1,758,254 |
| TOTAL EXPENSES | 18,220,591 | 19,117,589 |
| REVENUES | | |
| Commissioner | (46,500) | (40,000) |
| Corporate Communications | 0 | 0 |
| Finance | (1,246,463) | (1,246,463) |
| Fleet and Procurement Services | (1,420,943) | (1,446,583) |
| Human Resources | (238,964) | (383,964) |
| Information Management and Technology Services | (394,804) | (394,804) |
| Legal Services | (68,370) | (68,370) |
| Legislative Services | (145,621) | (145,621) |
| TOTAL REVENUES | (3,561,665) | (3,725,805) |
| TAX FUNDING | 14,658,926 | 15,391,784 |
| FTE | 119.5 | 122.5 |

2023 Corporate Services Capital Budget Overview

| DIVISION | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------------|--------------------------|-------------------|
| Corporate Communications | - | 656,000 | 656,000 |
| Finance | 7,093,000 | 8,216,000 | 15,309,000 |
| Fleet and Procurement Services | 2,808,000 | 31,994,000 | 34,802,000 |
| Human Resources | - | 341,000 | 341,000 |
| Information Management and Technology Services | 2,363,000 | 8,961,000 | 11,324,000 |
| Legislative Services | - | 372,000 | 372,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | 12,264,000 | 50,540,000 | 62,804,000 |

Capital budgets and totals subject to rounding

2023 Corporate Services Commissioner Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 409,058 | 411,118 |
| Change (year over year) | | 2,060 |
| Budget reference | | B21-P B34-P |
| TOTAL REVENUES | (46,500) | (40,000) |
| Change (year over year) | | 6,500 |
| Budget reference | | B34-P |
| TAX FUNDING | 362,558 | 371,118 |
| Change (year over year) | | 8,560 |
| FTE | 2.0 | 2.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time



Corporate Communications

CORPORATE SERVICES

Our mission

We build trust between the organization and the public through two-way conversations and strategic communications products. Our vision is to be trusted by the organization and the public to listen, enable mutual understanding, facilitate change and deliver valuable communications services. We are the stewards of the City's reputation, responsible for corporate communications products and engagement channels. We value approaches that are measurable and user-centered.

Our team

Corporate Communications consists of a team of professional communicators with specializations and designations in public relations, digital communications, graphic and web design and marketing. Team members belong to or participate in professional development opportunities offered by the Canadian Public Relations Society, International Association of Public Participation (IAP2), International Association of Business Communicators (IABC), Association of Registered Graphic Designers and Civic Tech Waterloo Region.



What we manage

- Strategic communications including the planning and support for key external projects and initiatives and internal communications including Jostle (City intranet) and the CAO general staff meetings as examples
- Reputation management including crisis communications and issues management, media relations, brand management
- Digital services and content management including our website, social media and our online public engagement
- Design services and visual identity management including graphic design, corporate identity guidelines, advertising and marketing which includes the design and management of the City's quarterly digital Program and Activity Guide, weekly advertising in the Waterloo Chronicle of events, public meetings, etc.



What governs our work

- Canadian Public Relations Society (CPRS) code of professional standards
- International Association of Public Participation (IAP2) which aims to improve the practice of public participation
- The Accessibility for Ontarians with Disabilities Act (AODA) which aims to identify, remove and prevent barriers for people with disabilities
- Canada's Anti-Spam Legislation (CASL) which protects consumers and businesses from the misuse of digital technology, including spam



Our collaborators

- Cities of Kitchener and Cambridge, the Region of Waterloo, and the townships of North Dumfries, Wellesley, Wilmot and Woolwich on initiatives and projects with shared goals and objectives (snow removal communications, online public engagement tools, emergency management communications and tools)
- All City of Waterloo divisions

Emerging trends

- The manner in which communications can be delivered and received has increased dramatically over the last decade. While traditional communication channels remain, their influence and prominence has been altered and in some cases diminished. The City needs to continue to be nimble and share information on multiple and varied platforms
- Social media channels continue to evolve and change. New platforms continue to emerge and municipalities need to remain aware and be prepared to adapt as needed
- Expectations for easy and seamless online interactions continue to increase. At the same time, people expect and demand that interactions are authentic and that data and privacy are protected
- The proliferation of misleading or unreliable content is making it more challenging to manage reputation issues online. Organizations must remain diligent in managing their brand and reputation



Digital services strategy implementation

STARTING

Continuing

TARGET COMPLETION DATE

Multi-year

WHY THIS IS IMPORTANT

The Digital Services Implementation Plan will guide the update and expansion of the full suite of digital services available to the public online. The plan will identify a vision for digital services for the City and prioritize those digital services that deliver the greatest benefit to residents, improving the content design and user experience of the website and other public facing applications and portals.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Effective engagement
- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations, and service delivery
- Address the needs of an aging population through responsive development, programming and communication strategies

PROJECT COLLABORATORS

All City departments

BUDGET

\$223,000 - capital (funded)

Public engagement

STARTING

Continuing

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

Public engagement needs to be accessible and consistent. Options should be varied and mixed, and include the use of digital tools and in-person. It should be inclusive, genuine and transparent. Efforts will be made to engage with members of our community that have traditionally not participated. Review existing policy and procedures to ensure alignment with strategic plan, community expectations and adherence to International Association of Public Participation standards and adjust or develop as required. Develop an internal body of knowledge.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Effective engagement
- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations, and service delivery
- Address the needs of an aging population through responsive development, programming and communication strategies

PROJECT COLLABORATORS

- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division

BUDGET

Base Operating/Staff Resources

2023 Corporate Communications Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 1,084,159 | 1,106,566 |
| Change (year over year) | | 22,407 |
| Budget reference | | B21-P |
| TOTAL REVENUES | 0 | 0 |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 1,084,159 | 1,106,566 |
| Change (year over year) | | 22,407 |
| FTE | 8.0 | 8.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Corporate Communications Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|----------------|
| Studies | 401 | - | 148,000 | 148,000 |
| Technology Refresh / Upgrades | 402 | - | 508,000 | 508,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | - | 656,000 | 656,000 |

Capital budgets and totals subject to rounding

Finance

CORPORATE SERVICES

Our mission

We drive business strategy and sound financial decision-making by developing financial policy, operating and capital budget development, providing ongoing financial advice, developing business case analyses, and long-term financial planning for Council, and the corporation.

We formalize municipal asset management using a collaborative approach with operational areas to facilitate the provision of services that aligns with Council's strategic plan, master plans and the official plan. This is completed through integrated business processes used to inform infrastructure-related decisions for optimal decisions making for the building, operating, maintaining, renewing and disposing of infrastructure assets. The objective is to maximize the value, manage the risk and provide satisfactory levels of service to the public in a sustainable manner.

We provide financial support and reports to enable divisions to monitor their financial performance effectively. We process payments and bills and collect revenue which enables all City services to be delivered while ensuring proper internal controls are maintained to safeguard the assets of the City.



Our team

Finance consists of a team of skilled professionals including those with chartered professional accountant designations (CPA), professional engineer (P.Eng), professional certificate in asset management and professional project management (PMP) certificate. In order to deliver on the mission effectively, positions include clerks, technicians, coordinators, supervisors, financial analysts, senior financial analysts, asset management specialists, a data and system architect, a contract GIS analyst, three managers, and two directors.



What we manage

- Develop corporate-wide budget strategies and policies and lead the budget process in collaboration with operating divisions
- Provide financial strategies and ongoing advice to Council and the corporation
- Manage investment portfolio and seek out/coordinate the submission of grant applications to external agencies
- Monthly management financial reporting, semi-annual surplus/deficit reporting to Council and annual financial reporting, including statutory and legislative required reporting
- Updates to the asset register and programming for the City's Decision Support System (DSS) to aid in asset forecasting, asset project prioritization, capital envelope optimal allocation and providing analysis of asset class strategies
- Projecting the performance of infrastructure assets to help Council and staff to determine the optimal choices to deliver sustainable infrastructure related services and for reporting purposes (e.g. Asset Management Plan)
- Accounts payable, payroll, billing and collection of taxation, water and other revenue
- Functional leadership of various finance specific software and applications such as PeopleSoft, Vailtech, Kubra, FMW Web and the Waterloo Decision Support System (DSS)



What governs our work

- Municipal Act sets out various financial related laws including: the role of a treasurer, budgets, investments, debt reporting
- Development Charges Act allows cities to impose development charges against land to pay for increased capital costs due to growth by way of a bylaw
- Planning Act requires annual reporting under Section 42 for cash in lieu of parkland and Section 37, Community Benefits Charge (CBC) requirements and annual reporting
- Various contracts with third parties including; Waterloo Public Library, Enova Power Corp. shareholders, various grant/contribution agreements with external agencies
- Various City of Waterloo financial policies (FC001-FC022, A-030 Strategic Asset Management Policy)
- Generally Accepted Accounting Principles (GAAP) are a common set of accounting standards and procedures for preparing financial reporting
- Public Sector Accounting Board – established to serve the public interest by establishing accounting standards for the public sector
- Other provincial/federal legislation (e.g. Payroll and Employment Standards, Assessment Act, Payments in Lieu of Taxes, Cannabis Act, HST, Municipal Accommodation Tax, ISO 55000 standard for asset management, Asset Management Planning for Municipal Infrastructure Legislation, O. Reg 588/17)



Our collaborators

- Waterloo region area treasurers and respective finance staff
- Waterloo Public Library
- Development charges and Community Benefits charges consultants and industry working group
- City of Waterloo staff responsible for budget process and/or maintaining, rehabilitating or replacing assets
- Asset Management Working Group and Steering Committee
- Municipal Property Assessment Corporation
- External auditors and Audit Committee

Emerging trends

- Economic challenges, as evidenced by high inflation, impacts the City's purchasing power and while the Bank of Canada's Monetary policy decisions are expected to lower inflation, the reduction is expected to be slow and gradual over 2023 before reaching a forecasted target of three percent by the end of 2023
- Emerging pieces of legislation from the provincial government, including Bill 109 More Homes for Everyone Act, 2022; Bill 3, Strong Mayors, Building Homes Act, 2022; Bill 23 More Homes Built Faster Act, 2022; and Bill 39 Better Municipal Governance Act, 2022
- The Province of Ontario and municipalities are including the consideration of climate adaptation and mitigation needs within financial plans, and asset management processes
- Introduction of a consumer-based asset management approach which includes the consideration of other decision factors beyond age (e.g. condition, modern equivalent adjustments) and tailored to each asset class. This methodology was a collaborative development between City of Waterloo, University of Waterloo and other partner municipalities
- The introduction of The Canadian Network of Asset Managers (CNAM) asset management competency framework to include asset management capability requirements when hiring and training staff. The competency framework was developed by CNAM, the Federation of Canadian Municipalities (FCM) and municipalities across Canada
- Public Sector Accounting Board requirements regarding contaminated sites and obligations



2024-2026 (three year) budget and long-term financial plan development

STARTING

Fourth quarter 2022

TARGET COMPLETION DATE

First quarter 2024

WHY THIS IS IMPORTANT

The City's budget enables the delivery of programs, services and capital works to the community. It ensures that clear financial commitments and approvals are in place to establish the priorities of Council and the community. In order to promote longer-term planning, efficiency and stability, the City develops multi-year budgets for approval. For 2024-2026, staff will be developing the three-year budget with approval planned for the first quarter 2024. To aid in budget decision-making, staff will also bring forward a Long-Term Financial Plan (LTFP) update in conjunction with the three-year budget.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Sustainability
- Fiscal responsibility
- Enables all strategic goals



STRATEGIC OBJECTIVES

- We act in accordance with good governance best practices to ensure effective management of our financial resources.

PROJECT COLLABORATORS

All City departments

BUDGET

Base Operating/Staff Resources

2024 Asset Management Plan

KEY INITIATIVES FOR 2023

STARTING

Third quarter 2022

TARGET COMPLETION DATE

Fourth quarter 2024

WHY THIS IS IMPORTANT

Ontario Regulation 588/17 - Asset Management Planning for Municipal Infrastructure identifies various reporting requirements that each municipality must include within a Council approved Asset Management Plan by July 1, 2025 with the City update and approve the Asset Management Plan.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Sustainability



- Fiscal responsibility

- Service excellence

- Infrastructure Renewal

STRATEGIC OBJECTIVES

- Focus on infrastructure needs through effective planning and engagement
- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure

- Develop engagement strategies that effectively communicate and balance community priorities with operational and financial realities

- Address the infrastructure deficit

PROJECT COLLABORATORS

- Economic Development division
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Executive Officer to the CAO and Senior Sustainability Officer
- Parks, Forestry and Cemetery Services division
- Facility Design and Management Services division
- Fire Rescue Services
- Transportation Services division
- Engineering Services division
- City Utilities division
- Financial Planning division
- Information Management and Technology Services division
- Fleet and Procurement Services division
- Corporate Communications division

BUDGET

Base Operating/Staff Resources

Water portal AMI interface – phase 2

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Second quarter 2023

WHY THIS IS IMPORTANT

This phase of the project will add hourly consumption information from automated meter interfaces (AMI) to the water and tax portal. Water ratepayers will be able to access important details of their water usage and set alerts regarding high consumption. This service will proactively identify leaks and other water issues so that ratepayers can remedy the situation before significant water loss and billings occur.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Sustainability



- Fiscal responsibility

- Service excellence



- Infrastructure renewal

- Sustainability and the environment

STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure
- Develop engagement strategies that effectively communicate and balance community priorities with operational and financial realities
- Address the infrastructure deficit

PROJECT COLLABORATORS

- Information Management and Technology Services division
- City Utilities division
- Corporate Communications division

BUDGET

Base Operating/Staff Resources

2023 Finance

Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 4,969,312 | 5,203,971 |
| Change (year over year) | | 234,659 |
| Budget reference | | B21-P B29-P |
| TOTAL REVENUES | (1,246,463) | (1,246,463) |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 3,722,849 | 3,957,508 |
| Change (year over year) | | 234,659 |
| FTE | 38.1 | 39.1 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Finance

Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------|------------------|-----------------------|-------------------|
| Infrastructure Management | 410 | 293,000 | 1,092,000 | 1,385,000 |
| New Programs | 411 | 6,658,000 | 4,680,000 | 11,338,000 |
| Productivity Enhancement | 412-413 | - | 706,000 | 706,000 |
| Studies | 414 | - | 368,000 | 368,000 |
| Technology Refresh / Upgrades | 415 | 142,000 | 1,370,000 | 1,512,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 7,093,000 | 8,216,000 | 15,309,000 |

Capital budgets and totals subject to rounding



Fleet and Procurement

CORPORATE SERVICES

Our mission

To provide reliable service and professional expertise in fleet administration/operations, procurement, risk, supply chain and materials management resulting in fleet operations that are safe and reliable and procurement activities that are compliant, and meet all the principles of fairness, equity, integrity, accountability and transparency.

Our team

Our team is comprised of 16 skilled professionals who are members of the following associations:

- American Public Works Association (APWA)
- Canadian Association of Municipal Fleet Managers
- The Municipal Equipment and Operations Association (Ontario) Inc. (MEOA)
- Supply Chain Management Association
- National Institute of Government Purchasing
- Ontario Public Buyers Association
- Grand River Cooperative Procurement Group



What we manage

The Fleet and Procurement division provides support, value added service and advice to City staff. Within Fleet and Procurement we manage the following functions:

- Fleet manages and maintains more than 350 corporate fleet assets at a City-owned, full service garage. We coordinate repairs and preventative maintenance of fleet vehicles and equipment, manage collision reports, vehicle licensing, Commercial Vehicle Operator's Registration and certifications and establish procedures and policies. We create equipment specifications and dispose of obsolete items.
- Fleet equipment serviced by the team includes heavy trucks (tandems and single axles), street sweepers, sewer flusher trucks, light fleet passenger vehicles and pick-up trucks plus small equipment such as mowers and portable generators.

Procurement is responsible for the acquisition of goods, services and construction and the negotiation and development of contracts to support the City's needs in a manner that is fair, equitable, transparent, responsible and strategic and that mitigates potential risk. Procurement is also responsible for administration of the City's Purchasing By-Law and related policies and for maintaining the City's Supplier Performance Management Program.



What governs our work

- Highway Traffic Act
- Ministry of Transportation Commercial Vehicle Operator's Registration
- Hazardous Waste Information Network
- Canadian Free Trade Agreement
- Comprehensive European Trade Agreement
- City by-laws and policies

Our collaborators

- Apprenticeship preparation programs and Conestoga College program advisory committees
- Grand River Cooperative Procurement Group
- Various construction and consulting associations
- Various City divisions

Emerging trends

- Data collection for decision-making in areas such as fuel consumption; telematics and use of technology to streamline processes such as electronic inspection forms and automatic service reminders
- Greening fleet
- Deriving benefits to society through the procurement process (social procurement)



Implement and maintain social procurement program

STARTING

First quarter 2022

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

By leveraging City spending, the City can create social value through the procurement process. The City will also generate positive social and economic outcomes in addition to the delivery of efficient goods and services. Training, research, monitoring and reporting will occur on an ongoing basis.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Equity, inclusion and a sense of belonging
- Sustainability and the environment

STRATEGIC OBJECTIVES

- Incorporate best practices to maximize inclusion within all City business, operations and service delivery
- Apply a sustainability lens on all services and products

PROJECT COLLABORATORS

- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Various City divisions

BUDGET

Base Operating/Staff Resources

Support major capital infrastructure projects

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Ongoing 2023

WHY THIS IS IMPORTANT

Effective procurement planning leads to understanding business requirements, identification and analysis of the probability and impacts of project risks and recommendations. A well-planned procurement strategy, which includes structure and risk mitigation, can result in competitive pricing and timely delivery of quality services and maintains the integrity of the public procurement process.

STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets

PROJECT COLLABORATORS

- Various City divisions

BUDGET

Base Operating/Staff Resources

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Fiscal responsibility
- Service excellence
- Infrastructure renewal



Research and reassess greening fleet initiatives

STARTING

First quarter 2022

TARGET COMPLETION DATE

Recommendations second quarter 2023
Fleet right-sizing analysis continuing
throughout 2023

WHY THIS IS IMPORTANT

Researching new opportunities, undertaking fleet right-sizing analysis, evaluating the progress of electric vehicles development to suit the heavy-duty needs of the City, and reassessing current practices, such as the use of data loggers on fleet vehicles, supports the City's greenhouse-gas emission reduction goals to mitigate climate change impacts.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Sustainability and the environment

STRATEGIC OBJECTIVES

- Apply a sustainability lens on all services and projects
- Enable bold local actions to address the climate change crisis

PROJECT COLLABORATORS

- City Utilities division
- Transportation Services division
- Parks, Forestry and Cemetery Services division
- Municipal Enforcement Services division

BUDGET

Base Operating/Staff Resources



2023 Fleet and Procurement Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 2,217,585 | 2,260,861 |
| Change (year over year) | | 43,276 |
| Budget reference | | B13-P B21-P |
| TOTAL REVENUES | (1,420,943) | (1,446,583) |
| Change (year over year) | | (25,640) |
| Budget reference | | Ent Trsf |
| TAX FUNDING | 796,642 | 814,278 |
| Change (year over year) | | 17,636 |
| FTE | 16.0 | 16.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Fleet and Procurement Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|-------------------|
| Fleet Management | 420-422 | 2,808,000 | 31,994,000 | 34,802,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 2,808,000 | 31,994,000 | 34,802,000 |

Capital budgets and totals subject to rounding



Human Resources

CORPORATE SERVICES

Our mission

We are dedicated to collaborating with our business partners to provide human resources services and strategic leadership that supports our core values in the achievement of organizational excellence. We champion a respectful, inclusive, healthy and safe work environment for all staff and volunteers that enables and engages them as key contributors to the City's success. We seek opportunities to recognize differences and ensure a sense of belonging in our service delivery.

Our team

Human Resources supports the management and organization of employees and volunteers with our team holding the following designations:

- Certified Disability Management Professional (National Institute of Disability Management and Research)
- Certified Human Resource Professionals and Certified Human Resources Leaders (Human Resources Professional Association)

- Certified Volunteer Resource Manager
(Professional Administrators of Volunteers Resources Ontario)
- Certified Employee Benefits Specialist
(International Foundation of Employee Benefit Plans)

What we manage

- Fostering equitable, inclusive and diverse work environments
- Employee relations including labour relations (interpretation and negotiation of formal agreements), recruitment, respectful workplace reviews and performance management
- Employee benefits and compensation and the Human Resources Information System (HRIS)
- Health and safety programming focused on injury prevention
- Disability claims and return to work for occupational and non-occupational injury and illness
- Employee growth and development through performance appraisal and training
- Volunteer opportunities for members of the community

What governs our work

- Employment Standards Act, Labour Relations Act, Ontario Human Rights Code, Pay Equity Act, Occupational Health and Safety Act and Regulations, Workplace Safety and Insurance Act, Accessibility for Ontarians with Disabilities Act
- The Ministry of Labour, Training Skills and Development, Workplace Safety and Insurance Board and the Ontario Human Rights Commission
- Human Resources Professional Association, National Institute of Disability Management and Research and Volunteer Canada code of professional standards

Our collaborators

- Region of Waterloo, City of Kitchener, City of Guelph and City of Cambridge for initiatives including training, policies and items of local impact
- Ontario Municipal Human Resources Association (OMHRA)
- Ontario Municipal Health and Safety Professionals Association (OMHSPA)
- Public Services Health and Safety Association (PSHSA)
- Municipal Users Group (MUG)

Emerging trends

- Remaining competitive to recruit and retain a talented workforce. We continue to monitor monetary and non-monetary items we offer employees to maintain a healthy and safe work environment where employees feel valued
- Ensuring a diverse and inclusive environment for employees and volunteers that recognizes and celebrates each other's uniqueness. We will discover a means to engage and be accessible to all people through policy and practice
- Legislation related to all elements of employment continue to evolve. Understanding how the changes impact us and implementing into our practices effectively within a prescribed time can be challenging



Employee development

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2024

WHY THIS IS IMPORTANT

Employee development is an important factor in retention of a talented workforce and contributes to a sense of personal accomplishment for employees. Providing opportunities for skills enhancement supports engagement for the employee and the ability for the organization to meet goals and support succession planning. This will include extended opportunities for evaluation, leadership development, and competency enrichment. Where some of this work has been done in the past, the work is to be strategic in the delivery and follow-up.

STRATEGIC OBJECTIVES

- In creating a City that supports a strong sense of belonging and access to opportunity for all, we recognize that our operations, programs and approach to service delivery should consider circumstances and solutions to respond to systemic barriers
- Incorporate best practices to maximize inclusion within all City business operations, and service delivery

PROJECT COLLABORATORS

- All departments and divisions

BUDGET

Base Operating/Staff Resources



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Healthy and safe workplace
- Equity and a sense of belonging

Policy review

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2024

WHY THIS IS IMPORTANT

As legislation and workplaces evolve, policy and procedures require review. This opportunity allows us to align with current practices, and ensure inclusivity. The review involves corporate teams, leaders, and union/association executives and from an inclusive perspective. Current, transparent policies set expectations and support an environment that promotes a sense of physical and psychological wellbeing.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Healthy and safe workplace
- Equity and inclusion

STRATEGIC OBJECTIVES

- In creating a City that supports a strong sense of belonging and access to opportunity for all, we recognize that our operations, programs and approach to service delivery should consider circumstances and solutions to respond to systemic barriers
- Incorporate best practices to maximize inclusion within all City business operations, and service delivery

PROJECT COLLABORATORS

- All departments and divisions

BUDGET

Base Operating/Staff Resources

2023 Human Resources Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 2,118,689 | 2,382,918 |
| Change (year over year) | | 264,229 |
| Budget reference | | B21-P B30-P B31 B32 |
| TOTAL REVENUES | (238,964) | (383,964) |
| Change (year over year) | | (145,000) |
| Budget reference | | B31 B32 |
| TAX FUNDING | 1,879,725 | 1,998,954 |
| Change (year over year) | | 119,229 |
| FTE | 13.5 | 14.5 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Human Resources Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|----------------|
| Productivity Enhancement | 430-431 | - | 320,000 | 320,000 |
| Studies | 432 | - | 21,000 | 21,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | - | 341,000 | 341,000 |

Capital budgets and totals subject to rounding



Information Management and Technology Services

CORPORATE SERVICES

Our mission

The mission of the Information Management and Technology Services (IMTS) division is to build a solid, comprehensive technology infrastructure; to maintain an efficient, effective operations environment; to deliver high quality, timely services that support the business goals and objectives; to provide leadership in long-range planning, implementation, and maintenance of information technology across the organization; and to create a positive, secure, satisfying work environment for the staff which encourages professional growth.

Our team

IMTS is a valued business partner providing information technology (IT) leadership, solutions, and services that address and meet the needs of our customers and our community. Internally, IMTS is guided by the IT Steering Committee. We follow the direction of the approved

Corporate Technology Roadmap and are influenced by other corporate works including the Digital Services Strategy. Externally, we are actively engaged with our municipal and regional cohorts through our participation in the Waterloo Region Education and Public Network (WREPNet) and the Inter Municipal Information Technology Collaborative Committee (IMITCC). We engage with our provincial counterparts through involvement with the Municipal Information Systems Association (MISA). We explore and follow opportunities for shared pricing and procurement through the Grand River Cooperative Procurement Group maximizing value.

What we manage

- IT governance
- Cyber-security and risk management
- IT contracts, licensing, and procurement
- Network infrastructure and unified communications support
- Server and storage support
- IT consulting services
- Technical support for the end users through helpdesk work orders
- Mail, print and imaging services
- Enterprise application development and support
- Database administration and business analytics
- Geographic Information System development and support

What governs our work

- City's Strategic Plan
- City's Official Plan
- IT Steering Committee
- Corporate Technology Roadmap
- Digital Services Strategy

Our collaborators

- All City departments, divisions, project teams
- Waterloo Region Education and Public Network (WREPNet)
- Inter Municipal IT Collaborative Committee (IMITCC)
- Municipal Information Systems Association (MISA)
- Grand River Cooperative Procurement Group

Emerging trends

- Harness machine learning as a core piece of the organization's value proposition
- Enabling non-technical contributors to use and create artificial intelligence (AI) combined with low-code environments
- Balancing the capabilities of the cloud with the control and privacy of on premises infrastructure
- Cybercriminal activity is one of the biggest challenges that humanity faces. It is the greatest threat to every company in the world. Cyber criminals are adapting their attack methods. They are aiming at the human layer, which the researchers said is the weakest link in cyber defense, through increased ransomware and phishing and social engineering attacks as a path to entry



Adopt the Microsoft Azure Cloud to achieve business outcomes

KEY INITIATIVES FOR 2023

STARTING

Fourth quarter 2022

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

The Cloud Adoption Framework is proven guidance designed to help create and implement the business and technology strategies necessary to succeed in the cloud. It provides best practices, documentation, and tools that business decision makers need to successfully achieve their short and long-term objectives. By using these framework best practices, organizations are better able to align their business and technical strategies to ensure success.

STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure

BUDGET

\$85,934 - **operating ref. I2**
and Base Operating/Staff Resources

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Fiscal responsibility
- Service excellence
- Infrastructure renewal



Data visualization and analysis using Microsoft Power BI (business intelligence) allowing end users to develop low-code BI reports

STARTING

Fourth quarter 2022

TARGET COMPLETION DATE

Third quarter 2023

WHY THIS IS IMPORTANT

With an increasing data volume, it is more important than ever to analyze and present data in a cohesive and meaningful way. By putting business intelligence in the hands of those doing analysis, business units will be able to create meaningful visualizations and reporting with low (or no) coding needed. For example, fire rescue could visualize the historical 911 data to find out the site for the new station to maximize fire protection.

STRATEGIC OBJECTIVES

- Focus on infrastructure needs through effective planning and engagement

PROJECT COLLABORATORS

- Recreation Services division
- Financial Planning and Asset Management division
- Transportation Services division
- City Utilities division

BUDGET

Base Operating/Staff Resources

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Fiscal responsibility



- Personal leadership
- Service excellence



- Safe, sustainable transportation
- Infrastructure renewal

2023 Information Management and Technology Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 4,992,480 | 5,280,048 |
| Change (year over year) | | 287,568 |
| Budget reference | | B13-P B14 B21-P I2-P |
| TOTAL REVENUES | (394,804) | (394,804) |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 4,597,676 | 4,885,244 |
| Change (year over year) | | 287,568 |
| FTE | 23.0 | 24.0 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Information Management and Technology Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|-------------------|
| Equipment Replacement | 440-452 | 1,745,000 | 7,058,000 | 8,803,000 |
| Infrastructure Management | 453 | 444,000 | 221,000 | 665,000 |
| Technology Refresh / Upgrades | 454-456 | 174,000 | 1,682,000 | 1,856,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 2,363,000 | 8,961,000 | 11,324,000 |

Capital budgets and totals subject to rounding



Legal Services

CORPORATE SERVICES

Our mission

Legal Services provides legal support to the City, supporting all divisions by providing legal advice and performing or managing all legal matters for the corporation on matters such as procurement, planning, real estate, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), municipal enforcement, prosecutions, general municipal law, etc. We maintain an open door policy for staff and our workplace must remain fluid and responsive to change in order to respond to sudden legal matters. The City solicitor provides advice on strategy and legal advice to the leadership team.

Our team

Legal Services is comprised of four employees that provide professional legal support to the corporation and work with legal counsel for other parties to negotiate successful outcomes for the City. Two employees are members of the Law Society of Ontario and the team includes a law clerk that also provides substantial support to the Planning and Economic Development divisions.



What we manage

- Risk management
- Attend or manage all Ontario Land Tribunal (OLT) and other hearings
- Perform all real estate purchases, sales and registrations of instruments in house, including site plan agreements
- Attend to all Provincial Offences Act prosecutions of the corporation (by-law infractions, etc.), as well as internal legal counsel for hearings of licensing, dog designation, property standards and other committees
- Draft or review all agreements of the corporation with third parties or other level of government
- Provide essential and confidential in-camera advice to Council
- Provide advice to the corporate management team and others to support litigation avoidance and legislative compliance
- Provide daily advice to the Planning, Engineering, Fire, Economic Development, Municipal Enforcement and other divisions
- Manage external legal counsel due to fluctuating resources or where a specific expertise is needed
- Workload is constant, but the mix of the type of work depends upon the number of planning applications or other projects of other divisions
- Provide strategic advice and proactive risk mitigation advice which often flows from the City's extended corporate management team (ECMT), of which the City solicitor is a member
- Often Legal Services provides advice on an urgent, reactive basis, adopting the just-in-time delivery model for matters



What governs our work

Due to the nature of legal advice, Legal Services provides mostly reactive advice and pursues an open door, emergent issue policy. As such, all legislation the City is subject to governs our work. Some main legislation includes:

- Municipal Act
- Planning Act
- Land Titles Act
- Ontario's Land Registration legislation and Teraview
- Provincial Offences Act
- Municipal Elections Act
- Ontario Heritage Act
- Expropriations Act
- Construction Act
- Commercial Tenancies Act
- Safe Drinking Water Act
- Environmental Protection Act
- Fire Prevention and Protection Act
- Building Act (and Ontario Building Code, a regulation thereunder)
- Assessment Act
- Employee Standards Act
- The Law Society of Ontario



Our collaborators

- Planning division
- Economic Development division
- Municipal Enforcement Services division
- Waterloo Fire Rescue
- Fleet and Procurement division
- Engineering division

Emerging trends

- Digitization, digital signatures, technological impacts on the workplace
- Privacy protection of corporate information as well as that of the citizenry
- Greater focus on sustainability within the corporation and heightened expectations from the citizenry on this topic
- Greater focus on the workplace and citizens on symbolism while still making sure employees have the time and resources needed to work
- Constantly changing planning law regime in Ontario as well as other provincial legislative frameworks



Review of site plan process and agreement template

STARTING

First quarter 2020

TARGET COMPLETION DATE

First quarter 2023

WHY THIS IS IMPORTANT

Ensure effective, enforceable site plan agreement with fair process. This will form part of Six Sigma Review.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence
- Economic growth and development

STRATEGIC OBJECTIVES

- Actively attract and nurture innovation among business to fuel a diverse economy

PROJECT COLLABORATORS

- Planning division

BUDGET

Base Operating/Staff Resources

Participate in Lean Six Sigma review of official plan amendments and zone change applications processes

STARTING

First quarter 2020

TARGET COMPLETION DATE

First quarter 2023

WHY THIS IS IMPORTANT

Work collaboratively with area municipalities to deliver a consistent experience for residents. Create higher level of certainty in the land development industry as well as neighbourhood expectations.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence
- Economic growth and development

STRATEGIC OBJECTIVES

- Align economic development and job growth with community development objectives that address economic disparity

PROJECT COLLABORATORS

- Planning division
- Economic Development division

BUDGET

Base Operating/Staff Resources

Assist divisions in implementing recommendations in Truth and Reconciliation Commission report

STARTING

First quarter 2020

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

It is important to build trust and increase equity and inclusion in all aspects of City life.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Respond to the Truth and Reconciliation Commission's calls to action for municipalities
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery

PROJECT COLLABORATORS

- Community Services department
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division

BUDGET

Base Operating/Staff Resources



Assist other divisions in facilitating affordable housing

STARTING

First quarter 2020

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

There is an increased importance from a public policy perspective to address the affordable housing crisis in the region and in Canada.

LINK TO STRATEGIC PLAN



Guiding principles and strategic pillars:

- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Increase the amount of affordable housing in the City

PROJECT COLLABORATORS

- Planning division
- Economic Development division
- Community Services department

BUDGET

Base Operating/Staff Resources

2023 Legal Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 701,598 | 713,853 |
| Change (year over year) | | 12,255 |
| Budget reference | | B21-P |
| TOTAL REVENUES | (68,370) | (68,370) |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 633,228 | 645,483 |
| Change (year over year) | | 12,255 |
| FTE | 3.6 | 3.6 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Legal Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|----------|
| N/A | | - | - | - |
| Total 2023 Capital Budget and 2024-2032 Forecast | | - | - | - |

Capital budgets and totals subject to rounding



Legislative Services

CORPORATE SERVICES

Our mission

We carry out several statutory responsibilities and legislated processes for Council, the City, the public and on behalf of the Province of Ontario. Our mission is to make these services user friendly and accessible to support your needs. We perform all statutory duties of the Clerk, manage the Council process including agendas, by-laws, delegations, minutes, oversee committees of Council including appeals tribunals, provide support to the elected officials, constituency support, respond to requests for information, provide corporate advice and governance of the collection of personal information and respond to privacy concerns, administer the corporate records management program including technology tools to collect, share, use and retain records, receive claims for the City, provide services for several Alcohol and Gaming Commission of Ontario (AGCO) processes and are a full stop marriage shop with licences and ceremonies and administer municipal elections.

Our team

Legislative Services consists of a diverse team of professional staff with years of experience and expertise in the areas of legal support, executive level support, policy development, customer service, records management and legislative experience.



What we manage

- Support Council and staff through the Council agenda management process and direct elected officials office support
- Conduct the municipal elections in accordance with legislation and coordinate the Council orientation and transition program
- Coordinate the corporate-wide records management program overseeing technology used as part of the corporate program, respond to requests for information and privacy protection which includes proactive privacy impact assessments of corporate systems and processes and privacy breach response
- Provide full marriage support services including issuing marriage licences on behalf of the province and performing civil marriage ceremonies
- Issue burial permits and maintain registry of deaths on behalf of the province and oversee certain processes for the AGCO
- Coordinate committees of Council including recruitment and ongoing policy and administration advice
- Coordinate events on behalf of Council or support community events co-hosted or attended by Council including coordinating Council attendance at events and conferences



What governs our work

- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Elections Act
- Vital Statistics Act and Marriage Act
- Records Management best practices and industry standards for privacy protection including oversight by the Information and Privacy Commissioner of Ontario
- Other legislation such as the Planning Act, Liquor Licence and Control Act



Our collaborators

- Provide advice and support to staff corporate-wide
- Region and area clerks including larger Ontario wide elections and Freedom of Information and Records Management (FOIRM) Group
- Ministry of Municipal Affairs and Housing
- Information and Privacy commissioner
- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)



Emerging trends

- Remote working has challenged our division to think of records management solutions that ensure the City is compliant, but also keeping abreast of technologies to support efficient solutions. Electronic workflow approvals for document approval and signing and solutions to securely collaborate with and share records with external customers support these goals
- Protection of personal information remains a high priority as systems left vulnerable can result in personal information being breached. A high emphasis in recent and future years remains on reviewing new and current systems to ensure that privacy is protected and personal information is collected, used, stored and retained securely
- The division is committed to supporting the City in providing accessible and inclusive services and this has resulted in a review of several customer facing processes including the committee of Council recruitment with a goal to ensure our committees represent the diversity of our community and provide a safe space for engagement

Committee of Council review

STARTING

Second quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

It is important to ensure that our committees of Council operate as efficiently as possible to ensure we are making the best use of valuable and limited volunteer time and ensuring that our committees reflect the diversity of our population and provide a safe place for engagement. This review will look not only at our recruitment processes but how committees function and are created.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Equity and inclusion
- Effective engagement
- Healthy and safe workplace



STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery

PROJECT COLLABORATORS

- Corporate Management Team
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division

BUDGET

Base Operating/Staff Resources

Council orientation and transition

KEY INITIATIVES FOR 2023

STARTING

Third quarter 2022

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

Each start of Council term it is important to create a program to support the building of the new Council team and provide the information they need to carry out the legislated responsibilities of their positions. For the 2022-2026 Council term we have 50 per cent new members and a new Mayor which places additional emphasis on the need for a thorough orientation program providing information as needed and at the right pace while building relationships with the staff and management team that supports them.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Personal leadership
- Service excellence

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Incorporate best practices to maximize inclusion within all City business, operations and service delivery

PROJECT COLLABORATORS

- Corporate Management Team

BUDGET

Base Operating/Staff Resources

2023 Legislative Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 1,727,710 | 1,758,254 |
| Change (year over year) | | 30,544 |
| Budget reference | | B21-P |
| TOTAL REVENUES | (145,621) | (145,621) |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 1,582,089 | 1,612,633 |
| Change (year over year) | | 30,544 |
| FTE | 15.3 | 15.3 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Legislative Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|----------------|
| Productivity Enhancement | 460 | - | 49,000 | 49,000 |
| Technology Refresh / Upgrades | 461 | - | 323,000 | 323,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | - | 372,000 | 372,000 |

Capital budgets and totals subject to rounding



Integrated Planning and Public Works

We facilitate a thoughtfully planned and well built sustainable community that is designed, constructed and maintained in an efficient and effective manner, promoting a high quality of life for the residents of Waterloo. We deliver service that is dependable, in accordance with extensive legislative obligations and technical standards.

OUR CORE CUSTOMERS

- Residents
- Businesses and ratepayers of the City of Waterloo

OUR CORE COLLABORATORS

- Residents
- Neighbourhood associations
- The development industry
- Business community and committees of Council
- Special interest groups

OUR DIVISIONS

- Planning
- Engineering Services
- Building Standards
- Transportation Services
- City Utilities

2023 Integrated Planning and Public Works Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-----------------------|-------------------------------|-------------------------------|
| EXPENSES | | |
| Commissioner | 886,838 | 908,770 |
| Building Standards | 3,175,500 | 3,241,286 |
| City Utilities | 61,530,978 | 65,414,540 |
| Engineering Services | 3,723,655 | 3,801,694 |
| Planning | 2,493,727 | 2,696,960 |
| Transportation | 8,752,308 | 9,307,671 |
| TOTAL EXPENSES | 80,563,006 | 85,370,921 |
| REVENUES | | |
| Commissioner | (938,925) | (944,925) |
| Building Standards | (3,175,500) | (3,241,286) |
| City Utilities | (61,530,978) | (65,414,540) |
| Engineering Services | (682,538) | (682,538) |
| Planning | (907,745) | (909,889) |
| Transportation | (2,401,262) | (2,406,203) |
| TOTAL REVENUES | (69,636,948) | (73,599,381) |
| TAX FUNDING | 10,926,058 | 11,771,540 |
| FTE | 184.5 | 191.5 |

2023 Integrated Planning and Public Works Capital Budget Overview

| DIVISION | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------------|--------------------------|--------------------|
| Building Standards | 392,000 | 1,606,000 | 1,998,000 |
| City Utilities - Sanitary | 3,217,000 | 26,914,000 | 30,131,000 |
| City Utilities - Stormwater | 7,834,000 | 55,796,000 | 63,630,000 |
| City Utilities - Water | 5,562,000 | 22,712,000 | 28,274,000 |
| Engineering Services - Other | 316,000 | 34,016,000 | 34,332,000 |
| Engineering Services- Parks | 548,000 | 4,326,000 | 4,874,000 |
| Engineering Services - Roads | - | 79,045,000 | 79,045,000 |
| Engineering Services - Sanitary | - | 3,706,000 | 3,706,000 |
| Engineering Services - Water | 1,910,000 | 4,635,000 | 6,545,000 |
| Planning | 4,648,000 | 18,190,000 | 22,838,000 |
| Transportation Services | 27,396,000 | 294,624,000 | 322,020,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | 51,823,000 | 545,570,000 | 597,393,000 |

Capital budgets and totals subject to rounding

2023 Integrated Planning and Public Works Commissioner Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 886,838 | 908,770 |
| Change (year over year) | | 21,932 |
| Budget reference | | B21-P B34-P |
| TOTAL REVENUES | (938,925) | (944,925) |
| Change (year over year) | | (6,000) |
| Budget reference | | B34-P |
| TAX FUNDING | (52,087) | (36,155) |
| Change (year over year) | | 15,932 |
| FTE | 6.5 | 6.5 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time



Planning

INTEGRATED PLANNING AND PUBLIC WORKS

Our mission

We plan for growth and development, vibrant public and private spaces, and the protection of the natural environment and cultural heritage resources in order to build a connected, healthy, sustainable and livable community. We achieve these objectives by managing growth, creating land use planning policy, establishing development regulations and standards, evaluating and processing planning applications, and collaborating with a wide range of interest groups and persons on City building.

Our team

The Planning division is comprised of professional planners, a planning technician, development coordinators, and administrative staff. Our team includes specialists in a variety of disciplines, including policy analysis and creation, development review, site design, urban design, environmental and sustainability planning, heritage, and data analysis. Professional designations include Registered Professional Planner (RPP), Members of the Canadian Institute of Planners (MCIP), and Certified Planning Technician (CPT).



What we manage

- The division provides comments on provincial legislation, plans and policies
- The division provides comments on regional plans, policies and studies
- Create planning policies and regulations, including the official plan, zoning by-law, and urban design manual
- Process and evaluate planning and development applications, including official plan amendments, zoning by-law amendments, site plan applications, plans of subdivision, consent applications, minor variance applications, plans of condominium, and demolition control
- Support and provide guidance to committees of Council and inter-agency committees, including the Committee of Adjustment, Municipal Heritage Committee, Sign Variance Committee, Town and Gown Committee
- Undertake heritage planning and process heritage permits
- Plan for the natural environment and sustainability
- Review and analyze City building data and trends



What governs our work

- Provincial legislation (including the Planning Act, Condominium Act, Ontario Heritage Act, Municipal Act)
- Provincial plans and policies (including the Provincial Policy Statement, 2020)
- Regional Official Plan and Regional master plans/studies
- City of Waterloo Official Plan
- City of Waterloo Zoning By-law
- City of Waterloo Urban Design Manual (UDM) and Accessibility Standards
- Broad range of other laws, guidelines, standards, and plans



Our collaborators

- Region of Waterloo
- Area municipalities, including joint service initiatives
- Agencies and utilities, including school boards, Grand River Conservation Authority (GRCA), Uptown BIA, Enova Power Corp., Enbridge
- City of Waterloo: Building Standards, Engineering Services, Transportation Services, Legal Services, Finance, Legislative Services, Corporate Communications, Fire Rescue Services, Municipal Enforcement Services, Economic Development, Office of the CAO, and many others
- Committees of Council, including the Committee of Adjustment, Municipal Heritage Committee, Sign Variance Committee
- Community
- Development industry, including the Waterloo Region Home Builders' Association (WRHBA)



Emerging trends

- Ontario's legislative planning framework is frequently changing, including how municipalities plan for growth, tools available to fund growth-related infrastructure and services, the timelines for reviewing planning applications (e.g. Bill 109)
- Climate change (adaptation and mitigation)
- Affordability and escalating costs of construction material and labour
- Rapid intensification of the City's built up area has magnified the need for enhancements to the public realm, good urban design, heritage conservation, and multi-modal transportation
- Public's expectation for clear, meaningful and timely consultation must be balanced against short legislative timeframes to process and evaluate development applications

City of Waterloo official plan review

KEY
INITIATIVES
FOR 2023

STARTING

Fourth quarter 2020

TARGET COMPLETION DATE

2024

WHY THIS IS IMPORTANT

The City of Waterloo's Official Plan is an important document that guides land use planning and decision-making in the local context. It represents Council's vision for community growth and change, guided by the public interest and applicable law. By-laws and public works must comply with the Official Plan.

The City's Official Plan was approved in 2012. The Ontario Planning Act requires the City of Waterloo to review its Official Plan every 10 years, and to update it to align with current provincial policies/plans and the Regional Official Plan. The Official Plan Review is an opportunity to align the City's planning framework with contemporary issues, needs and trends.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Healthy community and resilient neighbourhoods
- Economic growth and development
- Safe, sustainable transportation
- Sustainability and the Environment
- Equity, inclusion and a sense of belonging
- Infrastructure renewal



STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Apply a sustainability lens on all services and projects
- Increase the amount of affordable housing in the City
- To facilitate a modal shift, enable increased use of active transportation and public transit
- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Align economic development and job growth with community development objectives that address economic disparity

PROJECT COLLABORATORS

- Region of Waterloo and area municipalities
- Agencies and utilities, including school boards, Grand River Conservation Authority (GRCA), Enova Power Corp.
- City of Waterloo, including:
 - » Building Standards, Engineering Services, Transportation Services
 - » Legal Services, Legislative Services, Corporate Communications, Finance
 - » Fire Rescue Services, Municipal Enforcement Services, Parks, Forestry and Cemetery Services
 - » Indigenous Initiatives, Anti-Racism, Accessibility and Equity
 - » Economic Development
 - » Office of the CAO
- Community
- Development industry, including the Waterloo Region Home Builders' Association (WRHBA)
- Uptown BIA

BUDGET

\$159,000 - capital (funded)

City of Waterloo affordable housing strategy

KEY INITIATIVES FOR 2023

STARTING

First quarter 2022

TARGET COMPLETION DATE

First quarter 2023

WHY THIS IS IMPORTANT

The supply of affordable housing in Waterloo has not kept pace with demand. Over the past few decades, housing prices and rents have increased substantially faster than incomes, creating affordability challenges for many Waterloo households. In response, the City of Waterloo is drafting an Affordable Housing Strategy in support of the Region of Waterloo. The Region is the designated service manager for federal and provincial funding, and responsible for creating and administering housing and homelessness programs and services in the community.

The City's Affordable Housing Strategy will identify actions that can be undertaken by the City of Waterloo to support upper-levels of government, including actions that are intended to minimize the loss of existing affordable housing stock and increase the supply of new affordable housing in the City for low and moderate income households.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Healthy community and resilient neighbourhoods
- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Increase the amount of affordable housing in the City
- Align economic development and job growth with community development objectives that address economic disparity

PROJECT COLLABORATORS

- Region of Waterloo
- Community
- Development industry, including the Waterloo Region Home Builders' Association (WRHBA)

BUDGET

Base Operating/Staff Resources

2023 Planning Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 2,493,727 | 2,696,960 |
| Change (year over year) | | 203,233 |
| Budget reference | | B21-P B35 |
| TOTAL REVENUES | (907,745) | (909,889) |
| Change (year over year) | | (2,144) |
| Budget reference | | Ent Trsf |
| TAX FUNDING | 1,585,982 | 1,787,071 |
| Change (year over year) | | 201,089 |
| FTE | 20.2 | 21.2 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Planning

Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------|------------------|-----------------------|-------------------|
| Community Improvement Plan Development and Implementation | 630-631 | - | 5,085,000 | 5,085,000 |
| Economic Development Initiatives | 632 | 810,000 | 1,950,000 | 2,760,000 |
| Environmental Planning and Management | 633-634 | 155,000 | 160,000 | 315,000 |
| New Programs | 635-639 | 433,000 | 2,193,000 | 2,626,000 |
| Park Expansion | 640 | 2,500,000 | 2,028,000 | 4,528,000 |
| Streetscaping | 641 | - | 4,567,000 | 4,567,000 |
| Studies | 642-654 | 750,000 | 2,207,000 | 2,957,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 4,648,000 | 18,190,000 | 22,838,000 |

Capital budgets and totals subject to rounding

Engineering Services

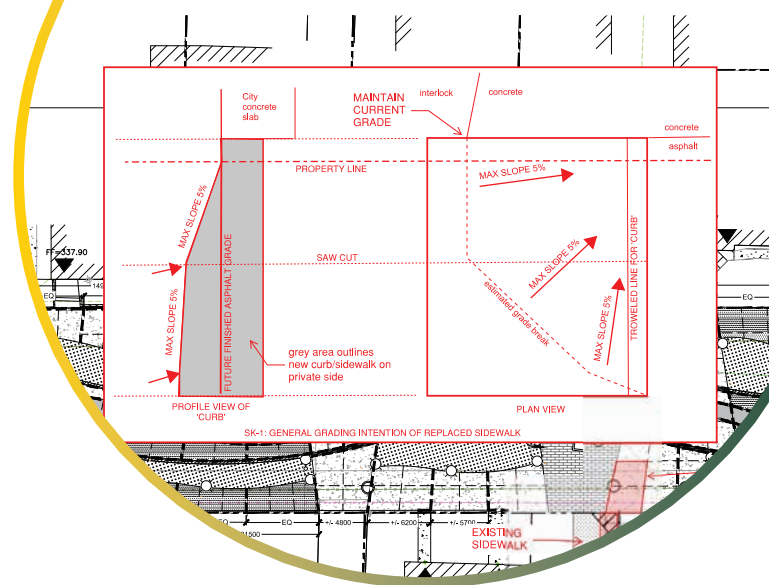
INTEGRATED PLANNING AND PUBLIC WORKS

Our mission

To provide engineering and project management services to other divisions in the City, namely City Utilities, Transportation, Building Standards, Planning, Parks Forestry and Cemetery Service, and Economic Development. We conduct development reviews, technical studies, environmental assessments, master plans, capital program planning, landscape architecture, pre-design work, capital project management, contract administration, drafting, surveying, data review and construction inspection. Engineering staff work closely with the City's Asset Management section to assess infrastructure condition assessments, asset life cycle and level of service considerations.

Our team

Engineering Services consist of a team of professional staff with backgrounds in civil engineering, water resources engineering, environmental engineering, engineering geology, landscape architecture, asset management, hydraulic modelling, surveying and geographic information systems (GIS).





What we manage

The Engineering Services division is organized into three sections that have the following roles:

- **Design and Construction** – undertakes capital projects involving design and construction of roads, sewers, watermains, sidewalks, wastewater and stormwater assets. This section also conducts technical studies such as master plans and class environmental assessments
- **Development Engineering** – reviews and inspects new construction associated with site plans and subdivisions, landscape architecture, trails, and project management of development charges funded capital projects
- **Engineering Infrastructure** – conducts surveying, computer-aided drafting and design, hydraulic modeling and data management. This section is heavily involved in capital program planning and condition assessment of City roads, sewers, watermains and stormwater management infrastructure



What governs our work

A range of federal and provincial legislation governs our work, in addition to numerous published engineering standards, specifications and guidelines and City policies. Some include:

- Environmental Protection Act
- Ontario Water Resources Act
- Ontario Building Code Act
- Technical Standards and Safety Act
- Occupational Health and Safety Act
- Safe Drinking Water Act
- Fisheries Act
- Environmental Assessment Act
- Construction Act
- Migratory Birds Convention Act

Our collaborators

Region of Waterloo, City of Kitchener, City of Cambridge, Woolwich and Wilmot townships, the Grand River Conservation Authority (GRCA), Enova Power Corp., Enbridge Gas, telecom service providers, Ministry of the Environment, conservation and parks and the Technical Standards and Safety Authority (TSSA). Staff also collaborate with other industry partners such as the Waterloo Home Builders Association (WHBA), Conestoga Heavy Construction Association (CHCA), and Association of Consulting Engineering Companies (ACEC) to name a few.

Emerging trends

- Advancements in artificial intelligence (AI), optical sensors, drones and automation for construction inspection and asset condition assessment
- Challenges with availability of experienced engineering staff and engineering consulting services
- Escalating costs of construction material and labour due to inflation and rising fuel costs
- Project delays due to market volatility and supply chain disruption
- Challenges in project approval and permitting timelines



Waterloo Public Square improvements

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Third quarter 2023

WHY THIS IS IMPORTANT

The water feature will be constructed to complete the original vision for the Square. Permanent and movable shade elements will be constructed and placed to provide much-needed shade and activate the central, open portion of the Square while respecting physical constraints and programming of the space. Together, these improvements will elevate the experience of the Waterloo Public Square, foster a healthy community and strengthen the sense of place in uptown Waterloo.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence



- Sustainability and the environment



- Healthy community and resilient neighbourhoods



- Infrastructure renewal

STRATEGIC OBJECTIVES

- Apply a sustainability lens on all services and projects
- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Support the arts and culture community to enhance Waterloo's quality of space
- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure

PROJECT COLLABORATORS

- Economic Development division
- Facility Design and Management Services division
- Parks, Forestry and Cemetery Services division

BUDGET

\$2.1M - capital ref. #620 and capital (funded)

Engineering manual update

KEY INITIATIVES FOR 2023

STARTING

First quarter 2021

TARGET COMPLETION DATE

Second quarter 2023

WHY THIS IS IMPORTANT

The Engineering Manual is a key document to guide land developers, consultants, contractors, City staff and the general public through the City of Waterloo's engineering processes. It outlines policies, procedures and standards governing development approvals and capital projects. This update will supersede the current Development Engineering Manual (2013).

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Service excellence
- Infrastructure renewal



STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure

PROJECT COLLABORATORS

- Planning division
- Parks, Forestry and Cemetery Services division
- Transportation division
- Utilities division

BUDGET

Base Operating/Staff Resources

Sanitary master plan update

KEY INITIATIVES FOR 2023

STARTING

Second quarter 2022

TARGET COMPLETION DATE

Third quarter 2023

WHY THIS IS IMPORTANT

The City is undertaking an addendum to the existing 2013 City-wide Sanitary Master Plan to examine the City's infrastructure needs in light of new planning policies, growth projections, and the current needs and issues that exist in our community, through to the year 2051. The update will provide long term servicing strategies that optimize our linear wastewater system and enhance its reliability, operational efficiency and system capacity to mitigate impacts to the environment.

STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure

PROJECT COLLABORATORS

- Planning division
- City Utilities division

BUDGET

\$238,000 - capital (funded)



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Sustainability
- Infrastructure renewal

2023 Engineering Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| TOTAL EXPENSES | 3,723,655 | 3,801,694 |
| Change (year over year) | | 78,039 |
| Budget reference | | B21-P |
| TOTAL REVENUES | (682,538) | (682,538) |
| Change (year over year) | | 0 |
| Budget reference | | |
| TAX FUNDING | 3,041,117 | 3,119,156 |
| Change (year over year) | | 78,039 |
| FTE | 27.8 | 27.8 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Engineering Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|--------------------|
| ENGINEERING SERVICES - OTHER | | | | |
| Economic Development Initiatives | 580 | - | 12,569,000 | 12,569,000 |
| Infrastructure Management | 581 | - | 395,000 | 395,000 |
| Land Development | 582-583 | - | 18,008,000 | 18,008,000 |
| Studies | 584 | 316,000 | 3,044,000 | 3,360,000 |
| OTHER TOTAL | | 316,000 | 34,016,000 | 34,332,000 |
| ENGINEERING SERVICES - PARKS | | | | |
| Park Expansion | 590-591 | 53,000 | 1,044,000 | 1,097,000 |
| Sidewalks and Trails | 592 | 263,000 | 2,538,000 | 2,801,000 |
| Streetscaping | 593 | 232,000 | 744,000 | 976,000 |
| PARKS TOTAL | | 548,000 | 4,326,000 | 4,874,000 |
| ENGINEERING SERVICES - ROADS | | | | |
| Road Reconstruction | 600-603 | - | 79,045,000 | 79,045,000 |
| ROADS TOTAL | | - | 79,045,000 | 79,045,000 |
| ENGINEERING SERVICES - SANITARY | | | | |
| Facility Refurbishment | 610 | - | 3,706,000 | 3,706,000 |
| SANITARY TOTAL | | - | 3,706,000 | 3,706,000 |
| ENGINEERING SERVICES - WATER | | | | |
| Facility Refurbishment | 620 | 1,866,000 | - | 1,866,000 |
| Infrastructure Management | 621 | 44,000 | 404,000 | 448,000 |
| Water Expansion | 622 | - | 4,231,000 | 4,231,000 |
| WATER TOTAL | | 1,910,000 | 4,635,000 | 6,545,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 2,774,000 | 125,728,000 | 128,502,000 |

Capital budgets and totals subject to rounding



Building Standards

INTEGRATED PLANNING AND PUBLIC WORKS

Our mission

The primary role of Building Standards is the enforcement of the Building Code Act (BCA) through the issuance of building permits and by conducting related inspections. The purpose of the Ontario Building Code (OBC) is to provide standards for public health and safety, fire protection, structural sufficiency, energy conservation, water conservation, environmental integrity and barrier-free accessibility of buildings. The City of Waterloo Building Standards team is committed to conducting this role in a professional manner and in accordance with our Code of Conduct.

Our team

The Building Standards team is comprised of certified building code officials qualified with the Ministry of Municipal Affairs and Housing in addition to subject matter experts, and technology and administrative professionals. These staff members focus on safe occupancy for buildings and designated structures within the City. This is accomplished through review of construction drawings and documents followed by onsite inspection of construction.



What we manage

- Plans examination, permit issuance and building inspections for the construction and demolition of housing, industrial, commercial, and institutional (ICI) buildings, renovations, alterations and additions to all building types, signs, retaining walls, decks and sheds
- Review for general conformance with approved site plans and applicable law
- Where applicable, the issuance of occupancy permits
- Investigation of construction without permits, unsafe building evaluations and post-fire building consultation
- Prosecution for non-compliance with the Building Code Act
- Data collection for reporting (e.g. Municipal Property Assessment Corporation (MPAC), Statistics Canada)



What governs our work

- Our work is governed by the Building Code Act, 1992, S.O. 1992, c.23 and Ontario Regulation 332/12: Building Code and applicable municipal by-laws
- Over 40 applicable law regulations (e.g. Planning Act, Ontario Heritage Act)
- Fire protection standards (e.g. National Fire Protection Act (NFPA), Canadian Standards Association (CSA), Underwriters Laboratories of Canada (ULC) and the Ontario Fire Code (OFC)
- Ontario Occupational Health and Safety Act
- Architects Act and the Professional Engineers Act



Our collaborators

- Internal divisions at the City of Waterloo are integral to the development approvals process
- Applicable law agencies such as the Region of Waterloo and Grand River Conservation Authority

- Advisory committees such as the Large Municipality Chief Building Officials, Waterloo Region Chief Building Officials, Code Interpretation and Building Inspection Advisory committees
- Ontario Building Officials Association – provincial and local
- Ministry of Municipal Affairs and Housing
- Waterloo Regional Home Builders' Association
- Design professionals including qualified designers, architect and engineers

Emerging trends

- Significant changes to the Ontario Building Code to better align with the model National Building Code including expanded regulations for mass timber construction
- Housing affordability and urban intensification, including high-density development and accessory dwelling units
- Supply chain challenges and shortage of construction industry professionals, including building officials and construction workers
- Increased development and use of innovative materials and smart products and digital development approvals technology



Building code act enforcement

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

- Public safety
- Comply with prescribed responsibilities under the Building Code Act
- Meet mandatory timelines for plans review and building inspections

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence
- Economic growth and development
- Healthy community and resilient neighbourhoods



STRATEGIC OBJECTIVES

- Position Waterloo as a strong and resilient community

PROJECT COLLABORATORS

- Planning division
- Engineering Services division

BUDGET

Base Operating/Staff Resources

Enhance the current e-permitting system including expansion of public portal functions

STARTING

2020

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

- Extended hours of service (ability to apply online 24hrs – virtual counter)
- Improved document management, transparency and access to information
- Alignment with provincial objectives to streamline development approvals processes

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence



- Effective engagement
- Economic growth and development



- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Actively attract and nurture innovation among businesses to fuel a diverse economy

PROJECT COLLABORATORS

- Information Management and Technology Services division
- Planning division
- Engineering Services division
- Municipal Enforcement Services division

BUDGET

\$566,000 - capital ref. #503 and capital (funded)

Engagement and education

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Third quarter 2023

WHY THIS IS IMPORTANT

- Reduce incomplete applications, increase public awareness of process and benefits
- Improve plans examination process, promote standard submission criteria
- Reduce the instances of illegal and unsafe construction, and use of illegal building products
- Improve economies of scale (partner with Ontario Building Officials Association (OBOA) and other neighbouring municipalities)

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Effective engagement
- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Position Waterloo as a strong and resilient community

PROJECT COLLABORATORS

- Neighbouring municipalities
- Ontario Building Officials Association (OBOA)
- Participating “big box” stores
- Corporate Communications division

BUDGET

Base Operating/Staff Resources



2023 Building Standards Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|--|
| TOTAL EXPENSES | 3,175,500 | 3,241,286 |
| Change (year over year) | | 65,786 |
| Budget reference | | B13-P B21-P B29-P B30-P I2-P |
| TOTAL REVENUES | (3,175,500) | (3,241,286) |
| Change (year over year) | | (65,786) |
| Budget reference | | Ent Trsf |
| TAX FUNDING | 0 | 0 |
| Change (year over year) | 0 | 0 |
| FTE | 21.2 | 21.2 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Building Standards Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|------------------|
| Fleet Management | 501 | 50,000 | 840,000 | 890,000 |
| Infrastructure Management | 502 | 79,000 | 115,000 | 194,000 |
| Productivity Enhancement | 503 | 263,000 | 651,000 | 914,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 392,000 | 1,606,000 | 1,998,000 |

Capital budgets and totals subject to rounding



Transportation Services

INTEGRATED PLANNING AND PUBLIC WORKS

Our mission

Transportation Services plans and maintains a sustainable and reliable transportation network that allows the movement of people and goods safely between destinations. The transportation network facilitates the flow of people in and around the City by all modes of transportation including walking, cycling, rolling, transit and driving. Transportation staff continually strive to enhance safety for all modes of transportation within the City.

Our team

The Transportation Services division is comprised of professional engineers, certified engineering technologists and technicians, equipment operators / maintenance crews, administration, subject matter experts, and crossing guards. Our staff work to promote safe travels for all modes of transportation within the City.



What we manage

- The right-of-way – from back of sidewalk to back of sidewalk (837 lane km of roadway)
- Reconstruction and maintenance of 552 km of sidewalks
- Cycling facilities, including on-road bike lanes, multi-use trails/paths and bike parking
- Traffic operations including signs and pavement markings
- Illumination for pedestrians, cyclists and motorists
- Crossing guards
- Pedestrian crossovers and pedestrian refuge islands
- Seasonal operations and maintenance of roads (e.g., snow clearing, leaf collection)



What governs our work

- Ontario Highway Traffic Act
- Ontario Traffic Manuals (Books 1-19)
- Accessibility for Ontarians with Disabilities Act
- Municipal Act (Minimum Maintenance Standards)
- Transportation Association of Canada Guidelines
- Occupational Health and Safety Act



Our collaborators

- Other divisions at the City of Waterloo
- Waterloo Advisory Committee on Active Transportation
- Uptown Waterloo Business Improvement Area
- Neighbourhood associations
- Neighbouring municipalities (region, cities, townships)

- Utility companies
- Waterloo Regional Police Services
- School Boards
- Grand River Transit

Emerging trends

- Increasing cost of road salt, combined with reduced salt usage requirements
- Enhanced minimum maintenance standards for roads and sidewalks; 12 months of the year
- Increasing use of active transportation modes - rideshare programs, e-bikes and scooters



Transportation master plan priority projects and programs

STARTING

Continuing

TARGET COMPLETION DATE

Fourth quarter 2025

WHY THIS IS IMPORTANT

The approved Transportation Master Plan (TMP) is a long-range strategic planning and policy document, setting the transportation vision for the City for the next 20 years. The approved priority projects and programs help in the development of the City's capital plan and budgeting process. The TMP is an implementation tool of the Official Plan.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Sustainability
- Safe, sustainable transportation

STRATEGIC OBJECTIVES

- Adopt Vision Zero practices and tactics to enable safe travel by all modes of transportation
- To facilitate a modal shift, enable increased use of active transportation and transit

PROJECT COLLABORATORS

- Planning Services division
- Engineering Services division
- Parks, Forestry and Cemetery Services division
- Region of Waterloo

BUDGET

\$1.1M - capital ref. #690 and #692

Maintenance standards for City roads and sidewalks

STARTING

Continuing

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

The Winter Control Modernization Review completed for the City by Deloitte in 2019 indicated a number of recommendations to be fulfilled. The implementation of these recommendations is ongoing.

The province of Ontario has made changes to regulation 239/02, which came into effect on May 3, 2018. This will have significant implications for our maintenance operations, bike lanes, winter sidewalk patrols and snow clearing. The changes are substantial and may require additional staffing to meet the requirements.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence



- Safe, sustainable transportation

- Infrastructure renewal

STRATEGIC OBJECTIVES

- Adopt Vision Zero practices and tactics to enable safe travel by all modes of transportation
- To facilitate a modal shift, enable increased use of active transportation and public transit
- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure

PROJECT COLLABORATORS

- Parks, Forestry and Cemetery Services division
- Neighbouring municipalities

BUDGET

\$200,000 - operating ref. B20-P and B22-P

Traffic calming initiatives

STARTING

Continuing

TARGET COMPLETION DATE

Ongoing

WHY THIS IS IMPORTANT

Ongoing implementation of various traffic calming initiatives will be an important part of the City's strategy to help in ensuring a safe community. Various methods such as automated speed enforcement and seasonal traffic calming programs are examples of initiatives that will enhance safe travel for all modes of travel. Reviewing and implementing Vision Zero and complete streets practices will also assist in this process.

STRATEGIC OBJECTIVES

- Adopt Vision Zero practices and tactics to enable safe travel by all modes of transportation
- To facilitate a modal shift, enable increased use of active transportation and public transit

PROJECT COLLABORATORS

- Region of Waterloo
- Waterloo Regional Police Services
- Neighbouring municipalities

BUDGET

\$261,000 - capital ref. #691



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence
- Safe, sustainable transportation

2023 Transportation Services Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------------|
| TOTAL EXPENSES | 8,752,308 | 9,307,671 |
| Change (year over year) | | 555,363 |
| Budget reference | | B20-P B21-P B22 B36 B37 |
| TOTAL REVENUES | (2,401,262) | (2,406,203) |
| Change (year over year) | | (4,941) |
| Budget reference | | Ent Trsf |
| TAX FUNDING | 6,351,046 | 6,901,468 |
| Change (year over year) | | 550,422 |
| FTE | 52.2 | 55.2 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Transportation Services Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|--------------------|
| Infrastructure Management | 660-661 | 458,000 | 9,820,000 | 10,278,000 |
| Road Reconstruction | 662-670 | 18,402,000 | 210,884,000 | 229,286,000 |
| Road Resurfacing | 671-674 | 2,799,000 | 25,401,000 | 28,200,000 |
| Roadside Maintenance | 675-678 | 599,000 | 5,774,000 | 6,373,000 |
| Sidewalks and Trails | 679-696 | 4,928,000 | 39,978,000 | 44,906,000 |
| Studies | 695 | - | 738,000 | 738,000 |
| Traffic Management | 697 | 210,000 | 2,029,000 | 2,239,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 27,396,000 | 294,624,000 | 322,020,000 |

Capital budgets and totals subject to rounding.



City Utilities

INTEGRATED PLANNING AND PUBLIC WORKS

Our mission

To provide safe and reliable distribution of drinking water, collection of wastewater, collection and management of stormwater; and the ability to repair and install all of these services in an efficient and effective manner. All these services are essential for public health, private property and environmental protection, community growth; and, contribute to the quality of life in Waterloo.

Our team

The City Utilities team consists of staff with professional designations and Ministry of Environment, conservation and parks licenses for water and wastewater operations and maintenance. Our team includes staff with backgrounds in civil engineering, water resources engineering, environmental engineering, water quality, business analysis and geographic information systems (GIS).



What we manage

The City Utilities division is organized into five sections that have the following roles:

- Water Operations and Maintenance – operates and maintains the drinking water system and ensures compliance with Ontario drinking water legislation
- Wastewater Operations and Maintenance – operates and maintains the wastewater collection system and ensures compliance with Ontario environmental legislation
- Stormwater Operations and Construction – operates and maintains the stormwater infrastructure, ensures compliance with Ontario environmental legislation, and performs construction activities for repair and installation
- Programs - administers specialized programs in support of all utility infrastructure including: advanced metering, leak detection, and stormwater rebates
- Compliance - manages and administers compliance of utility operations and maintenance activities in context of legislated requirements for the corporation



What governs our work

A range of federal and provincial legislation governs our work, in addition to numerous published engineering standards, specifications and guidelines and City policies. Some include:

- Safe Drinking Water Act and all related Ontario Regulations
- Ontario Water Resources Act and all related Ontario Regulations
- Environmental Protection Act and all related Ontario Regulations
- Occupational Health and Safety Act
- Municipal Act
- Technical Standards and Safety Act
- Fisheries Act
- Clean Water Act

Our collaborators

Other divisions within the City of Waterloo, Ministry of the Environment, Conservation and Parks, Region of Waterloo, Grand River Conservation Authority (GRCA), Enova Power Corp., Enbridge Gas, telecom service providers, and the Technical Standards and Safety Authority (TSSA). For servicing coordination and best practices our staff also collaborates with the City of Kitchener, City of Cambridge, Woolwich and Wilmot townships and many other municipal water departments.

Emerging trends

- Changes in the legislative requirements and regulatory framework (environmental compliance approvals, lead and other contaminants)
- Intensification of land development in Waterloo and the need to implement best practices for utility management and servicing design
- Advancements in automation technologies for monitoring of water, wastewater and stormwater infrastructure
- Escalating costs of construction materials, supply chain issues, and labour shortages resulting from inflation, global markets, and labour market pressures



Advanced metering initiative (AMI)

KEY INITIATIVES FOR 2023

STARTING

Second quarter 2020

TARGET COMPLETION DATE

Second quarter 2024

WHY THIS IS IMPORTANT

An AMI system allows for real time water readings that will streamline the City's billing processes, reduce the demand on operations staff, identify abnormal water consumption patterns; and significantly enhance the level of service for our customers. A key goal for the project is the integration of the water readings generated from the AMI system into the City's billing system. This process has been successfully streamlined so that water readings from the system are imported automatically into the City's billing system and are currently being used for issuing water invoices for those meters connected. A secondary goal is to integrate the AMI based data into the customer tax and water portal that will allow residents and businesses to observe their usage in detail and to help them diagnose abnormal water usage.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Sustainability and the environment

STRATEGIC OBJECTIVES

- Apply a sustainability lens on all services and projects
- Enable bold local actions to address the climate change crisis

PROJECT COLLABORATORS

- Enova Power Corp.
- Finance division
- IMTS division

BUDGET

\$2.5M - capital ref. #561
and capital (funded)

Supervisory control system upgrade

KEY INITIATIVES FOR 2023

STARTING

First quarter 2022

TARGET COMPLETION DATE

Second quarter 2023

WHY THIS IS IMPORTANT

The Supervisory Control System (SCADA) is a key system for remotely monitoring and controlling equipment within our wastewater collection system (primarily at sanitary pumping stations). Based on the age of the existing system and vulnerability to cyber threats, the system requires modernization. The City was successful in obtaining a grant and will be creating a plan for modernization that will be complete in January 2023. After the plan has been established we will be proceed with modernization work including implementation of new hardware and software to allow reliable and efficient control of our collections assets and collection of performance data. The new SCADA platform will also serve as a multi-functional information system that can consume and display real time monitoring data, such as stormwater management system flow data.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Sustainability and the environment

STRATEGIC OBJECTIVES

- Apply a sustainability lens on all services and projects
- Enable bold local actions to address the climate change crisis

PROJECT COLLABORATORS

- IMTS division

BUDGET

\$56,000 - capital ref. #520

Infrastructure renewal programs

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2028

WHY THIS IS IMPORTANT

City Utilities is currently delivering a number of infrastructure renewal and maintenance programs including: valve and nut replacement, pump station infrastructure upgrades, and stormwater infrastructure repair/maintenance. These programs are critical to ensure we maximize the life of our City infrastructure assets and to ensure the optimal service level is continually delivered to our stakeholders.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Infrastructure renewal
- Sustainability and the environment



STRATEGIC OBJECTIVES

- Optimize usage and efficiency of existing facilities and assets
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure
- Address the infrastructure deficit
- Apply a sustainability lens on all services and projects
- Enable bold local actions to address the climate change crisis

PROJECT COLLABORATORS

- Engineering Services division

BUDGET

\$1.5M - capital ref. #522, #524, #534, #538 and #567

2023 City Utilities Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|--|
| TOTAL EXPENSES | 61,530,978 | 65,414,540 |
| Change (year over year) | | 3,883,562 |
| Budget reference | | B13-P B21-P B26-P B29-P B30-P B43, B44 B47, B48 B49, B50 B51, B52 G3, G4 G5, G6 G7, G8 G11 I2-P Ent Trsf |
| TOTAL REVENUES | (61,530,978) | (65,414,540) |
| Change (year over year) | | (3,883,562) |
| Budget reference | | B40 B41 B42 B48 Ent Trsf |
| TAX FUNDING | 0 | 0 |
| Change (year over year) | 0 | 0 |
| FTE | 56.6 | 59.6 |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 City Utilities Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|-------------|-------------------|-----------------------|--------------------|
| CITY UTILITIES - SANITARY | | | | |
| Infrastructure Management | 510 | 18,000 | 18,000 | 36,000 |
| Studies | 511 | - | 479,000 | 479,000 |
| Wastewater Expansion | 512-516 | 740,000 | 14,181,000 | 14,921,000 |
| Wastewater Maintenance | 517-520 | 240,000 | 3,467,000 | 3,707,000 |
| Wastewater System Rehab | 521-526 | 2,219,000 | 8,769,000 | 10,988,000 |
| SANITARY TOTAL | | 3,217,000 | 26,914,000 | 30,131,000 |
| CITY UTILITIES - STORMWATER | | | | |
| Environmental Planning and Management | 530 | - | 2,770,000 | 2,770,000 |
| Infrastructure Management | 531 | 82,000 | 792,000 | 874,000 |
| Stormwater Expansion | 532-533 | 501,000 | 4,828,000 | 5,329,000 |
| Stormwater Maintenance | 534-538 | 1,138,000 | 17,875,000 | 19,013,000 |
| Stormwater System Rehab | 539-551 | 6,113,000 | 28,980,000 | 35,093,000 |
| Studies | 552-553 | - | 551,000 | 551,000 |
| STORMWATER TOTAL | | 7,834,000 | 55,796,000 | 63,630,000 |
| CITY UTILITIES-WATER | | | | |
| Environmental Planning and Management | 560 | 55,000 | - | 55,000 |
| Infrastructure Management | 561 | 1,267,000 | - | 1,267,000 |
| Road Reconstruction | 562 | - | 3,495,000 | 3,495,000 |
| Studies | 563-564 | - | 524,000 | 524,000 |
| Water Expansion | 565-566 | 516,000 | 4,975,000 | 5,491,000 |
| Water Maintenance | 567 | 293,000 | 2,823,000 | 3,116,000 |
| Water System Rehab | 568-570 | 3,431,000 | 10,895,000 | 14,326,000 |
| WATER TOTAL | | 5,562,000 | 22,712,000 | 28,274,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 16,613,000 | 105,422,000 | 122,035,000 |

Capital budgets and totals subject to rounding



Waterloo Public Library

Our goal is to be a transformational force in the development of Waterloo and its citizens.

SERVICES

- Support and fulfill the multiple literacy needs of our community, including digital literacy
- Offer access to information to all Waterloo citizens
- Provide a safe public space that welcomes everyone
- Create an environment that encourages discovery, innovation, lifelong learning and collaboration
- Partner to provide crucial settlement services for newcomers



Our mission

Waterloo Public Library (WPL) works to be a transformational force for our community, providing resources, spaces, tools, services and programs that build the multiple literacy skills of everyone in our City.

Although a separate organization, the library is strongly aligned with the objectives of the City of Waterloo and their vision for making Waterloo “an equitable community that leads the world in learning, discovery and caring.”

Our core business focuses on creating access to shared spaces and resources, providing all community members with reliable and diverse channels of information. Deliberate planning is done to ensure the library remains relevant and responsible to evolving community needs.



Our team

The staff at Waterloo Public Library are a committed team of information professionals who model life-long learning for the community. Understanding that the ways information is created, stored, shared and understood are in constant evolution, the WPL team is continually learning and updating how we deliver service to our community. Library programs create pathways to new learning opportunities, intergenerational gathering and community connections for all community members. Our staff work at four locations throughout the City of Waterloo, collaborating closely with the neighbours and partners they serve. The library has a robust network of partnerships and relationships with long term care homes, schools and other organizations that help to expand our reach in the community.



What we manage

- Four library locations
- A diverse collection of more than half a million print, digital and alternative materials
- A creative suite of program opportunities for people of all ages – 1096 programs in 2021 with 35,302 attendees

- Relationships with our 54,769 cardholding members who use our spaces, collections and programs
- Hundreds of diverse partnerships that bring additional resources to the library and connections out into the community



What governs our work

- Public Library Act and its relationship to the Municipal Act
- WPL Library Board policies
- The Municipal Act
- The Accessibility for Ontarians with Disabilities Act
- The Municipal Freedom of Information and Protection Act
- Library strategic plan
- City of Waterloo strategic plan and other strategic activities like the Culture Plan



Our collaborators

- City of Waterloo – numerous departments with which we have shared spaces, coordinated programming and service delivery relationships as well as involvement with the Advisory Committee on Culture and the Age-Friendly Committee
- Schools and post-secondary institutions
- Community service providers including key partnerships to deliver onsite services like settlement services for newcomers, job support, vaccinations, programming and more
- Long-term care homes to which we bring library materials for homebound seniors
- Other libraries regionally and across the country through shared systems, buying consortia, collaborative programs, reciprocal borrowing, professional development and information sharing

Emerging trends

- Digital literacy, privacy, artificial intelligence (AI) and bridging the Digital Divide
- Libraries as community hubs and spaces of inclusion and belonging
- Life long learning / emergent areas of literacy
- Increasing demand for digital materials like e-books



Eastside Branch library community collaboration

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

The Eastside Branch library branch was created through community collaboration from the beginning. The Naturespace and Lending Makerspace debuted with intentional opportunity for the community to continue developing these resources with us. Key 2023 projects include engagement with our teaching beehive, community participation in plant cultivation and design thinking around the fixed and movable assets in that space that will support intergenerational environmental literacy building.

The Lending Makerspace is a next generation concept that allows customers access to tech and creative tools they can borrow. Through a process of engagement, the resources of this collection will be developed and expanded to support more meaningful use of these resources for learning, prototyping and making.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:

- Effective engagement
- Equity, inclusion and a sense of belonging



STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community

PROJECT COLLABORATORS

- Recreation Services division
- Pollinator Working Group

BUDGET

Base Operating/Staff Resources

Customer experience audit

KEY INITIATIVES FOR 2023

STARTING

First quarter 2023

TARGET COMPLETION DATE

Third quarter 2023

WHY THIS IS IMPORTANT

In 2022, WPL grew to become a system with four locations at the same time COVID restrictions were being dramatically reduced. These significant changes have impacted how the community uses our library system and the opportunities that exist for us to grow as a community resource moving forward.

A customer experience audit will help us to identify key areas for growth as we head into our next cycle of strategic planning. This focused audit will help us identify opportunities for how we can improve:

- a) equity, access and inclusion in our customer service
- b) customer experience in our spaces and at our service points
- c) customer engagement with our programs, services and resources

The research from this audit will contribute necessary information and insight to help shape the questions and projects we pursue as part of our next strategic planning process. Part of this project will include the replacement of service desks at the main library.

LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Service excellence



- Healthy community and resilient neighbourhoods

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community

PROJECT COLLABORATORS

- Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Support the arts and culture community to enhance Waterloo's quality of place

BUDGET

\$181,000 - capital ref.#701-P

Strategic plan

STARTING

First quarter 2023

TARGET COMPLETION DATE

Fourth quarter 2023

WHY THIS IS IMPORTANT

In 2023, WPL will create a new strategic plan for the library for 2024-2028. Through a robust process of community and partner engagement, our Board and staff teams will create a plan for the library that serves and reflects our community.



LINK TO STRATEGIC PLAN

Guiding principles and strategic pillars:



- Effective engagement



- Healthy community and resilient neighbourhoods

- Equity, inclusion and a sense of belonging

STRATEGIC OBJECTIVES

- Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community

PROJECT COLLABORATORS

- Community Services
- Arts and Culture
- Indigenous Initiatives, Anti-Racism, Accessibility and Equity division
- Community partners
- Schools

BUDGET

\$79,000 - capital ref#704

2023 Waterloo Public Library Operating Budget Overview

| | 2022 APPROVED BUDGET \$ | 2023 APPROVED BUDGET \$ |
|-------------------------|-------------------------------|-------------------------------|
| NET TAX LEVY | 7,043,273 | 7,364,900 |
| Change (year over year) | | 321,627 |
| Budget reference | | G1-P |

P – Partial Amount Ent Trsf – Transfer to/from Enterprise PY Rev – Prior Year Reversal of One-time

2023 Waterloo Public Library Capital Budget and Forecast Overview

| INITIATIVE | BUDGET REF. | 2023 BUDGET \$ | 2024-2032 FORECAST \$ | TOTAL \$ |
|---|----------------|-------------------|--------------------------|------------------|
| Facility Refurbishment | 701 | 181,000 | 627,000 | 808,000 |
| Library Collection Growth | 702-703 | 264,000 | 2,657,000 | 2,921,000 |
| Studies | 704-705 | 79,000 | 158,000 | 237,000 |
| Technology Refresh / Upgrades | 706-707 | 315,000 | 2,768,000 | 3,083,000 |
| Total 2023 Capital Budget and 2024-2032 Forecast | | 839,000 | 6,210,000 | 7,049,000 |

Capital budgets and totals subject to rounding