

Strong,  
sustainable,  
together

 BUDGET 2024-2026

# 2024-2026 BUSINESS PLANS

[waterloo.ca/budget](https://waterloo.ca/budget)

THE CITY OF   
**Waterloo**

# City of Waterloo Business Plans



The 2024-2026 business plans are aligned with the City's 2024-2026 budget and priorities, as identified by the community, staff and council in the 2023-2026 Strategic Plan. The business plans specifically identify 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 accessibility and inclusion for all.

## 20 Office of the CAO

- Strategic Initiatives
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173

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# Message from the CAO

## TIM ANDERSON



In June 2023, the City of Waterloo approved the 2023-2026 Strategic Plan. Developing the strategic plan involved many levels of thoughtful engagement with the community, staff and Council, and the plan reflects that collaborative effort and our shared priorities. The theme of the 2023-2026 Strategic Plan process was Strong, Sustainable, Together and that theme continues to drive the work of the 2024-2026 approved budget and our updated business plan.

The 2024-2026 Business Plan is the bridge between the strategic plan and the City's budget, describing how we're funding the valuable services we provide, and how those services address the priorities of our community.

We recognize that these continue to be challenging times, with the pressures of inflation and higher costs impacting businesses, individuals and families everywhere. Our community priorities are also focused on some very complex issues. We are committed to moving forward on the things that matter most in our community: supporting affordable and attainable housing, climate action, investing in infrastructure to meet the needs of today and tomorrow, and ensuring that our services are welcoming, accessible and inclusive for everyone. To do that, we're collaborating and working with our area partners and other levels of government more than ever. Finding solutions to these intricate problems will involve work and funding beyond the municipal level.

The business plan shares key City initiatives. We've worked hard to find efficiencies and improvements

to allow us to continue providing excellent everyday services, while advancing additional projects using existing base budgets and resources. We've also carefully considered all the strategic priorities when it comes to new capital projects, focusing on those that will have the greatest impact for the community.

To emphasize the ties between the 2024-2026 budget and the strategic plan, we've included six strategic stories, to highlight the connection between our new budget and the priorities of Reconciliation, Equity, Accessibility, Diversity and Inclusion, Environmental Sustainability and Climate Action, Complete Community, Infrastructure and Transportation Systems and Innovation and Future-Ready. These priorities all intersect, and with a wide focus that encompasses all of them we will get to our strong, sustainable future together.

City of Waterloo staff are dedicated to service excellence, delivering programs and services in a way that engages residents and meets the needs of our diverse community. Our approach continues to be community-centred, grounded in empathy and understanding. We look forward to hearing from the community through the budget process and the strategic plan implementation, to make sure you continue to see your priorities for the future of Waterloo reflected in our work.

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**. Developed jointly with input from residents, businesses, staff and council, the strategic plan is the roadmap that identifies where we are and where we want to be. The decisions, planning and budgeting we do over the next few years are guided by the priorities our community has set.

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 VISION**

A leader in sustainability and a future-ready community for all



## **OUR MISSION**

To actively engage, collaborate with and respond to Waterloo's diverse community through bold leadership, empathy and accountability

# Strong, Sustainable, Together

# Our Guiding Principles

These principles serve as a lens through which all decisions are evaluated. They represent the values of the municipal corporation, and guide our decision-making as we work to deliver on the goals and objectives of the 2023-2026 Strategic Plan.



## **EQUITY AND INCLUSION**

We build relationships with First Nations, Métis and Inuit Peoples and equity-deserving groups and embrace Reconciliation, equity, accessibility, diversity and inclusion.



## **SUSTAINABILITY**

We plan for the long term, prioritizing sustainability, and take meaningful action to address environmental, social and economic goals.



## **INTEGRITY**

We operate with integrity and transparency and we strive for well-considered comprehensive, responsive, diligent and thoughtful decision-making.



## **WORKPLACE WELLBEING**

We commit to promoting wellbeing and providing a healthy, safe and enjoyable work environment for all employees and volunteers of the organization.



## **COMMUNITY-CENTRED**

We support strong and liveable neighbourhoods, prioritizing community engagement grounded in empathy and understanding.



## **OPERATIONAL EXCELLENCE**

We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the City.

# Our Strategic Priorities

The strategic priorities are designed to be interconnected and work together. They provide specific areas of focus to prioritize the decisions made as we plan and budget, to make sure our work will get us where we want to go as a community. The priorities for 2023 to 2026 are reflected throughout the City's Key Initiatives for 2024 to 2026, and highlighted in our Strategic Stories.



## **RECONCILIATION, EQUITY, ACCESSIBILITY, DIVERSITY AND INCLUSION**

Value that an inclusive city is one that recognizes differences and diversity in planning, decision making and service delivery for all residents to have equal opportunities and benefits. Through a commitment to Reconciliation, justice, equity and inclusion for all, the City will disrupt and dismantle all forms of discrimination and systemic oppression.

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## **ENVIRONMENTAL SUSTAINABILITY AND CLIMATE ACTION**

Become a leader in environmental sustainability practices and climate action by making transformational changes related to City operations and services while working with the community towards climate change mitigation and adaptation goals.

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## **COMPLETE COMMUNITY**

Achieve a high quality of life for all residents and overall community vibrancy through strategic density, diverse housing options and equitably available parks, public spaces and other recreational and cultural amenities.

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## **INFRASTRUCTURE AND TRANSPORTATION SYSTEMS**

Expand and support infrastructure and transportation systems in an environmentally and fiscally sustainable manner that provides residents with resilient public infrastructure and sustainable transportation solutions.

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## **INNOVATION AND FUTURE-READY**

Demonstrate resiliency and readiness to do things differently, address social developments and integrate new ideas through collaboration with key partners while continuing to grow a diversified economy and innovation ecosystem.



**STRATEGIC STORIES:  
RECONCILIATION, EQUITY, ACCESSIBILITY,  
DIVERSITY AND INCLUSION**



# More sidewalk clearing to improve winter mobility for everyone

**2024-2026 BUDGET REF. S3, S4, S5, 327**

## What we heard

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When residents shared their vision for the future of Waterloo, common themes included:

When sidewalks are not accessible, this disproportionately impacts low income households, people with disabilities, older adults and anyone using an assistive mobility device.

Sidewalks should be cleared by the City.

Individuals should clear their own sidewalk and help others that need assistance.



## Why it's important

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Many residents across the City walk and roll year-round on sidewalks and trails, using them as their primary method of travel, to access public transit, for short trips and for exercise. In the winter, snow covered sidewalks and multi-use paths are more difficult to use. Some members of our community face significant accessibility challenges when snow accumulation occurs. The shared model where both the City and private property owners clear snow from sidewalks will still be in place, with adjustments to improve winter sidewalk accessibility over the next few seasons.

## What we're doing

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With budget adoption, you would see this work delivered in stages over the 2024-25 to 2026-27 winter seasons. As we implement new solutions, we will evaluate the effectiveness of those approaches. We'll prioritize the clearing of City-maintained trails near schools, and phase in crews/equipment to tackle the snow that accumulates at high use crosswalks. We will also focus on snow left at intersections after snow plows clear the roadway. We'll use education, enforcement and offer program assistance to improve the conditions of sidewalks property owners are responsible for, and pilot clearing snow from some sidewalks where there are no boulevards for snow storage. We will ask for feedback to see how these shared, phased-in options are working, and evaluate how well these and other supports we are providing help everyone get where they need to go. What we learn in the next few years will help determine the future of services and potential funding needed to expand improvements into 2027 and beyond.

Winter sidewalk clearing is an equity and accessibility issue, not just a transportation concern.





**STRATEGIC STORIES:  
INFRASTRUCTURE AND  
TRANSPORTATION SYSTEMS**

# Investing in active transportation infrastructure

**2024-2026 BUDGET REF. 16, VARIOUS CAPITAL (E.G. 583, 677, 696)**

## What we heard

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When residents shared their vision for the future of Waterloo, common themes included:

Ensure safe, clearly signed and well maintained infrastructure that supports transit, cycling, and pedestrians, not only car transportation.

Some of the things the City has been working towards relating to active transportation, pedestrians and public transit are great (i.e. multi use trail network) but more is needed.

I imagine being able to walk to a grocery store, bike to a local theatre, and take a bus / rail to the mall.



## Why it's important

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Active transportation is a big part of how many people get around in Waterloo, with growing demand! Investing in active transportation infrastructure provides more sustainable transportation options for everyone, whether you're just leaving the car at home for the day or don't have one at all. Active transportation for regular commutes, for exercise, or to access transit all contributes to greenhouse gas reductions and our overall community wellbeing.

## What we're doing

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With budget adoption, you will see projects to add additional kilometres of multi-use trails and paths, additional sidewalks, and new cycling facilities to the City's active transportation network. We'll support existing infrastructure with upgrades like pedestrian lighting and other trail improvements on the Brighton Trailhead and Laurel Greenway. We'll also support new development areas by adding trails on the West Side, install the Laurel Creek Trail around the Laurel Creek Conservation Area, and upgrade both pedestrian and cycling facilities along Union Street.

We're providing residents with resilient public infrastructure and sustainable active transportation solutions.





**STRATEGIC STORIES:  
ENVIRONMENTAL SUSTAINABILITY  
AND CLIMATE ACTION**



# Transforming our facilities for net-zero

2024-2026 BUDGET REF. I7, 225

## What we heard

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When residents shared their vision for the future of Waterloo, common themes included:

We must work towards achieving low to zero carbon emissions from City offices and service facilities.

We must continue our efforts to reduce greenhouse gas emissions. We should learn how and routinely count the embodied carbon in existing buildings, and realize how important it is to carefully manage demolition waste, and to champion repurposing of existing buildings and building materials where possible.

Prioritize more initiatives to support lowered carbon emissions.



## Why it's important

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City facilities support all our programs and services, but these buildings are also the largest source of greenhouse gas (GHG) emissions for our organization. The City of Waterloo has declared a Climate Emergency, and we are taking action on climate change. We have pledged to achieve a target of 50 per cent reduction in GHG emissions (relative to 2010 emissions) by 2030, on our way to net-zero emissions by 2050. The City needs to do our part and set an example as a leader in environmental sustainability practices and climate action, and we only have about 85 months left to meet our 2030 goal.

## What we're doing

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With budget adoption, we'll continue our efforts to improve and transform the sustainability of our city buildings and facilities, with a heavy focus on our recreation centres (Albert McCormick Community Centre, RIM Park Manulife Sportsplex and Healthy Living Centre, and Moses Springer Community Centre) in 2024-2026. We'll move forward with deep energy retrofits, as well as low-carbon electrification of building mechanical systems. Low-carbon retrofitting of our existing facilities will be done as part of necessary upgrades, helping us meet our greenhouse gas mitigation goals while making sure that our facilities will meet the needs of future generations. We'll also continue to seek grant funding opportunities to help, like our application to the Green and Inclusive Community Buildings Grant - Second Intake in February 2023.

Transformational change involves larger system/building level retrofits, to support infrastructure renewal and corporate GHG emission reduction targets. This work will align with needed renovations and building improvements, in order to enhance the programming opportunities at these facilities.

We need to make transformational changes to City operations and facilities to meet our climate change mitigation and adaptation goals.







STRATEGIC STORIES:  
COMPLETE COMMUNITY



# Fire prevention, education and response for community safety

2024-2026 BUDGET REF. S2, 250, 252

## What we heard

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When residents shared their vision for the future of Waterloo, common themes included:

I'm concerned with fire response coverage across the City, dealing with the expected population boom, and the challenges of increased height and density of our buildings.

Fire safety education needs to be easy to understand and for different audiences (children, students, newcomers, seniors) as well as those who would help educate them (parents, caregivers).

More people are living together because of the housing crisis, are their homes up to code for fire safety? Renters like students need to know the requirements for a fire-safe space and how to verify (like testing alarms).

## Why it's important

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Our City is growing and changing, and our Fire Rescue Services need to grow and change with it. To support our goal to add 16,000 housing units by 2031, and target prevention education to the diverse audiences in our community, we need more resources, including staff, vehicles and equipment.

## What we're doing

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With budget adoption, we will phase in the hiring of additional firefighters, and the purchase of the vehicles and equipment needed to support public safety needs as our community grows, ages, and as buildings get higher and closer together. We'll also expand our public education and fire code enforcement activities with inclusive programming that considers the needs of our post-secondary students, older adults and our diverse population with English as an additional language. Neighbourhood safety is a key component of a high quality of life for all residents, and fire personnel will have the additional resources and training to respond to all types of situations.

Fire safety education, fire code enforcement and emergency response contribute to public safety and improved quality of life for all.





STRATEGIC STORIES:  
COMPLETE COMMUNITY



# Planning for affordable housing

2024-2026 BUDGET REF. B31, S9, S10, S14, S15, S16, S17, 620

## What we heard

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When residents shared their vision for the future of Waterloo, common themes included:

The biggest initiative should be promotion of policies for affordable housing implementation.

Build housing that is affordable to the poor, the working class and the lower middle class. More housing is not the same as affordable housing.

Offer economic incentives to developers to deliver on affordable housing.

## Why it's important

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When we asked the community about their vision for the future of Waterloo and the barriers we need to address, affordable housing was viewed as the top challenge. The housing crisis requires all levels of government to work together on solutions. We need to do our part, and implement our Affordable Housing Strategy to promote the supply and mix of affordable housing. This includes collaboration with area municipalities and community partners on housing initiatives that are critical for our future.

## What we're doing

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With budget adoption, we'll have more resources available to implement our affordable housing objectives. We'll advance the City's Affordable Housing Strategy, planning for and promoting a greater supply and mix of housing, aiming to prioritize non-market (subsidized) and temporary housing, and optimize the use of existing housing to protect the affordable housing supply. We'll look to provide incentives to build affordable housing, and expand City and community capacity, awareness and supports for affordable housing. We'll support the Region's housing initiatives, respond to provincial legislation and policies, and monitor and research trends to identify other incentives for affordable and attainable housing. We will encourage the development industry to seek opportunities to construct thoughtfully designed, affordable, and accessible units. We'll continue to seek grant funding opportunities to help, like our application to the Housing Accelerator Fund in August 2023.

Affordable housing is viewed as the top challenge that we need to address.





**STRATEGIC STORIES:  
INNOVATION AND  
FUTURE-READY**



# Transitioning from web content to digital service

**2024-2026 BUDGET REF. S6, S7, 401**

## What we heard

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When residents shared their vision for the future of Waterloo, common themes included:

My vision for Waterloo includes full ability to easily access any city data or info needed and applications coming through online.

Digitize processes, services and objects wherever possible and move things to the cloud so it's accessible online.

It can be challenging to initially register and get used to the online system they use.



## Why it's important

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Technology continues to change the way we live, work, and interact. Residents rely on the waterloo.ca website as the main source of information about our programs and services, but our website is also transitioning from an information source to a customer service tool. People should be able to book, sign up, pay for, and check the status of all kinds of things online, in addition to requesting information or telling us something. We need to make sure that the customer experience on our website is user-focused, inclusive, accessible and welcoming, just like our in-person customer service.

## What we're doing

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With budget adoption, you will see the expansion of digital services available on the waterloo.ca website. We'll make sure the way you access information and services makes sense, and will involve residents in testing to make sure these services meet your needs. We will also improve the legacy services that are already online, making them as user-friendly and accessible as possible. We'll continue to share information online, and continue moving that information out of PDF documents that need to be downloaded and into more accessible formats (that can also be translated).

Digital service improves customer service and prioritizes accessibility for all residents in the community.





# 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, business, families and seniors, carefully intensifying the city and promoting tourism. We are committed to Reconciliation, equity, accessibility, diversity 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 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**

- Strategic Initiatives
- Economic Development
- Reconciliation, Equity, Accessibility, Diversity and Inclusion (READI)

## 2024-2026 Office of the CAO Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>EXPENSES</b>				
CAO Admin	621,375	636,400	653,920	671,643
Strategic Initiatives	390,833	535,973	576,764	587,572
Economic Development	4,360,725	4,733,266	4,950,037	5,158,976
READI	934,983	977,046	996,407	1,128,949
<b>TOTAL EXPENSES</b>	<b>6,307,916</b>	<b>6,882,685</b>	<b>7,177,128</b>	<b>7,547,140</b>
<b>REVENUES</b>				
CAO Admin	(10,000)	(10,000)	(10,000)	(10,000)
Strategic Initiatives	(50,000)	(50,000)	(50,000)	(50,000)
Economic Development	(1,867,613)	(2,051,166)	(2,178,356)	(2,297,965)
READI	(32,000)	(32,000)	(32,000)	(32,000)
<b>TOTAL REVENUES</b>	<b>(1,959,613)</b>	<b>(2,143,166)</b>	<b>(2,270,356)</b>	<b>(2,389,965)</b>
<b>TAX FUNDING</b>	<b>4,348,303</b>	<b>4,739,519</b>	<b>4,906,772</b>	<b>5,157,175</b>
FTE	22.7	22.7	22.7	23.7

## 2024-2026 Office of the CAO Capital Budget Overview

DIVISION	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Strategic Initiatives	3,923,000	5,856,000	9,779,000
Economic Development	14,360,000	6,159,000	20,519,000
READI	2,123,000	5,444,000	7,567,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>	<b>20,406,000</b>	<b>17,459,000</b>	<b>37,865,000</b>

Capital budgets and totals subject to rounding

## 2024-2026 CAO Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>621,375</b>	<b>636,400</b>	<b>653,920</b>	<b>671,643</b>
Change (year over year)		15,025	17,520	17,723
Budget reference		B15-P B32-P PY Rev	B15-P B32-P	B15-P B32-P
<b>TOTAL REVENUES</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
Change (year over year)		0	0	0
Budget reference		B32-P PY Rev	B32-P	B32-P
<b>TAX FUNDING</b>	<b>611,375</b>	<b>626,400</b>	<b>643,920</b>	<b>661,643</b>
Change (year over year)		15,025	17,520	17,723
FTE	3.0	3.0	3.0	3.0

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





# Strategic Initiatives

## OFFICE OF THE CAO

### Our mission

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We look to address complex community challenges by leading innovative projects that rely on cross divisional coordination and collaboration, and strategic partners in the community. We recognize that many of the big challenges we face require big solutions. Strategic 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 resilient, to position this community as a premier place for everyone to live, work, play and learn.

### Our team

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Strategic Initiatives consists of big picture thinkers who lead the development and implementation of the strategic plan which serves as a road map to focus efforts and resourcing across the City. Our background enables us to address sustainability and climate change, housing and homelessness, lead advocacy efforts with government agency partners, and to work closely with Council and City leadership to advance and strengthen strategic partnerships.



## What we manage

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- Strategic plan development and implementation
- Environmental 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

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- City of Waterloo 2023-2026 Strategic Plan
- Corporate Climate Action Plan (CorCAP)
- Corporate Climate Change Adaptation Plan
- Energy Conservation Demand Management (ECDM) Plan
- Transform Waterloo Region
- Community Energy Investment Strategy for Waterloo Region
- Community Climate Adaptation Plan for Waterloo Region
- Provincial legislation, plans, and policies (e.g. O Reg 507/18, Building Homes Act, 2022)



## Our collaborators

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- 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, Enbridge Inc.
- 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



## Emerging trends

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- Strategic Plan: long-term strategic planning being informed by both quantitative and qualitative data. Focus on implementation and ongoing relationship-building with community partners. Increased focus on change management and continuous improvement initiatives.
- Environmental sustainability and climate change: there is increased pressure from the community for transformational change to advance climate action, with a focus on transportation to move people and goods as the largest source of community GHG emissions. Frequency and severity of extreme weather events is increasing, as is awareness of climate justice as part of municipal climate action. The importance of advocacy efforts at provincial and federal levels are increasing as municipalities grapple with aggressive Greenhouse Gas (GHG) emissions targets, including the City's own corporate targets of 50 per cent by 2030 relative to 2010 levels and net-zero by 2050.
- Housing and homelessness: compounding housing crisis across the country creating increased pressure points for the municipality to address including impacts on post-secondary students and newcomers to Canada. Increased efforts in terms of advocacy to the provincial and federal governments for added financial resources to address increasing homelessness in the community.

## Community Conversations

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Second quarter 2026

### WHY THIS IS IMPORTANT

The City's strategic plan was approved in June 2023 and is rooted in deep and meaningful engagement. Community Conversations are one way to continue this engagement to ensure successful implementation of the strategic plan. This is an opportunity to show how feedback received throughout the development of the strategic plan was incorporated and how the City plans to move forward. In addition to the strategic plan, implementation will also build on the recommendations of Waterloo Region's Community Safety and Wellbeing Plan framework and other related action plans. Community Conversations will be the City's opportunity to ensure everyone plays a role as part of implementation so we remain a community that is strong, sustainable, together.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Complete Community
- Infrastructure and Transportation Systems
- Innovation and Future-Ready



Community conversations is a key initiative of the overall implementation of the strategic plan, and is linked to all of the strategic priorities, as well as all of the UN Sustainable Development Goals.

### PROJECT COLLABORATORS

- Council
- All City departments
- Community partners and collaborators

### BUDGET

\$82,000 - **capital (funded)**

Base Operating/Staff Resources

# Corporate climate action plan (CorCAP) implementation

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

First quarter 2026

## WHY THIS IS IMPORTANT

The Corporate Climate Action Plan (CorCAP) is a plan to reduce corporate greenhouse gas emissions and integrate sustainability and climate change into all applicable City processes and procedures. The plan is a mechanism to reduce the City of Waterloo's corporate greenhouse gas emissions by 50 per cent by 2030 relative to 2010 levels, and to net zero by 2050. It is an opportunity for the City to be a leader regarding climate change mitigation. The CorCAP includes a number of short, medium and long-term actions that will need to be implemented across the City by all departments and divisions. The Strategic Initiatives division will lead and work with staff across the City to deliver on all of the short term actions within this initial timeframe.

This initiative advances the City's climate leadership priority, working to align activities and achieve climate action mitigation goals to create a more resilient community. It also demonstrates how the City will embed environmental sustainability into internal operational decision-making and evaluate operational decisions with consideration for the City's greenhouse gas mitigation and adaptation goals.

UN Sustainable Development Goal (SDG):  
Climate Action

## PROJECT COLLABORATORS

- All City departments
- Community partners and collaborators

## BUDGET

\$752,000 - [capital ref. 143](#)

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Environmental sustainability and climate action



## Corporate electric vehicle (EV) infrastructure strategy

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

First quarter 2025

### WHY THIS IS IMPORTANT

The City's Corporate Climate Action Plan (CorCAP) includes a number of actions to help reduce corporate greenhouse gas emissions and also aims to integrate sustainability and climate change into all applicable City processes and procedures. One area of action is Measurable Impact Projects which includes the corporate fleet transition to electric vehicles (EV). The City's transition is well underway, however it is important that the infrastructure to support this transition is aligned and implemented in a proactive way. Recognizing that the strategy will be focused on the corporation's needs regarding EV infrastructure, considerations of alternative technologies and emerging modes of transportation, there will also be a community component related to EV charging infrastructure at public facing facilities.

This initiative continues the City's work towards corporate greenhouse gas emission reduction goals, through the continued electrification of our fleet, low carbon retrofitting of existing facilities and adherence to low-carbon ready new construction.

UN Sustainable Development Goal (SDG):  
Climate Action

### PROJECT COLLABORATORS

- All City departments
- Community partners and collaborators

### BUDGET

\$419,000 - capital ref. 145

\$14,000 - capital (funded)

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Environmental sustainability and climate action

# Corporate climate change adaptation plan implementation

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

First quarter 2025

## WHY THIS IS IMPORTANT

The City's Corporate Climate Change Adaptation Plan was approved in 2019 to provide a list of actions aimed at reducing the impacts of climate change. The plan outlines how the City will adapt its assets, operations and services to the impacts of climate change to make the organization more resilient. A total of 37 actions were included as part of the plan and 2024 marks five years since the plan's approval. It is imperative that the City revisits the plan to report on the progress of the actions and identify new areas of focus and attention to ensure we continue to protect the City's assets, operations and services as the impacts of climate change increase in frequency, severity and urgency.

This initiative continues the City's collaborative climate leadership work with organizations and community champions to align activities and achieve climate action adaptation goals to create a more resilient community.

UN Sustainable Development Goal (SDG):  
Climate Action

## PROJECT COLLABORATORS

- All City departments
- Community partners and collaborators

## BUDGET

\$533,000 - capital ref. 144

\$193,000 - capital (funded)

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Environmental sustainability and climate action

## 2024-2026 Strategic Initiatives Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>390,833</b>	<b>535,973</b>	<b>576,764</b>	<b>587,572</b>
Change (year over year)		145,140	40,791	10,808
Budget reference		B8-P B11 B15-P PY Rev M11 M28	B15-P M28	B15-P
<b>TOTAL REVENUES</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
Change (year over year)		0	0	0
Budget reference				
<b>TAX FUNDING</b>	<b>340,833</b>	<b>485,973</b>	<b>526,764</b>	<b>537,572</b>
Change (year over year)		145,140	40,791	10,808
FTE	2.0	2.3	2.3	2.3

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

## 2024-2033 Strategic Initiatives Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Advancing the Strategic Plan	140	-	453,000	453,000
Environmental Sustainability and Climate Action	141-145	2,322,000	1,862,000	4,184,000
Infrastructure and Transportation Systems	146	1,441,000	3,420,000	4,861,000
Innovation and Future-Ready	147-148	160,000	121,000	281,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>3,923,000</b>	<b>5,856,000</b>	<b>9,779,000</b>

Capital budgets and totals subject to rounding



# Economic Development

## OFFICE OF THE CAO

### Our mission

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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

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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, delivering arts and creative programming, 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 11 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**

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

## **What governs our work**

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- City of Waterloo Strategic Plan
- City of Waterloo Culture Plan & 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
- Waterloo Region Small Business Centre Strategic Plan & Ministry of Economic Development, Job Creation & Trade
- Uptown Parking Strategy and Regional Risk Management Agreements (Parking Lots)
- OHSA, safe workplace procedures and policies



## Our collaborators

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- Advisory Committee on Culture (Public Art Committee) & Waterloo Economic Development Committee (WEDAC)
- Waterloo Region Small Business Centre Advisory Committee
- 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, Waterloo Region Community Foundation, Communitech and Accelerator Centre)
- Region of Waterloo and area municipalities



## Emerging trends

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- Impending retail space and industrial land shortage within 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
- Slower than expected recovery in various sectors related to COVID
- 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 including pressure to convert employment lands
- Enhanced collaboration between post-secondary institutions, City and business community
- Intensification and optimization of City lands in uptown, station areas and employment zones
- Acute hospital needs
- Housing continuum of affordability

## Strategic land development

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

This will ensure short, medium and long-term availability of development lands to support employment growth, business attraction, expansion and retention opportunities, the housing continuum and development of key sectors while also increasing revenues to the City through the lease/sale of land and increasing the tax base.



### LINK TO STRATEGIC PLAN

- Complete Community



- Environmental Sustainability and Climate Action



- Innovation and Future-Ready

Strategic land development is an opportunity to address the housing continuum, collaborating with area municipalities and community partners on housing initiatives including homelessness, as well as increasing the supply and mix of affordable housing. The City will encourage and cultivate environmentally sustainable development practices, including implementation of the environmental sustainability standards for Generation Park Waterloo. This initiative also supports the growth of a diversified economy and innovation ecosystem as we leverage our community partnerships to find creative solutions to address community development needs. This includes advocating for new and accessible health care services, including a new hospital in Waterloo Region.

### PROJECT COLLABORATORS

- Various City divisions:  
READI, Legal Services, Planning
- Region of Waterloo
- Waterloo Economic Development Corporation

### BUDGET

\$12.7M - capital ref. 119, 121

\$2M - capital (funded)

## Development and implementation of business retention and expansion (BRandE) program for targeted sectors

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### **STARTING**

First quarter 2024

### **TARGET COMPLETION DATE**

Ongoing

### **WHY THIS IS IMPORTANT**

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

This initiative supports the growth of a diversified economy and innovation ecosystem, to attract and retain diverse talent.

Sustainable Development Goals (SDGs):  
Decent work and economic growth;  
Industry, innovation and infrastructure

### **PROJECT COLLABORATORS**

- Various community collaborators

### **BUDGET**

\$222,000 - capital ref. 118

\$676,000 - capital (funded)



### **LINK TO STRATEGIC PLAN**

- Innovation and Future-Ready

## Increased investment in arts and creative industries

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

First quarter 2024

### 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. Impacts of the COVID-19 pandemic continue to have profound effects on this sector. 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.

This initiative invests in arts events and experiences in the city, celebrating diversity and uplifting diverse communities, contributing to overall vibrancy in our complete community. Investment in arts and creative industries also supports a diversified economy and innovation ecosystem.

Sustainable Development Goals (SDGs):  
Decent work and economic growth;  
Industry, innovation and infrastructure

### PROJECT COLLABORATORS

- Community Services department
- Various community partners
- Key cultural institutions

### BUDGET

\$75,000 - operating ref. B21

### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community
- Innovation and Future-Ready





## 2024-2026 Economic Development Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>4,733,266</b>	<b>4,733,266</b>	<b>4,950,037</b>	<b>5,158,976</b>
Change (year over year)		372,541	216,771	208,939
Budget reference		B8-P B10-P B14-P B15-P B21 B22 B29-P B33 B45 B46 S1 Ent Trsf PY Rev M1a M34	B15-P B21 B22 B30-P B33 B34 B45 I4-P S1 Ent Trsf	B15-P B21 B22 B33 B45 S1 S6-P Ent Trsf
<b>TOTAL REVENUES</b>	<b>(1,867,613)</b>	<b>(2,051,166)</b>	<b>(2,178,356)</b>	<b>(2,297,965)</b>
Change (year over year)		(183,553)	(127,190)	(119,609)
Budget reference		B21 B22 B33 PY Rev M1a M34a	B21 B22 B33 B34	B21 B22 B33
<b>TAX FUNDING</b>	<b>2,493,112</b>	<b>2,682,100</b>	<b>2,771,681</b>	<b>2,861,011</b>
Change (year over year)		188,988	89,581	89,330
FTE	13.1	14.1	14.1	14.1

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

## 2024-2033 Economic Development Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	101-107	604,000	503,000	1,107,000
Infrastructure and Transportation Systems	108-117	582,000	755,000	1,337,000
Innovation and Future-Ready	118-125	13,174,000	4,901,000	18,075,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>14,360,000</b>	<b>6,159,000</b>	<b>20,519,000</b>

Capital budgets and totals subject to rounding



# Reconciliation, Equity, Accessibility, Diversity and Inclusion (READI)

## OFFICE OF THE CAO

### Our mission

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Diverse communities and groups are a sizable portion of the population in Waterloo. Through a commitment to Reconciliation, equity, accessibility, diversity and inclusion this team provides the City of Waterloo with knowledge, tools and strategic partnerships to disrupt and dismantle all forms of discrimination and eliminate systemic barriers.

### Our team

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This team engages equity-deserving individuals and groups, urban Indigenous communities, Six Nations of the Grand River Elected Council, the Haudenosaunee Hereditary Chiefs Council, the Haudenosaunee Development Institute and the Mississaugas of the Credit to ensure programs, services and facilities are inclusive. The team also supports inter-municipal and community efforts by actively participating in, the Rainbow Community Council, the Reconciliation Action Partnership, Grand River Accessibility Advisory Committee and other collaborations.

This will be achieved through:

- Developing a Corporate Reconciliation and equity, diversity and inclusion (EDI) learning program
- Implementing a new, comprehensive multi-year accessibility plan
- Monitoring legislative Accessibility for Ontarians with Disabilities Act (AODA) compliance
- Building ongoing relationships to better understand and respond to community needs by seeking input in all aspects of City service delivery, program planning and implementation
- Developing key performance indicators in collaboration with research leaders to measure and monitor progress in Reconciliation and equity, sharing progress with 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
- Committing to delivery of regular census and inclusion surveys of staff
- The team has five full-time staff members with lived experience and professional skills including: clinical psychotherapy/trauma-informed practice; public engagement; human rights, equity and anti-racism advocacy; research, development and implementation of policy and governance instruments; legislative, regulations, and standards expertise; strategic plan development and implementation; and project management. Staff have backgrounds in public service, social work, economic development, community development, friendship centre governance, Indigenous self-governance, and public-facing communications and engagement.

## What we manage

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- 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, Equity, Accessibility, Diversity and Inclusion learning program
- Responding to complaints as they relate to the City's READI mission (internal and external) with a restorative justice lens
- Accessibility for Ontarians with Disabilities Act (AODA) compliance



## What governs our work

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- 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 of the Anishinabek which are also similar to traits contained in the Haudenosaunee Great Law of Peace:
  - » Respect: Being open and honest in learning, sharing, and partnering
  - » Love: Celebrating our differences and accepting our uniqueness
  - » 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: Always speaking truth to power in a way that brings about change
  - » Honesty: It takes bravery to be honest in our words and actions, one needs to be honest first and foremost with oneself and then with others



## Our collaborators

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



## Emerging trends

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- Since the COVID-19 pandemic, there has been a noticeable increase of serious hate incidents and discrimination targeting religion, sexual orientation, and race or ethnicity. 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
- The ethnic diversity of residents is increasing. The birthplace 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 Waterloo are: Mandarin, Arabic, Hindi languages, Spanish and Punjabi (Panjabi). The current pace of immigration will result in immigrants coming from a greater variety of regions across the world, contributing to the continued ethnic diversity of the City. There is a growing awareness of the critical need to provide services and programs that are culturally appropriate and that reflect the diversity of residents that now call Waterloo home
- Consultation and relationship building on a broader scale than the “Duty to Consult” and the related “Duty to Accommodate” standards with Six Nations of the Grand River Elected Council, Mississaugas of the Credit and Haudenosaunee Hereditary Chiefs Council. Understanding the shared values in how we make decisions moving forward



## Measurement, monitoring and reporting on equity progress

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing, with report in 2026

### WHY THIS IS IMPORTANT

Equity measurement, monitoring and reporting are crucial for ensuring fairness and inclusivity. Transparent reporting builds trust and civic engagement, while tracking progress over time allows for adaptive strategies. Prioritizing equity leads to a more cohesive, resilient and thriving city, enhancing social cohesion, economic stability, and overall quality of life. It's a fundamental aspect of ethical governance, recognizing diverse experiences and striving for a just and equitable society.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion

The READI team is guiding the City as we embed Reconciliation, equity, accessibility, diversity and inclusion across the organization to inform decision-making and review all relevant corporate policies, programs and services. This initiative will collect data within the organization and the community and contribute to the data collection of external organizations.

### PROJECT COLLABORATORS

- All City departments
- Internal DEI (Diversity, Equity, and Inclusion) Measurement and Monitoring working group
- Wilfrid Laurier University
- Area municipalities

### BUDGET

\$21,000 - capital ref. 131

\$120,000 - capital (funded)

Base Operating/Staff Resources

## Indigenous ceremonial outdoor spaces

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

Second quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

The ceremonial needs of Indigenous peoples are directly tied to the natural world, land and water and there are currently limited areas within the City of Waterloo to fulfil this need. The City requires processes to identify and develop outdoor ceremonial spaces for Indigenous community members to carry on with ceremonial practices in a private / semi-private venue. These will be established through external partnerships.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Environmental Sustainability and Climate Action

This initiative supports all the objectives of the City's Reconciliation, equity, accessibility, diversity and inclusion priority. It also includes investment in public open spaces and naturalization efforts to preserve and enhance the natural ecosystems in the city.

### PROJECT COLLABORATORS

- Various City divisions:  
IPPW, Parks, Forestry and Cemetery Services, Fire Rescue Services
- Local Indigenous Leaders and knowledge holders
- University of Waterloo
- Wilfrid Laurier University
- Area municipalities

### BUDGET

\$319,000 - [capital ref. 326](#)

Base Operating/Staff Resources

## Anti-hate strategy

### STARTING

Second quarter 2024

### TARGET COMPLETION DATE

Second quarter 2025, ongoing

### WHY THIS IS IMPORTANT

Since the COVID-19 pandemic, there has been a noticeable increase of serious hate incidents and discrimination against Black, Indigenous, 2SLGBTQIA+, Muslim and Jewish communities. Concerns about the rise of hate and racism was prominent in community feedback through the Strategic Plan engagement process. Awareness of this critical issue has prioritized action toward anti-hate, racism and other forms of discrimination in the 2023-2026 Strategic Plan.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community
- Innovation and Future-Ready



This initiative invests in inclusion to enhance belonging, and actions anti-racism as the City works to proactively respond to identity-based hate including all forms of racism and additional forms of identity-based violence. Through a dedicated anti-hate strategy the City will help strengthen quality of life for residents that are most likely to experience harmful impacts of hate and discrimination and ensure that City facilities are welcoming and inclusive. This initiative also builds on the Waterloo Region's Community Safety and Wellbeing Plan framework, as anti-hate work is a focal point of the framework.

### PROJECT COLLABORATORS

- All City departments
- Waterloo Region Small Business Centre
- Belonging project team
- Hate Symbols Response group
- Area municipalities

### BUDGET

Base Operating/Staff Resources

# Multi-year accessibility plan implementation

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Ongoing

## WHY THIS IS IMPORTANT

The Multi-Year Accessibility Plan (MYAP) is a commitment to go beyond provincially legislated requirements to identify, prevent and remove barriers for persons with disabilities in Waterloo. The new MYAP takes an inclusive approach with all departments across the Corporation sharing accountability for improvements with positive impacts.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Innovation and Future-Ready

This initiative invests in inclusion to support an enhanced sense of belonging within all City buildings, operations and service delivery. The City's goal is to become a municipal leader in accessibility and inclusion practices by exceeding minimum Accessibility for Ontarians with Disabilities Act, 2005 (AODA) standards. This will also align digital service projects and programs with inclusion efforts, prioritizing accessibility for all residents in the community. People with disabilities will be positively impacted by this work. Demonstrating our readiness to do things differently and integrate new approaches are key to accessibility improvements over the long-term.

## PROJECT COLLABORATORS

- All City departments
- Grand River Accessibility Advisory Committee
- Removing Barriers project team
- Area municipalities

## BUDGET

\$2.0M - capital ref. 130

\$194,000 - capital (funded)



# Corporate READI learning program launch

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Third quarter 2024

## TARGET COMPLETION DATE

Ongoing

## WHY THIS IS IMPORTANT

Learning about READI is an important part of creating an inclusive workplace. A shared understanding of concepts, lived experiences, principles and impactful practices help Council, staff and volunteers make progress towards a fair and effective work environment and community.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community
- Innovation and Future-Ready



This learning program supports all objectives under the Reconciliation, equity, accessibility, diversity and inclusion priority, as the City works to incorporate all these considerations into our policies and practices for all residents to have equal opportunities and benefits. A workforce that has a robust learning program and is resourced to provide equitable and accessible services is key to ensuring the City's amenities and services are welcoming and inclusive to all residents. This initiative also builds on the Waterloo Region's Community Safety and Wellbeing Plan framework by preparing City staff to provide equitable service delivery.

## PROJECT COLLABORATORS

- Human Resources division
- Learning and Development project team

## BUDGET

Base Operating/Staff Resources

## 2024-2026 READI Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>934,983</b>	<b>977,046</b>	<b>996,407</b>	<b>1,128,949</b>
Change (year over year)		42,063	19,361	132,542
Budget reference		B15-P B24	B15-P	B15-P B23
<b>TOTAL REVENUES</b>	<b>(32,000)</b>	<b>(32,000)</b>	<b>(32,000)</b>	<b>(32,000)</b>
Change (year over year)		0	0	0
Budget reference				B25
<b>TAX FUNDING</b>	<b>902,983</b>	<b>945,046</b>	<b>964,407</b>	<b>1,096,949</b>
Change (year over year)		42,063	19,361	132,542
FTE	4.6	4.6	4.6	5.6

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

## 2024-2033 READI Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Reconciliation, Equity, Accessibility, Diversity and Inclusion	130-132	2,123,000	5,444,000	7,567,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>2,123,000</b>	<b>5,444,000</b>	<b>7,567,000</b>

Capital budgets and totals subject to rounding



# Community Services

We develop and promote programs, facilities, and spaces for recreation and community activities for all residents. 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 and recreation organizations
- Visitors to our community
- Local post-secondary institutions
- Volunteers

## **OUR DIVISIONS**

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

## 2024-2026 Community Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>EXPENSES</b>				
Commissioner	428,609	437,947	449,288	460,796
Community Programming and Outreach Services	6,324,439	6,698,253	6,998,008	7,208,745
Recreation Services	12,615,966	12,946,097	13,270,782	13,602,225
Parks, Forestry and Cemetery Services	10,751,751	11,941,200	12,511,818	13,056,156
Facility Design and Management Services	10,163,797	10,581,542	11,101,328	11,624,894
Fire Rescue Services	20,548,452	22,073,607	23,990,410	26,365,397
Municipal Enforcement Services	5,199,181	5,709,701	5,872,855	6,049,090
<b>TOTAL EXPENSES</b>	<b>66,032,195</b>	<b>70,388,347</b>	<b>74,194,489</b>	<b>78,367,303</b>
<b>REVENUES</b>				
Commissioner	(40,000)	(42,000)	(42,000)	(42,000)
Community Programming and Outreach Services	(1,557,653)	(1,673,653)	(1,703,653)	(1,637,653)
Recreation Services	(10,406,997)	(10,582,514)	(10,763,330)	(10,950,366)
Parks, Forestry and Cemetery Services	(2,534,763)	(2,857,311)	(3,135,648)	(3,042,149)
Facility Design and Management Services	(1,354,697)	(1,432,035)	(1,509,466)	(1,586,678)
Fire Rescue Services	(355,176)	(362,043)	(367,133)	(372,126)
Municipal Enforcement Services	(3,896,574)	(4,142,847)	(4,220,173)	(4,310,051)
<b>TOTAL REVENUES</b>	<b>(20,145,860)</b>	<b>(21,092,403)</b>	<b>(21,741,403)</b>	<b>(21,941,023)</b>
<b>TAX FUNDING</b>	<b>45,886,335</b>	<b>49,295,944</b>	<b>52,453,086</b>	<b>56,426,280</b>
FTE	456.5	471.4	483.4	494.3

## 2024-2033 Community Services Capital Budget Overview

DIVISION	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Community Programming and Outreach Services	3,977,000	10,534,000	14,511,000
Recreation Services	2,635,000	10,167,000	12,802,000
Parks, Forestry and Cemetery Services	27,417,000	27,496,000	54,913,000
Facility Design and Management Services	37,070,000	37,446,000	74,516,000
Fire Rescue Services	16,684,000	9,900,000	26,584,000
Municipal Enforcement Services	577,000	-	577,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>	<b>\$88,360,000</b>	<b>\$95,543,000</b>	<b>\$183,903,000</b>

Capital budgets and totals subject to rounding

## 2024-2026 Community Services Commissioner Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>428,609</b>	<b>437,947</b>	<b>449,288</b>	<b>460,796</b>
Change (year over year)	-	9,338	11,341	11,508
Budget reference	-	B8-P B15-P B32-P PY Rev	B15-P B32-P	B15-P B32-P
<b>TOTAL REVENUES</b>	<b>(40,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>
Change (year over year)	-	(2,000)	0	0
Budget reference	-	B32-P PY Rev	B32-P	B32-P
<b>TAX FUNDING</b>	<b>388,609</b>	<b>395,947</b>	<b>407,288</b>	<b>418,796</b>
Change (year over year)	-	7,338	11,341	11,508
FTE	2.0	2.0	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

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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

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Our team consists of Community Programming, Museum and Archival Collections, and Community and Neighborhoods 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 neighborhood 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

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- 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, Personal Attendant for Leisure Access Program 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, leisure, and neighbourhood organizations
- Grant programs such as sports and recreation grants, foundational operating grants, and neighbourhood grants 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, the team delivers exceptional camp programs, collaborates with City of Kitchener on inclusion services, and offers age-friendly social, learning and recreational programs that promote health, well-being, and social connections
- Provision of home support services and a senior day program for older adults as funded through Ontario Health





## What governs our work

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- City of Waterloo Museum is governed by Museum and Collections Strategy, Standards and Policies established by the Canadian Museum Association, Ministry of Tourism, Culture and Sport, and City Council
- Older adult programs and support services require mandatory reporting on performance and budgets established by Ontario Health and Ministry of Seniors and Accessibility
- The Neighborhood Strategy, Outdoor Sports Field Strategy, Parkland Strategy, and Recreation Program Review provide strategic direction
- Program policies such as Affiliation Policy, Facility Rental Discount Policy, and Fee Assistance Policy guide community support
- 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
- Accessibility for Ontarians with Disabilities Act; Child, Youth and Family Services Act; Ministry of Children, Community and Social Services
- City and Regional strategies such as Official Plans, Strategic Plans, and Business Plans
- Our team welcomes interest and involvement from our community to help guide our work



## Our collaborators

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- 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, collaboration, and grant opportunities

## Emerging trends

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- Continuing need to focus our work on social justice and equity when developing programs and services to better support equitable and inclusive access
- Economic insecurity due to inflation will make it challenging for City programs and area organizations to remain fiscally sustainable and maintain affordable participation. These effects will increase community expectations in areas such as access to services, grants, programs and infrastructure
- 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
- The City of Waterloo has become the first city in the region with more seniors (those 65 and older) than children, with seniors 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 prefer to use communication platforms that they are most comfortable with
- The Region of Waterloo is the third fastest growing community in Canada
- Increase in density through high-rise housing presents new opportunities and approaches to build community connections
- Play a role in City initiatives by promoting sustainability in our environments





## Enhancing inclusive programs and services

### KEY INITIATIVES FOR 2024-2026

#### STARTING

First quarter 2024

#### TARGET COMPLETION DATE

First quarter 2026

#### WHY THIS IS IMPORTANT

The development of an inclusion services model in Waterloo will advance new inclusive initiatives and provide support services to enable equitable and meaningful access for participation. Programs experiencing service demands will have the opportunity to expand as able to support community needs. Collaboration with partner agencies is instrumental in ensuring our diverse community has access to affordable, accessible and inclusive programs.



#### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community



This initiative prioritizes the intersectional needs of youth, older adults, women, faith communities, people with disabilities, racialized peoples, Indigenous peoples, people living on low incomes, newcomers and 2SLGBTQ+. The City will help meet community needs by developing new program opportunities with a variety of accessible and inclusive services, programs and amenities, working with partner organizations to ensure needed supports are available.

UN Sustainable Development Goals (SDGs):  
No Poverty; Good Health and Well-being;  
Reduced Inequalities

#### PROJECT COLLABORATORS

- Various City divisions:  
Recreation Services, Corporate Communications, READI
- Local organizations, neighbouring municipalities, and community members

#### BUDGET

\$303,000 - operating ref. S11

Base Operating/Staff Resources



## Improving access to services for older adults

### STARTING

Last quarter 2023

### TARGET COMPLETION DATE

Last quarter 2025 and ongoing

### WHY THIS IS IMPORTANT

Improving access to services in the community will increase a sense of connection and inclusion in Waterloo, assisting low-income and newcomer older adults to successfully age in place. It is imperative that we continue to plan in a sustainable way to ensure Waterloo provides a future-ready community for all.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Complete Community

This initiative supports the largest segment of Waterloo's population. Investing in services for all older adults (while considering the intersectional needs of faith communities, people with disabilities, racialized peoples, Indigenous peoples, people living on low incomes, newcomers and 2SLGBTQ+) helps to enhance feelings of belonging and well-being. Waterloo's complete community includes older adults, and connecting them with a variety of accessible and inclusive services, programs and amenities to keep them involved and engaged in community life benefits us all.

UN Sustainable Development Goals (SDGs): No Poverty; Good Health and Well-being; Reduced Inequalities

### PROJECT COLLABORATORS

- Various City divisions: Recreation Services, Corporate Communications, Finance, READI
- Granting agencies, provincial and federal governments
- Local organizations, businesses, and community members

### BUDGET

Base Operating/Staff Resources

## Museum facility relocation

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

Second quarter 2023

### TARGET COMPLETION DATE

Last quarter 2026

### WHY THIS IS IMPORTANT

As identified in the Museum Strategy, a permanent City-owned space will optimize usage and efficiency that its current location cannot offer, enabling participation in collaborative opportunities to benefit our diverse and changing community. In order to advance this project, a number of initiatives will require assessment to identify a potential new location.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community
- Infrastructure and Transportation Systems



This initiative advances the Museum Strategy to maintain and create safe and vibrant public spaces that will promote opportunities for diverse use. Investigating future space needs for the City of Waterloo Museum offers an opportunity to find an option that supports a sense of belonging for all museum visitors, prioritizing a space solution that is welcoming, inclusive and accessible. The opportunity to potentially restore and use City-owned heritage property to meet this need brings future-ready considerations into a complete community solution.

UN Sustainable Development Goals (SDGs):  
Good Health and Well-being; Sustainable Cities and Communities; Life on Land

### PROJECT COLLABORATORS

- Standards for Community Museums in Ontario
- Various City divisions:  
Facilities Design and Management  
Services, Finance, READI
- Granting agencies: Federal and Provincial
- City advisory committees

### BUDGET

\$986,000 - capital ref. 209 and 213

# Community space, recreation and leisure trends and policy refresh

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

First quarter 2026

## WHY THIS IS IMPORTANT

Sports, recreation, leisure and neighbourhood activities contribute to a healthy, connected and vibrant community. As Waterloo grows, diversifies and ages, a refresh will be required for current policies, strategic direction and implementation of existing plans. This policy refresh will identify transformational changes that will ensure alignment with community needs, encourage equitable use, and allow community members to participate in meaningful ways.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community



This initiative supports an enhanced sense of belonging within City buildings, operations and service delivery, by ensuring our spaces and programming opportunities meet the diverse needs of the community at large.

UN Sustainable Development Goals (SDGs): Good Health and Well-being; Reduced Inequalities; Sustainable Cities and Communities

## PROJECT COLLABORATORS

- Various City divisions: Recreation Services, Parks, Forestry, and Cemetery Services, Facility Design and Management Services, READI, Finance, Legislative Services
- Affiliated community organizations, advisory committees, and not-for-profit organizations
- Community members and groups

## BUDGET

\$381,000 - capital ref. 204, 205 and 206

## 2024-2026 Community Programming and Outreach Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>6,324,439</b>	<b>6,698,253</b>	<b>6,998,008</b>	<b>7,208,745</b>
Change (year over year)		373,814	299,755	210,737
Budget reference		B1-P B8-P B15-P S11	B1-P B15-P S11	B1-P B15-P S11
<b>TOTAL REVENUES</b>	<b>(1,557,653)</b>	<b>(1,673,653)</b>	<b>(1,703,653)</b>	<b>(1,637,653)</b>
Change (year over year)		(116,000)	(30,000)	66,000
Budget reference		B1-P S11 M31	B1-P S11 M31	B1-P S11
<b>TAX FUNDING</b>	<b>4,766,786</b>	<b>5,024,600</b>	<b>5,294,355</b>	<b>5,571,092</b>
Change (year over year)		257,814	269,755	276,737
FTE	27.8	28.8	31.0	33.3

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

## 2024-2033 Community Programming and Outreach Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	201-207	2,991,000	10,142,000	13,133,000
Infrastructure and Transportation Systems	208-212	930,000	381,000	1,311,000
Reconciliation, Equity, Accessibility, Diversity and Inclusion	213	56,000	11,000	67,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>\$3,977,000</b>	<b>\$10,534,000</b>	<b>\$14,511,000</b>

Capital budgets and totals subject to rounding



# Recreation Services

## COMMUNITY SERVICES

### Our mission

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Recreation Services provides opportunities for residents and groups to enhance their enjoyment and quality of life through participation in active living, events and other recreational activities in welcoming, clean and safe environments. We deliver a positive customer experience while ensuring effective and efficient management of facilities, and active living programs to meet the diverse health and wellness needs of the Waterloo community.

### Our team

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





## What we manage

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- Management of customer service and facility operations at the Albert McCormick Community Centre, Moses Springer Community Centre, Manulife Soccer and Sports 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, sponsorship



## What governs our work

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- City of Waterloo Strategic Plan
- Recreation and Leisure Master Plan
- Recreation program review
- Various policies including but not limited to the Facility Allocation Policy and Procedures, Affiliation Policy, Facility Reduction Discount Policy, and the Respectful Behaviour Policy
- License agreements related to facility clients, bookings, rentals and events
- Direction approved by Council to respond to diversity, equity and inclusion, and the Truth and Reconciliation Call to Action
- Various federal, provincial legislation/regulations including the Occupational Health and Safety Act (OHSA) and the Accessibility for Ontarians with Disabilities Act (AODA)

## Our collaborators

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- 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

## Emerging trends

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- Aging and changing population; increasing diversity of the Waterloo community
- Ensuring affordable, accessible, equitable, and inclusive programming, facilities and services
- Proactive approach to climate change and sustainability including areas of corporate energy and greenhouse gas (GHG) conservation
- Safety and security of users and facilities
- Continued growth in requests for/access to online tools
- Economic insecurity due to inflation will make it difficult for City programs and area organizations to remain fiscally sustainable and maintain affordable participation



# Implement recommendations of recreation and leisure policy refresh

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2026

## WHY THIS IS IMPORTANT

In alignment with the work produced by Community Programming and Outreach Services, and Facility Design and Management Services, Recreation Services will implement the recommendations of the Indoor Community Space Master Plan, Recreation and Leisure Trends and Policy Refresh. This allows Recreation Services to carry out new considerations and transformational change to meet the needs of the community and encourages equitable and efficient use of facilities.

This initiative invests in accessibility and inclusion to ensure that everyone feels a sense of belonging in City buildings. It prioritizes welcoming, inclusive and accessible spaces and programming, and delivering services in a way that strengthens relationships with and within equity deserving groups. This initiative supports our complete community by developing new program opportunities with a variety of accessible and inclusive services, along with programs and amenities to meet the diverse needs of all participants.

UN Sustainable Development Goals (SDGs):  
Good Health and Well-Being; Gender equality; Reduced inequalities

## PROJECT COLLABORATORS

- Various City divisions:  
Community Programming and Outreach Services, READI, Facility Design and Maintenance Services, Finance
- External partners including Adventure 4 Change, Waterloo Public Library

## BUDGET

\$367,000 - capital ref. 330

Base Operating/Staff Resources

## LINK TO STRATEGIC PLAN



- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Complete Community

## Renew and upgrade aging assets, considering GHG targets

### STARTING

Ongoing

### TARGET COMPLETION DATE

Multi-year

### WHY THIS IS IMPORTANT

The ongoing review, renewal, replacement and enhancement of equipment and amenities in recreation facilities ensures a safe location for the community to gather and participate in recreation. Facilities must be maintained to enable efficient and safe use, serving the community as it grows. Where practical, the purchase of equipment to support a sustainable environment will be prioritized.



### LINK TO STRATEGIC PLAN

- Infrastructure and transportation systems

This initiative supports sustainable infrastructure by identifying and planning for required operational, maintenance, and rehabilitation/replacement needs for new and existing infrastructure while considering ways to minimize the impact of life cycle costs.

UN Sustainable Development Goals (SDGs):  
Sustainable cities and communities;  
Responsible consumption and production

### PROJECT COLLABORATORS

- Various City divisions:  
Facility Design and Maintenance Services,  
Finance, Fleet and Procurement Services

### BUDGET

\$2,268,000 - capital ref. 332, 333, 334, 335, 336, 337 and 338



# Support sport tourism and Waterloo Region sport hosting initiatives

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Ongoing

## TARGET COMPLETION DATE

Multi-year

## WHY THIS IS IMPORTANT

Collaboration between the City of Waterloo, other local municipalities, Waterloo's post-secondary institutions and the Waterloo Regional Tourism Marketing Corporation (WRTMC) presents the best opportunity to leverage opportunities for sport tourism in Waterloo Region. This joint approach to strategic facility development, additional assets (such as livestreaming capability and reliable high-speed internet) and improved service delivery improves the ability to bring large scale sporting events to the region, which contribute significantly to economic vitality of the community.



## LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems
- Innovation and Future-Ready

This initiative supports sustainable infrastructure planning by collaborating with partners on joint solutions to address the sport and leisure infrastructure gap within the city. It also encourages and supports a healthy and diverse economy grounded in innovation that embraces partnerships with post-secondary institutions, not-for-profit organizations, and businesses to further develop Waterloo's globally recognized innovation ecosystem.

UN Sustainable Development Goals (SDGs):  
Good health and well-being; Decent work and economic growth

## PROJECT COLLABORATORS

- Various City divisions:  
Economic Development, IMTS, Legislative Services, Facility Design and Maintenance Services, Parks, Forestry and Cemetery Services, Legal Services
- Other local municipalities, Waterloo Regional Tourism Marketing Corporation

## BUDGET

Base Operating/Staff Resources

## Online and digital customer service improvement

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KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Fourth quarter 2025

### WHY THIS IS IMPORTANT

The corporate Digital Services Strategy offers an opportunity to improve digital customer service for recreation users, including the user experience for online services through ActiveNet, PickupHub and other platforms. Improving digital services for recreation will allow customers more timely and streamlined access to information, and generate efficiencies for staff. Improved digital services will include the ability to generate dynamic reports to analyze data, assisting in key insights for decision making.

This initiative prioritizes innovation through digital opportunities for increased efficiency and customer service, and improved coordination across the organization. Digital opportunities for the future are also an opportunity to align digital services projects and programs with inclusion efforts, prioritizing accessibility for all residents in the community.

### PROJECT COLLABORATORS

- Various City divisions:  
Corporate Communications, IMTS

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Innovation and Future-Ready



## 2024-2026 Recreation Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>12,615,966</b>	<b>12,946,097</b>	<b>13,270,782</b>	<b>13,602,225</b>
Change (year over year)		330,131	324,685	331,443
Budget reference		B1-P B8-P B15-P G2-P PY Rev	B1-P B15-P G2-P	B1-P B15-P G2-P
<b>TOTAL REVENUES</b>	<b>(10,406,997)</b>	<b>(10,582,514)</b>	<b>(10,763,330)</b>	<b>(10,950,366)</b>
Change (year over year)		(175,517)	(180,816)	(187,036)
Budget reference		B1-P G2-P	B1-P G2-P	B1-P G2-P
<b>TAX FUNDING</b>	<b>2,208,969</b>	<b>2,363,583</b>	<b>2,507,452</b>	<b>2,651,859</b>
Change (year over year)		154,614	143,869	144,407
FTE	152.9	152.9	152.9	152.9

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

## 2024-2033 Recreation Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	330	367,000	1,928,000	2,295,000
Infrastructure and Transportation Systems	331-338	2,268,000	8,239,000	10,507,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>2,635,000</b>	<b>10,167,000</b>	<b>12,802,000</b>

Capital budgets and totals subject to rounding



# Parks, Forestry and Cemetery Services

## COMMUNITY SERVICES



### Our mission

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Parks, Forestry and Cemetery Services (PFCS) is a diverse team that promotes and enhances the city's natural environment. We build and maintain dynamic public spaces, as well as 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 management and responsible environmental stewardship, we provide a balance between active and passive spaces that meet the diverse social, environmental, and health and wellness needs of our community.



### Our team

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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, Parks and Recreation Ontario, 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

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- 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 engagement, 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



## What governs our work

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- 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
- Framework for Recreation in Canada
- 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, Canadian Standards Association, Health Promotion and Protection Act
- The Funeral, Burial and Cremation Services Act and the Bereavement Authority of Ontario



## Our collaborators

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- 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, Grand River Conservation Authority (GRCA)



## Emerging trends

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- 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 well-being, homelessness, transient sites/encampments and unauthorized activities in parks and public spaces
- Equity, diversity and inclusion considerations for non-structured spaces, less 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, drinking water and restrooms

## Division infrastructure renewal

### KEY INITIATIVES FOR 2024-2026

#### STARTING

First quarter 2024

#### TARGET COMPLETION DATE

Varies by project

#### WHY THIS IS IMPORTANT

Several projects are included within this key initiative including: artificial turf grass replacement at RIM Park, annual playground replacements required as facilities reach their useful life spans; Bechtel Park sports field lighting, wayfinding and park signage, as well as replacement of aging trails/park roadways and parking. Updating and replacing key infrastructure in parks enriches the user experience, minimizes exposure to liability, and reduces or eliminates costly annual repairs and maintenance.



#### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Complete Community
- Infrastructure and Transportation Systems



This initiative invests in accessibility and inclusion to support an enhanced sense of belonging in City parks, ensuring that our vibrant public spaces meet the needs of our diverse community. Replacing infrastructure is an opportunity to demonstrate municipal leadership by exceeding minimum Accessibility for Ontarians with Disabilities Act, 2005 (AODA) standards, and climate leadership with resilient, sustainable infrastructure. Upgraded wayfinding and park signage helps to connect our complete community and expand our active transportation systems.

#### PROJECT COLLABORATORS

- Various City divisions:  
Community Programming and Outreach Services, Facility Design and Management Services, Recreation Services, Engineering Services, City Utilities, Transportation Services, Finance, IMTS, Corporate Communications

#### BUDGET

\$7.1M – capital ref. 297, 311, 312, 320, 321, 324

\$482,000 - capital (funded)



# Urban forest management strategy

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Third quarter 2022

## TARGET COMPLETION DATE

Third quarter 2024

## 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 intensification. 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 to 15 years.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Complete Community
- Infrastructure and Transportation Systems



This initiative is an opportunity to incorporate Reconciliation, equity, accessibility, diversity and inclusion into decision-making, policies and practices for the City's urban forest while investing in efforts to preserve and enhance the natural ecosystems in the city. It supports our complete community by incorporating the urban forest into plans for welcoming, inclusive and accessible spaces, and prioritizes resilient public infrastructure by considering the City's forestry assets in the long-term needs of the community and the natural environment

## PROJECT COLLABORATORS

- Various City divisions:  
Community Programming and Outreach Services, Facility Design and Management Services, Municipal Enforcement Services, Planning, Engineering Services, City Utilities, Transportation Services, Finance, IMTS, Corporate Communications, READI
- Vineland Research Station
- Local/regional Community Groups

## BUDGET

\$343,000 - capital ref. 309

\$58,000 - capital (funded)

# Park development and revitalization

## KEY INITIATIVES FOR 2024-2026

### STARTING

Fourth quarter 2023

### TARGET COMPLETION DATE

Varies by project

### WHY THIS IS IMPORTANT

To address growth related and urban intensification needs, St. Moritz Community Park on the city's west side and Lexington Park on the city's east side will be revitalized. Park revitalization will include the installation of larger scale park infrastructure such as splash pads and multi-purpose sport courts. New park development will take place at Bridgeport and Margaret; this new park block will provide needed recreational space and associated amenities to service the growth in this neighbourhood. Two new leash free dog parks are planned, for the city's west and east sides. Working closely with the READI team, staff will also identify a location for design and construction of an Indigenous gathering space.

This initiative addresses a number of parks, investing in accessibility and inclusion to ensure that our park spaces meet the needs of our diverse community. The City has an opportunity to advance Reconciliation and strengthen relationships by partnering with Indigenous Leaders and their respective communities to address their needs for an Indigenous gathering space. Identifying and planning for rehabilitation/replacement needs associated with new and existing infrastructure supports sustainable infrastructure while providing vibrant public spaces for our complete community.

### PROJECT COLLABORATORS

- Various City divisions: Recreation Services, Community Programming and Outreach Services, Facility Design and Management Services, Municipal Enforcement Services, Planning, Engineering Services, City Utilities, Transportation Services, Finance, IMTS, Corporate Communications, READI

### BUDGET

\$9.5M - capital ref. 280, 281, 290, 292, 293, 299, 302, 303, 322, 326

\$2.8M - capital (funded)



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Complete Community
- Infrastructure and Transportation Systems



# Waterloo Park master plan update

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2025

## TARGET COMPLETION DATE

Third quarter 2026

## WHY THIS IS IMPORTANT

Centrally located in Uptown Waterloo, Waterloo Park is known as the jewel of the city. Waterloo Park features Silver Lake, Eby Farmstead, trails, picnic areas, splash pads, sport fields, playgrounds and more. The Waterloo Park Master Plan update will engage with local communities and user groups and examine emerging themes to provide an integrated plan for how the park will best serve the future needs of the community.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Complete Community
- Infrastructure and Transportation Systems



This initiative is an opportunity to recognize differences and diversity in planning and decision-making, and ensure that the future plan for Waterloo Park will meet the needs of our diverse community. Investing in both the natural ecosystems of the park and in new/existing infrastructure is an opportunity to demonstrate environmental sustainability and climate leadership, and support for sustainable infrastructure. Waterloo Park is one of the most important public spaces in the City, and should be a space that helps to connect our complete community.

## PROJECT COLLABORATORS

- Other City divisions
- Local / regional community groups
- Post-secondary Institutions
- Waterloo Park Advisory Committee
- Friends of Waterloo Park
- Wonders of Winter

## BUDGET

\$143,000 - capital ref. 306

Base Operating/Staff Resource

## 2024-2026 Parks, Forestry and Cemetery Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>10,751,751</b>	<b>11,941,200</b>	<b>12,511,818</b>	<b>13,056,156</b>
Change (year over year)		1,189,449	570,618	544,338
Budget reference		B8-P B14-P B15-P B27 B29-P B48, B49 G2-P G5 G7-P G8-P G9 I3 S3 S12	B14-P B15-P B30-P G2-P G7-P G8-P G9 S4	B14-P B15-P G2-P G5 G7-P G8-P G9 S5 S6-P S7-P
<b>TOTAL REVENUES</b>	<b>(2,534,763)</b>	<b>(2,857,311)</b>	<b>(3,135,648)</b>	<b>(3,042,149)</b>
Change (year over year)		(322,548)	(278,337)	(93,499)
Budget reference		B1-P G2-P Ent Trsf M30	B1-P G2-P Ent Trsf M30	B1-P G2-P Ent Trsf M30
<b>TAX FUNDING</b>	<b>8,216,988</b>	<b>9,083,889</b>	<b>9,376,170</b>	<b>10,014,007</b>
Change (year over year)		866,901	292,281	637,837
FTE	88.8	94.1	94.9	95.5

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

## 2024-2033 Parks, Forestry and Cemetery Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	280-306	18,596,000	18,482,000	37,078,000
Environmental Sustainability and Climate Action	307-310	1,019,000	1,618,000	2,637,000
Infrastructure and Transportation Systems	311-325	6,678,000	7,396,000	14,074,000
Reconciliation, Equity, Accessibility, Diversity and Inclusion	326-327	1,124,000	-	1,124,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>27,417,000</b>	<b>27,496,000</b>	<b>54,913,000</b>

Capital budgets and totals subject to rounding



# Facility Design and Management Services

## COMMUNITY SERVICES

### Our mission

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We ensure the safe, reliable, and energy-efficient operation of all City-owned buildings, as well construction of new facility assets to support the City's ongoing growth. We achieve this through a combination of maintenance, repair, planning, design and construction activities, which are delivered by a team of experienced professionals.

### Our team

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Facility Design and Management Services (FDMS) consists of a team of multi-disciplinary staff with expertise in building maintenance, construction skilled-trades, project management, workflow management, audio-visual systems, refrigeration operations, corporate security, life-safety systems, real-estate and leasing services, property management and energy management. The team consists of a variety of professionals, including: Professional Engineers (P.Eng.), Professional Architects (OAA), Licensed Red Seal Skilled Trades, Certified Energy Managers (CEM), Project Management Professionals (PMP), and more.



## What we manage

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This division is responsible for the effective management of an extensive portfolio of built-assets that vary in terms of their age and condition. In total, this division manages a portfolio of City-owned buildings with a total floor area of over 1.2 million square feet and a total replacement value of approximately \$540 million. The buildings include recreation centres, office buildings, civic buildings (e.g. City Hall), library buildings, fire stations, heritage buildings, operation centres, and more



## What governs our work

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Several broader acts, such as the Municipal Act and City by-laws (e.g. procurement by-law), govern the overall work of this division. Other acts and regulations that are relevant to the work of this division include:

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

The City's Green Building Policy also guides our work, to meet the City's greenhouse gas (GHG) emissions reduction target for corporate buildings; specifically, a reduction target of 50 per cent by 2030 and net-zero by 2050.



## Our collaborators

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- Grand River Accessibility Advisory Committee (GRAAC)
- City of Waterloo Sustainability Advisory Committee
- Other Region of Waterloo municipalities and townships
- Waterloo Public Library
- Enova Power Corporation
- Regulatory agencies (e.g. Grand River Conservation Authority, TSSA, ESA)
- All internal City divisions, with a particular focus on divisions that delivery community services and/or operate out of City-owned facilities (e.g. Recreation Services, Parks, Forestry, and Cemetery Services, Fire Rescue Services, Community Programming and Outreach Services, and more)
- Affiliate groups, building tenants, and the public
- Contractors and consultants





## Emerging trends

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- Climate change and corporate greenhouse gas emissions reduction targets will continue to impact the retrofit of existing facilities, as well as shape the planning and design of new facilities going forward (e.g. carbon neutral buildings).
- Implementation of the City's Green Building Policy (50 per cent greenhouse gas emission reduction by the year 2030 and net-zero by 2050) is triggering transformational change that will have a profound impact on our facilities going forward. Transformational change at key City facilities is required in order to create reliable, resilient, and energy efficient buildings to address the present and future needs of this community. Transformational projects will require a significant upfront capital investment, as well as have impacts on ongoing operational needs. This work will be guided by the City's Indoor Community Space Master Plan Study (ICSMP).
- The removal of physical barriers at City-owned facilities is an important priority, as well as creating welcoming and inclusive spaces for everyone.
- Aging facility assets will require ongoing investment, in order to address the historical backlog of work. Addressing the infrastructure deficit at City-owned facilities is critical, in order to maintain the existing portfolio of buildings in acceptable condition.
- Availability of skilled-trades in the construction sector continues to be an ongoing challenge and will have an impact of the service delivery model in this division.
- Supply chain challenges and cost escalation continue to be ongoing risks.

## Reducing greenhouse gas emissions at City-owned buildings

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

Implementation of the Council endorsed greenhouse gas emissions reduction target for City-owned buildings will require bold action. In order to achieve the 2030 target (50 per cent reduction relative to 2010 emissions), existing facilities (in particular Recreation centres) will require deep energy retrofits, as well as low-carbon electrification of their mechanical systems. This transformational change within our facilities will create more resilient and future-ready buildings that produce fewer greenhouse gas emissions.



### LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Innovation and Future-Ready



This initiative prioritizes climate leadership as we work towards the City's corporate greenhouse gas emission reduction goals through low carbon retrofitting of existing facilities. These actions will require ongoing innovation in long-term sustainability, setting the stage to ensure we are future-ready to meet our corporate goal of Net Zero greenhouse gas emissions by 2050.

UN Sustainable Development Goals (SDGs): Affordable and clean energy; Industry, innovation, and infrastructure; Sustainable cities and communities; Responsible consumption and production; Climate Action

### PROJECT COLLABORATORS

- City of Waterloo Sustainability Advisory Committee
- Enova Power Corporation
- Other City divisions
- Contractors and consultants

### BUDGET

\$12.3M - capital ref. 224, 225, 226

\$1.4M - capital (funded)

# AMCC and WPL McCormick renovation and renewal

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2026

## WHY THIS IS IMPORTANT

Transformational change at City facilities is about taking bold action to reduce greenhouse gas emissions, while ensuring that the spaces within our facilities can support the evolving needs of the local community. The renovation of the Albert McCormick Community Centre and attached branch of the Waterloo Public Library will create new programming spaces to better support the needs of the local community. Features such as new universal washrooms and single-occupant washrooms will remove barriers and create a more welcoming facility. The update to the library branch will create a vibrant space that can support the delivery of modern library services to the community.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action



This initiative invests in accessibility and inclusion to support an enhanced sense of belonging within City buildings for people of all backgrounds, and is an opportunity to demonstrate municipal leadership by exceeding minimum Accessibility for Ontarians with Disabilities Act, 2005 (AODA) standards. It's also an opportunity to demonstrate climate leadership and advance the City's corporate greenhouse gas emission reduction goals.

UN Sustainable Development Goals (SDGs): Good health and well-being; Gender equality; Affordable and clean energy; Industry, innovation, and infrastructure; Reduce inequalities; Sustainable cities and communities; Responsible consumption and production; Climate Action

## PROJECT COLLABORATORS

- Other City divisions (Recreation Services, Finance, Community Programming and Outreach Services, READI)
- Waterloo Public Library
- Grand River Accessibility Advisory Committee (GRAAC)
- Affiliate groups and the public
- Contractors and consultants

## BUDGET

\$7.3M - capital ref. 222

# Facility accessibility and inclusion improvements

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Ongoing

## WHY THIS IS IMPORTANT

City-wide accessibility audits were completed to identify physical barriers and opportunities to improve accessibility at City-owned facilities. Recommendations include a range of items, including modifications to washroom facilities, parking, stairs, ramps, entrances/exits, signage, life-safety systems and more. This work is critical to ensure compliance with the Accessibility for Ontarians with Disabilities Act, 2005 and to ensure that City facilities are welcoming, inclusive, and functional for all.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community



This initiative invests in accessibility and inclusion to support an enhanced sense of belonging within City buildings for people of all backgrounds, and is an opportunity to demonstrate municipal leadership by exceeding minimum Accessibility for Ontarians with Disabilities Act, 2005 (AODA) standards. Creating welcoming, inclusive and accessible spaces contributes to the vibrancy of our complete community.

UN Sustainable Development Goals (SDGs): Good health and well-being; Gender equality; Reduce inequalities; Peace, Justice, and Strong Institutions

## PROJECT COLLABORATORS

- Other City divisions (Recreation Services, Community Programming and Outreach Services, and READI)
- Grand River Accessibility Advisory Committee (GRAAC)
- Other Region of Waterloo municipalities and townships
- Affiliate groups and the public
- Contractors and consultants

## BUDGET

\$2.0M - capital ref. 130

\$194,000 - capital (funded)

## Service delivery innovation and efficiency

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### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

FDMS strives to provide professional and efficient services, which involves continually looking for new and more effective ways to operate. Several new initiatives will be launched to support increased efficiencies, including implementation of Capital Project Management software to effectively administer and oversee capital projects. FDMS will also lead the enhanced deployment of MAXIMO (workflow management software) across other City divisions, as well as developing further capabilities with existing users.

This initiative prioritizes innovation through digital opportunities for increased efficiency and improved coordination across the organization.

### PROJECT COLLABORATORS

- Other City divisions (all divisions responsible for project delivery)
- Contractors and consultants

### BUDGET

\$1.2M - capital ref. 237, 239

\$0.9M - capital (funded)



### LINK TO STRATEGIC PLAN

- Innovation and Future-Ready

## 2024-2026 Facility Design and Management Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>10,163,797</b>	<b>10,581,542</b>	<b>11,101,328</b>	<b>11,624,894</b>
Change (year over year)		417,745	519,786	523,566
Budget reference		B15-P B25 B26 G2-P G5-P I3 S12	B15-P B25 G2-P G3 I1 I2	B15-P B25 G2-P G3 I1
<b>TOTAL REVENUES</b>	<b>(1,354,697)</b>	<b>(1,432,035)</b>	<b>(1,509,466)</b>	<b>(1,586,678)</b>
Change (year over year)		(77,338)	(77,431)	(77,212)
Budget reference		B25 G2-P	B25 G2-P	B25 G2-P
<b>TAX FUNDING</b>	<b>8,809,100</b>	<b>9,149,507</b>	<b>9,591,862</b>	<b>10,038,216</b>
Change (year over year)		340,407	442,355	446,354
FTE	29.0	30.0	31.0	31.0

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



## 2024-2033 Facility Design and Management Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Advancing the Strategic Plan	220-221	388,000	1,957,000	2,345,000
Complete Community	222-223	8,358,000	493,000	8,851,000
Environmental Sustainability and Climate Action	224-226	12,336,000	6,771,000	19,107,000
Infrastructure and Transportation Systems	227-236	14,452,000	25,358,000	39,810,000
Innovation and Future-Ready	237-239	1,536,000	2,867,000	4,403,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>37,070,000</b>	<b>37,446,000</b>	<b>74,516,000</b>

Capital budgets and totals subject to rounding



# Fire Rescue Services

## COMMUNITY SERVICES



### Our mission

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We are a team of highly skilled and caring professionals who provide essential community-based fire safety education, prevention and emergency response services that contribute to public safety and improved quality of life. The Fire Master Plan (2023-2032) and Community Risk Assessment will guide our team's strategic decision-making for the next ten years and beyond.



### Our team

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Fire Rescue Services guided by provincial legislation including the Fire Protection and Prevention Act, the Emergency Management and Civil Protection Act, and by the recently completed Fire Master Plan. On a daily basis, our team is tasked with the opportunity to protect life, property and the environment in our community.

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 and specialized rescue in addition to supporting public education through community engagement. This division consists of firefighters assigned to a four-platoon system further organized by fire suppression, training, technical maintenance and mechanical services. The administration division consists of administrative assistants, an administrative supervisor and our management team, who are also accountable for emergency management and business continuity planning





## What we manage

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- Public education
- Fire prevention, Fire Code enforcement and investigation
- Emergency response
- Specialized response and rescue
- Emergency management



## What governs our work

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- The Fire Protection and Prevention Act (FPPA), and the Ontario Fire Code regulate core services and planning
- The Community Risk Profile which is legislated by the FPPA. This document prioritizes key risks and what we will do about them through public education, fire prevention, and emergency response
- 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 public and corporate emergency education, training and regional and provincial emergency plan alignment
- As required by the EMCPA, the Hazard Identification and Risk Assessment (HIRA) categorizes risk in our community influencing public/corporate education and training



## Our collaborators

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- The residents of the City of Waterloo and our visitors
- The Waterloo Regional Police Service, the Region of Waterloo Paramedic Services, the Region of Waterloo Emergency Management Office, and area municipal fire services
- Extended partners, including 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

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- The City's population continues to grow with a demographic shift towards an aging population, and an ever-growing student population
- Population growth and recent changes to traffic/traffic calming contribute to increased call volume and response times. Emergency response capacity is further challenged by a new workforce due to retirement and growth
- Vertical response to high-rise structures and building intensification requires extensive pre-planning, specialized education, training/equipment, and enhanced 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 impact 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

# Implementation of Fire Master Plan and Community Risk Assessment

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Ongoing

## TARGET COMPLETION DATE

Fourth quarter 2026

## WHY THIS IS IMPORTANT

Fire Rescue Services is vital to the community as it provides protection for the life, property, safety and well-being of all residents. Implementing the recommendations outlined in the Fire Master Plan staff report will enhance public safety through education, the application of the Ontario Fire Code and emergency response.



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community



Contributing to public safety and well-being through this initiative supports a high quality of life for all residents. Fire prevention and safety education will consider the needs of older adults, and people with English as an additional language and our diverse community with inclusive programming. Neighbourhood safety is a key component of a high quality of life for all residents, and personnel will have the resources and training to respond to all types of situations. Fire Rescue Services will be able to meet the future needs of our community as our population ages, and as strategic density and diverse housing options change the emergency response requirements in our complete community.

## PROJECT COLLABORATORS

- External consulting
- Fire Underwriters Survey
- The Office of the Fire Marshal
- Various City divisions: Planning, IMTS
- Regional/Provincial fire and emergency services

## BUDGET

\$4M - operating ref. S2

\$12.7M - capital ref. 250, 252 and 253

## Records and data management for enhanced operational planning

### STARTING

Ongoing

### TARGET COMPLETION DATE

Fourth quarter 2025

### WHY THIS IS IMPORTANT

Fire Rescue Services cooperatively purchased software with Kitchener Fire that enables the centralized records management for operations and assets that can be extended to all divisions. The expansion of this project generates reports that will enhance operational planning and decision-making.

This initiative prioritizes innovation through digital opportunities for increased efficiency and improved coordination across the organization.

### PROJECT COLLABORATORS

- IMTS division
- Kitchener Fire Department
- software provider

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Innovation and Future-Ready





# Ontario Firefighter certification

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Ongoing

## TARGET COMPLETION DATE

Fourth quarter 2026

## WHY THIS IS IMPORTANT

Firefighter certification is a provincial regulation that introduces mandatory minimum certification standards intended to ensure that firefighters and fire prevention staff have consistent professional training. This minimum certification standard supports both firefighter and public safety.

## PROJECT COLLABORATORS

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

## BUDGET

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

Guiding principles:

- Workplace Wellbeing
- Operational Excellence





## Public education and tactical planning

### STARTING

Second quarter 2024

### TARGET COMPLETION DATE

Fourth quarter 2026

### WHY THIS IS IMPORTANT

Fire and life safety education is the first of three lines of fire protection in our community, and includes tactical planning (building floor plans that show the path to exits, and the location of fire safety equipment). Expanding and developing the education and tactical planning programs is essential to meet the changing needs of our community.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community



Contributing to public safety and well-being through this initiative supports neighbourhood safety and a high quality of life for all residents. Fire and life safety education and tactical planning will consider the needs of older adults, people with English as an additional language and our diverse community with inclusive programming.

### PROJECT COLLABORATORS

- The Office of the Fire Marshal
- Corporate Communications Division

### BUDGET

Base Operating/Staff Resources



## 2024-2026 Fire Rescue Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>20,548,452</b>	<b>22,073,607</b>	<b>23,990,410</b>	<b>26,365,397</b>
Change (year over year)		1,525,155	1,916,803	2,374,987
Budget reference		B15-P S2 M16a	B12 B15-P S2 M16a	B12 B15-P S2 M16a
<b>TOTAL REVENUES</b>	<b>(355,176)</b>	<b>(362,043)</b>	<b>(367,133)</b>	<b>(372,126)</b>
Change (year over year)		(6,867)	(5,090)	(4,993)
Budget reference		Ent Trsf	Ent Trsf	Ent Trsf
<b>TAX FUNDING</b>	<b>20,193,276</b>	<b>21,711,564</b>	<b>23,623,277</b>	<b>25,993,271</b>
Change (year over year)		1,518,288	1,911,713	2,369,994
FTE	125.0	131.0	139.0	147.0

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

## 2024-2033 Fire Rescue Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	250-253	12,715,000	122,000	12,837,000
Infrastructure and Transportation Systems	254-266	3,800,000	9,778,000	13,578,000
Innovation and Future-Ready	267	169,000	-	169,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>16,684,000</b>	<b>9,900,000</b>	<b>26,584,000</b>

Capital budgets and totals subject to rounding



# Municipal Enforcement Services

## COMMUNITY SERVICES

### Our mission

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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

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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

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- 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 low rise 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 Temporary Patio Programs
- Community safety through the administration and enforcement of property standards, sidewalk snow and ice removal standards, lot maintenance and zoning regulation



## What governs our work

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- 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

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



## Emerging trends

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- 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 to problem solve during formal mediation or to address 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

## Education and Public Awareness

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

Continuing from 2023

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

Education and public awareness are essential to Municipal Enforcement Services (MES). This education and awareness is both internal and external, and includes a variety of topics. MES will focus on the education to the community related to the merits of the rental licensing program. Information will be provided related to tenants rights and information. Business Licensing Communication within our regional partners will also be initiated.

Parking, specifically school zone parking, continues to be a challenge. New approaches to education and enforcement will be explored.

Public education is a factor in helping to prevent neighbourhood issues from escalating. Our teams regularly engage with our neighbourhood associations to address local issues. Public education is facilitated with the MES team having a newly appointed dedicated Community Engagement team member to coordinate our attendance at community events.

As we continue on our learning journey, MES staff will continue to broaden our own internal learning through workshops, self-directed learning and seminars.

### LINK TO STRATEGIC PLAN

- Complete Community

This initiative supports a high quality of life for all residents and overall community vibrancy by supporting neighbourhood interaction, safety and relationships, key aspects of our complete community.

### PROJECT COLLABORATORS

- Various City divisions:  
READI, Human Resources, Community Programming and Outreach Services, Corporate Communications
- Neighbourhood Associations
- Waterloo Region school boards (public and separate)
- Post-secondary Institutions

### BUDGET

Base Operating/Staff Resources





# Community well-being and by-law enhancements

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Continuing from 2023

## TARGET COMPLETION DATE

Ongoing

## WHY THIS IS IMPORTANT

Municipal Enforcement Services is dedicated to community well-being and ensuring that our residents and visitors enjoy all of our neighbourhoods, parks, and public spaces. Whether ensuring a presence and visibility around high volume pedestrian and vehicular areas such as school zones, the university district and uptown, or participating in local and neighbourhood events, our team is service-oriented and responsive to community needs.

MES will seek Council approval on improvements to our rental licensing by-law, vacant building by-law, lot maintenance and noise by-law. There will be a by-law review to cover requests to look at a renoviction by-law and graphic flyer by-law. A policy and by-law review with the READI team will examine approaches for encampments and homelessness, and dangerous dog designations. These reviews and updates will ensure that our neighbourhoods continue to be safe and accessible for all.

The team is continuing work with the READI team to review city by-laws and process from an equity lens.

## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community

This initiative supports neighbourhood interaction, safety and relationships for people of all backgrounds across the city, with a particular emphasis on collaborating with area municipalities and community partners on housing initiatives in our community, including homelessness.

UN Sustainable Development Goals (SDGs):  
Good health and well-being

## PROJECT COLLABORATORS

- Various City divisions:  
READI, Legal Services, Fire Rescue Services, Corporate Communications
- Uptown Waterloo BIA
- Region of Waterloo Paramedic Services
- Post-secondary Institutions

## BUDGET

Base Operating/Staff Resources



## Technology enhancements for efficiency and customer service

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

Municipal Enforcement Services aims to optimize technological improvements to our parking enforcement applications, mobile compliance notice issuance, customer service reporting and records management software. Harnessing the potential of advancement in software and hardware will enable us to provide effective on-demand service delivery. As technology evolves, so do the tools available for efficient enforcement. This underscores our commitment to embracing these advancements.

This initiative prioritizes innovation through digital opportunities for increased efficiency and customer service, and improved coordination across the organization.

### PROJECT COLLABORATORS

- Various City divisions:  
IMTS, Corporate Communications,  
Transportation Services

### BUDGET

\$577,000 - capital ref. 270

\$0.1M - capital (funded)



### LINK TO STRATEGIC PLAN

- Innovation and Future-Ready



## 2024-2026 Municipal Enforcement Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>5,199,181</b>	<b>5,709,701</b>	<b>5,872,855</b>	<b>6,049,090</b>
Change (year over year)		510,520	163,154	176,235
Budget reference		B8-P B13 B14-P B15-P B29-P B35 B47 G4 S3-P Ent Trsf	B13 B15-P B30-P B35 Ent Trsf	B13 B15-P B35 S7-P Ent Trsf
<b>TOTAL REVENUES</b>	<b>(3,896,574)</b>	<b>(4,142,847)</b>	<b>(4,220,173)</b>	<b>(4,310,051)</b>
Change (year over year)		(246,273)	(77,326)	(89,878)
Budget reference		B35 B47 G4	B35 B47 G4	B35 B47 G4
<b>TAX FUNDING</b>	<b>1,302,607</b>	<b>1,566,854</b>	<b>1,652,682</b>	<b>1,739,039</b>
Change (year over year)		264,247	85,828	86,357
FTE	31.0	32.6	32.6	32.6

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

# 2024-2033 Municipal Enforcement Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Innovation and Future-Ready	270	577,000	-	577,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>577,000</b>	<b>-</b>	<b>577,000</b>

Capital budgets and totals subject to rounding



# Corporate Services

We are the hub of the City of Waterloo's administrative infrastructure, 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
- Human Resources
- Information Management and Technology Services (IMTS)
- Legal Services
- Legislative Services

## 2024-2026 Corporate Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>EXPENSES</b>				
Commissioner	411,118	420,942	432,283	443,791
Corporate Communications	1,106,566	1,196,821	1,229,686	1,389,802
Finance	5,204,715	5,322,203	5,533,377	5,647,115
Fleet and Procurement Services	2,274,690	2,469,292	2,534,287	2,602,433
Human Resources	2,430,948	2,480,124	2,637,455	2,694,706
Information Management and Technology Services	5,392,901	5,681,957	5,778,175	6,004,599
Legal Services	713,853	947,164	1,085,883	1,110,881
Legislative Services	1,768,749	1,933,764	2,091,603	2,145,125
<b>TOTAL EXPENSES</b>	<b>19,303,540</b>	<b>20,452,267</b>	<b>21,322,749</b>	<b>22,038,452</b>
<b>REVENUES</b>				
Commissioner	(40,000)	(40,000)	(40,000)	(40,000)
Corporate Communications	0	0	0	0
Finance	(1,246,463)	(1,253,463)	(1,219,143)	(1,185,856)
Fleet and Procurement Services	(1,458,243)	(1,492,851)	(1,531,784)	(1,570,587)
Human Resources	(383,964)	(383,964)	(383,964)	(383,964)
Information Management and Technology Services	(394,804)	(394,804)	(394,804)	(394,804)
Legal Services	(68,370)	(88,370)	(88,370)	(88,370)
Legislative Services	(145,621)	(175,621)	(175,621)	(175,621)
<b>TOTAL REVENUES</b>	<b>(3,737,465)</b>	<b>(3,829,073)</b>	<b>(3,833,686)</b>	<b>(3,839,202)</b>
<b>TAX FUNDING</b>	<b>15,566,075</b>	<b>16,623,194</b>	<b>17,489,063</b>	<b>18,199,250</b>
<b>FTE</b>	<b>122.5</b>	<b>125.5</b>	<b>128.5</b>	<b>130.5</b>

## 2024-2033 Corporate Services Capital Budget Overview

DIVISION	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Corporate Communications	1,321,000	1,267,000	2,588,000
Finance	11,276,000	6,298,000	17,574,000
Fleet and Procurement Services	10,882,000	29,591,000	40,473,000
Human Resources	118,000	368,000	486,000
Information Management and Technology Services	4,524,000	8,172,000	12,696,000
Legislative Services	32,000	854,000	886,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>	<b>28,153,000</b>	<b>46,550,000</b>	<b>74,703,000</b>

Capital budgets and totals subject to rounding



## 2024-2026 Corporate Services Commissioner Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>411,118</b>	<b>420,942</b>	<b>432,283</b>	<b>443,791</b>
Change (year over year)	-	9,824	11,341	11,508
Budget reference	-	B15-P B32-P PY Rev	B15-P B32-P	B15-P B32-P
<b>TOTAL REVENUES</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>
Change (year over year)	-	0	0	0
Budget reference	-	B32-P	B32-P	B32-P
<b>TAX FUNDING</b>	<b>371,118</b>	<b>380,942</b>	<b>392,283</b>	<b>403,791</b>
Change (year over year)	-	9,824	11,341	11,508
FTE	2.0	2.0	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

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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

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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

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- 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, content management and public education/awareness including our website, social media and our online public engagement; collaborating on customer-facing online services
- Design services and visual identity management including graphic design, corporate identity guidelines, advertising, marketing and informational design



## 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

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- Cities of Kitchener, 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

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- 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, with consideration for the diversity of audiences.
- 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, responsive, 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

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

Third quarter 2023

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

The Digital Services Strategy identified the need for the City of Waterloo to become a more service-centered digital organization, in response to resident expectations and staff demands for more efficient online tools. The implementation of the strategy will make services more accessible, easy to use, and available 24/7, giving the public a “digital City Hall” experience with a full suite of services available online. This process will be a multi-year, multi-project effort, beginning with prioritizing 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.

This transformational initiative incorporates an investment in accessibility and inclusion with an intent to improve customer service and ensure coordination across the organization. The digital services strategy will guide the work being done by many divisions throughout the City to identify and evaluate digital opportunities for service, aligning digital service projects and programs with inclusions efforts and prioritizing accessibility for all residents.

### PROJECT COLLABORATORS

All City departments

### BUDGET

\$1.3M - capital ref 401 (partial)

\$223,000 - capital (funded)

\$120,000 - operating ref. S6

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Innovation and Future-Ready



# Public communications policy and supporting guidelines

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2025

## WHY THIS IS IMPORTANT

The City should have a public communications policy that expresses its commitment to communications, accountability and responsibility. That policy will be supported by updated supporting guidelines and procedures for media relations, social media, style guide, etc. that align with the strategic plan, with particularly attention to meeting the needs of accessibility and inclusivity. These publicly documented procedures will help ensure consistent communications across the organization, and that communications products prepared by staff, such as reports, plans and presentations, meet the same standards as those produced corporately.

City communications are one opportunity to embed Reconciliation, equity, accessibility, diversity and inclusion across the organization and throughout our work, as we need to connect with all members of our community. The channels we use to communicate should be reviewed and changes actioned to ensure we are meeting the diverse needs of our complete community. As the options for digital communications grow, we can align our communications programs with inclusion efforts, prioritizing accessibility for all residents in the community.

## PROJECT COLLABORATORS

- All City departments

## BUDGET

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community
- Innovation and Future-Ready



# Public engagement policy and supporting guidelines

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2025

## WHY THIS IS IMPORTANT

The City should have a public community engagement policy that expresses its commitment to inclusive, open and transparent public participation in decision-making. That policy will be supported by updated supporting guidelines and procedures for engagement planning, processes and reporting that align with the strategic plan, while considering the needs of accessibility and inclusivity for all interested and impacted parties. These publicly documented procedures will help ensure consistent community engagement across the organization, and help ensure a consistent approach to planning, process and reporting for engagement across all project types and divisions of the organization.

As stated in our guiding principles, the City prioritizes community engagement that is grounded in empathy and understanding. Updating our engagement practices is an opportunity to embed Reconciliation, equity, accessibility, diversity and inclusion across the organization and throughout our work, and strengthen relationships with and within equity-deserving groups. Our public engagement process needs to be accessible and inclusive and meet the diverse needs of the community at large. Digital public engagement opportunities need to align with inclusion efforts, and these tools need to support the prioritization of accessibility for all residents.

## PROJECT COLLABORATORS

- All City departments

## BUDGET

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Complete Community
- Innovation and Future-Ready





# Corporate standards and templates

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Fourth quarter 2024

## TARGET COMPLETION DATE

Second quarter 2026

## WHY THIS IS IMPORTANT

The City of Waterloo has created a strong and identifiable brand, and our logo is a valuable asset. The existing standards that ensure proper and consistent use of the logo and other identifiers will be updated to reflect the increased use of digital communications and design, greater consideration for accessibility and inclusion, and general clarification. Other City identifiers (like the Create Waterloo logo, Waterloo Park logo and others) will be included in the updated Corporate Standards Manual, as well as updated design guidance, templates and other elements. The goal is to assist with the development of consistent materials throughout the organization, and ensure that products that can be completed by staff, such as reports, plans and presentations meet the same corporate standards for accessibility and inclusivity as those produced corporately.

This initiative formalizes the Corporate Communications work to embed Reconciliation, equity, accessibility, diversity and inclusion in our design work across the organization. The visual representations of the City and the various ways we present information and incorporate our logo(s) and branding need to be accessible and inclusive and meet the diverse needs of the community at large.

## PROJECT COLLABORATORS

- All City departments

## BUDGET

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Complete Community

## 2024-2026 Corporate Communications Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>1,106,566</b>	<b>1,196,821</b>	<b>1,229,686</b>	<b>1,389,802</b>
Change (year over year)		90,255	32,865	160,116
Budget reference		B8-P B14-P B15-P	B15-P	B15-P S6-P
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Change (year over year)		0	0	0
Budget reference				
<b>TAX FUNDING</b>	<b>1,106,566</b>	<b>1,196,821</b>	<b>1,229,686</b>	<b>1,389,802</b>
Change (year over year)		90,255	32,865	160,116
FTE	8.0	8.0	8.0	9.0

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

## 2024-2033 Corporate Communications Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Innovation and Future-Ready	401	1,321,000	1,267,000	2,588,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>\$1,321,000</b>	<b>\$1,267,000</b>	<b>\$2,588,000</b>

Capital budgets and totals subject to rounding

# Finance

## CORPORATE SERVICES

### Our mission

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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 area subject matter experts 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 decision-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 payroll, vendor payments and collect revenue which enables all City services to be delivered while ensuring proper internal controls are maintained to safeguard the financial assets of the City.



## Our team

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



## What we manage

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- 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 Waterloo Decision Support System (DSS) to aid in asset forecasting, asset project prioritization, optimal infrastructure capital envelope allocation, and providing analysis of asset class strategies
- Projecting the performance of infrastructure assets to help council and staff determine the optimum 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

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- Municipal Act sets out various financial related laws including; the role of a treasurer, budgets, investments, debt reporting
- Strong Mayor Powers offer tools, such as preparing municipal budgets and amendments, to help heads of council advance shared municipal-provincial priorities
- Development Charges Act allows cities to impose development charges against land development 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 collections and Section 37, Community Benefits Charge (CBC) requirements and annual reporting
- Various contracts with third parties including; Waterloo Public Library, Envoa Power 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

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- All City divisions
- Waterloo Region area treasurers and respective finance staff working groups
- Waterloo Public Library
- Development charges and Community Benefits charges consultants and industry working group
- The Asset Management Working Group and Steering Committee
- Municipal Property Assessment Corporation
- External auditors and Audit Committee

## Emerging trends

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- Ongoing economic challenges as evidenced by high borrowing rates, and persistent high inflation.
- Emerging pieces of legislation from the provincial government, including Bill 109 More Homes for Everyone Act, 2022, Bill 23 More Homes Built Faster Act, 2022 and Bill 3, Strong Mayors , Building Homes Act, 2022, and the recently announced Building Faster Fund
- 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) tailored to each asset class. This methodology was a collaborative development between the City of Waterloo, the 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 asset management plan

### STARTING

Third quarter 2023

### TARGET COMPLETION DATE

Second quarter 2024

### WHY THIS IS IMPORTANT

The Province of Ontario recognized the importance of asset management planning when Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) was enacted on January 1, 2018. O. Reg. 588/17 outlines guidelines and expectations for the application of asset management principles that municipalities must meet, with phase 2 to be completed by July 1, 2024 and phase 3 to be completed by July 1, 2025.



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Environmental Sustainability and Climate Action



- Complete Community



- Infrastructure and Transportation Systems

This initiative advances the City's environmental sustainability mindset, assessing and addressing the infrastructure gap with sustainable infrastructure planning to meet the needs of future generations. Asset management helps the City identify and plan for required operational, maintenance, and rehabilitation/replacement needs associated with new and existing infrastructure while considering ways to minimize the impacts of life cycle costs.

UN Sustainable Development Goals (SDGs):  
Industry, Innovation and Infrastructure;  
Sustainable Cities and Communities

### PROJECT COLLABORATORS

- Various City divisions:  
Economic Development, READI, Strategic Initiatives, Parks, Forestry and Cemetery Services, Facility Design and Management Services, Fire Rescue Services, Transportation Services, Engineering Services, City Utilities, IMTS, Fleet and Procurement Services, Corporate Communications
- Asset Management Working Group
- Asset Management Steering Committee

### BUDGET

Base Operating/Staff Resources



# Development charge and community benefits charge by-law update

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Second quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2025

## WHY THIS IS IMPORTANT

Development Charges (DC) help pay for the increased demand in municipal services (infrastructure, parks, libraries, etc.) from growth. Community Benefit Charges (CBC) help to pay for costs related to higher density residential growth. Bill 23 (also known as the More Homes Built Faster Act, 2022) allows Development Charge by-laws to be in effect for a maximum of ten years. Community Benefit Charge by-laws must be reviewed or reconfirmed within five years. With the current emphasis on housing development, the City will update these resources at the same time to streamline the process and maintain up-to-date information in both by-laws.

Updating the DC by-law ensures the use of the most accurate population and growth forecasts, and is also an opportunity to include any modifications resulting from Bill 23, such as additional exemptions. This allows the City to plan for future growth and ensure the necessary infrastructure is in place. Updating the CBC by-law not only addresses current growth and infrastructure requirements but also allows for a review of service categories and projects serving higher-density residential growth in the future.

## LINK TO STRATEGIC PLAN

- Complete Community
- Demonstrates the guiding principles of Integrity and Operational Excellence



The charges the City collects from developers help fund the equitably available parks, public spaces and other recreational and cultural amenities in our complete community. Updating the by-laws provides transparency and demonstrates responsive, thoughtful decision-making and fiscal responsibility.

## PROJECT COLLABORATORS

- Several City divisions
- Waterloo Public Library

## BUDGET

\$187,000 - capital ref. 412

\$78,000 - capital (funded)

## Operating and capital budget

### STARTING

In process (2024-2026 budget)

First quarter 2026 (2027 budget)

### TARGET COMPLETION DATE

First quarter 2024 (2024-2026 budget approval)

Fourth quarter 2024 (2025 budget re-confirmation)

Fourth quarter 2025 (2026 budget re-confirmation)

Fourth quarter 2026 (2027 budget release)

### WHY THIS IS IMPORTANT

The City's budget enables the delivery of programs, services and capital projects to the community. It ensures that clear financial commitments and approvals are in place to advance the priorities of Council and the community. In order to promote longer term planning, efficiency and stability, multi-year budgets are developed for approval. For 2024-2026, staff aim to finalize the three year budget in the first quarter of 2024. The Municipal Act requires that if a municipality passes a multi-year budget, it must review and re-affirm the budget for every subsequent year, either in the year that the budget applies or in the preceding year. Staff

will bring forward budget confirmation reports to the Mayor and Council annually in the fourth quarter, re-affirming the 2025 and 2026 budgets.

Throughout 2026, staff will begin preparing the 2027 budget which will be shared with the 2027-2030 Council in December of 2026.

### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Complete Community
- Infrastructure and Transportation Systems
- Innovation and Future-Ready

The City budget is how the work to advance the priorities of the Strategic Plan is funded.

### PROJECT COLLABORATORS

- All City departments

### BUDGET

\$211,000 - capital ref. 415

Base Operating/Staff Resources



## Time sheet enhancements for payroll

### STARTING

In process

### TARGET COMPLETION DATE

Fourth quarter 2026

### WHY THIS IS IMPORTANT

This project continues the ongoing efforts to eliminate manual and duplicate time entry in the corporation. Salary staff have already been converted to an electronic entry system, and work has begun on converting CUPE and hourly staff. This will be done in several stages to improve the efficiency and accuracy of how payroll information is collected for 500+ hourly staff. This will improve the quality of data collected for payment purposes.

The first stage will be to increase the number of staff using Maximo Mobile to capture payroll information and will be done in collaboration with the Maximo Work Order team.

Other stages will involve self-entry into PeopleSoft and punch clocks to capture payroll information for staff, as well as electronic approvals by managers and other automated quality checks.

This initiative prioritizes innovation through digital opportunities for increased efficiency and improved coordination across the organization, while demonstrating the City's commitment to operational excellence with fiscally responsible service that meets the needs of employees.

### PROJECT COLLABORATORS

- Various City divisions:  
Facility Design and Management Services, IMTS, Human Resource Services

### BUDGET

\$223,000 - capital ref. 417

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Innovation and Future-Ready
- Guiding Principle: Operational Excellence



## 2024-2026 Finance Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>5,204,715</b>	<b>5,322,203</b>	<b>5,533,377</b>	<b>5,647,115</b>
Change (year over year)		117,488	211,174	113,738
Budget reference		B8-P B15-P PY Rev	B15-P I4 S18	B15-P G6 S18
<b>TOTAL REVENUES</b>	<b>(1,246,463)</b>	<b>(1,253,463)</b>	<b>(1,219,143)</b>	<b>(1,185,856)</b>
Change (year over year)		(7,000)	34,320	33,287
Budget reference		B2-P	B2-P B5 S18	B2-P B5 S18
<b>TAX FUNDING</b>	<b>3,958,252</b>	<b>4,068,740</b>	<b>4,314,234</b>	<b>4,461,259</b>
Change (year over year)		110,488	245,494	147,025
FTE	39.1	39.1	40.1	40.1

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

## 2024-2033 Finance

### Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	410-412	3,603,000	3,810,000	7,413,000
Infrastructure and Transportation Systems	413-414	6,661,000	998,000	7,659,000
Innovation and Future-Ready	415-418	1,012,000	1,490,000	2,502,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>11,276,000</b>	<b>6,298,000</b>	<b>17,574,000</b>

Capital budgets and totals subject to rounding



# Fleet and Procurement

## CORPORATE SERVICES

### Our mission

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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

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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 & 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 and Council. Within Fleet and Procurement we manage the following functions:

- Fleet manages and maintains more than 350 corporate fleet assets at a City-owned Motor Vehicle Inspection Station (MVIS) registered facility; a daily operations centre for vehicle repairs and preventive maintenance. We are responsible for the purchase, commissioning, decommissioning and disposal of City fleet assets and for integrating zero emission vehicles. We establish policies and procedures to ensure compliance with MTO regulations. We monitor collisions, complete vehicle licensing, and manage Commercial Vehicle Operator's Registration and certifications.
- Fleet equipment serviced by the team encompasses a diverse range of vehicles and equipment and our expertise includes heavy trucks (tandems and single axles), versatile SUVs, street sweepers, sewer flusher trucks, light fleet passenger vehicles and pick-up trucks and 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. As Procurement Authority for the City, Procurement approves the choice of sourcing methods, manages the procurement and evaluation processes, develops, maintains and administers the City's Purchasing By-Law and associated policies, and the City's Purchasing Card and Supplier Performance Management Programs.



## What governs our work

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- 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

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- Conestoga College program advisory committees
- Ontario Public Buyers Association
- Grand River Cooperative Procurement Group, CANOE Procurement Group of Canada, Kinetic Group Purchasing Organization, OECM Buying Group and Supply Ontario
- Various construction and consulting associations
- Various City divisions

## Emerging trends

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- Advanced analytics - data collection for decision-making in areas such as fuel consumption; telematics and use of technology to streamlines processes such as electronic inspection forms and automatic service reminders – predictive analytics for supply chain.
- Sustainable business practices (emission reduction; deriving benefits to society through the procurement process – social procurement)
- Supply Chain Resilience/Digital supply chain. Making Procurement a strategic partner able to drive efficiencies and mitigate risk for the organization)



## Maintain and improve fleet assets to support operations

### STARTING

Ongoing

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

A well-maintained municipal fleet ensures the consistency of public services including park maintenance, winter control, and municipal enforcement. A high level of preventative maintenance and continuous improvement of the municipal fleet ensures safe and reliable equipment to support services.

### LINK TO STRATEGIC PLAN



- Environmental Sustainability and Climate Action



- Demonstrates the guiding principle of Operational Excellence

Proper maintenance of the City's fleet demonstrates our environmental sustainability mindset, including ensuring that we maintain and improve our fleet assets to support the long-term needs of the community. The overall maintenance and care for equipment optimizes efficiency and performance to meet the needs of employees and our residents.

### PROJECT COLLABORATORS

- Various City divisions:  
City Utilities, Transportation Services, Parks, Forestry and Cemetery Services, Municipal Enforcement Services

### BUDGET

Base Operating/Staff Resources



## Innovation to advance sustainable fleet management

KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

Ongoing

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

By consistently innovating fleet practices we will reduce the city's environmental impacts, making transformational changes to enhance air quality, conserve resources and foster a healthier environment.

### LINK TO STRATEGIC PLAN



- Environmental Sustainability and Climate Action

Sustainable fleet management is an opportunity for the City to demonstrate climate leadership, working towards our corporate greenhouse gas emission reduction goals through the continued electrification of our fleet. It also demonstrates our objective to embed environmental sustainability into internal operational decision-making and evaluate operational decisions with consideration for the City's greenhouse gas mitigation and adaptation goals.

### PROJECT COLLABORATORS

- Various City divisions:  
City Utilities, Transportation Services, Parks, Forestry and Cemetery Services, Municipal Enforcement Services, Facility Design and Management, Strategic Initiatives

### BUDGET

\$587,000 - capital ref. 420

Base Operating/Staff Resources

# Support major capital infrastructure projects and operations

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Ongoing

## TARGET COMPLETION DATE

Ongoing

## WHY THIS IS IMPORTANT

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

The procurement process is one way the City is meeting the sustainable infrastructure planning goal, identifying and planning for required operational, maintenance and replacement needs to responsibly manage the City's assets, while considering ways to minimize the impacts of life cycle costs. The comprehensive, responsive and diligent decision-making that is part of this process demonstrates the guiding principles of Integrity and Operational Excellence.

## PROJECT COLLABORATORS

- All City departments

## BUDGET

Base Operating/Staff Resources

## LINK TO STRATEGIC PLAN



- Infrastructure and Transportation Systems



- Demonstrates the guiding principle of Integrity, Operational Excellence



## Sustainable procurement practices

### STARTING

In progress

### TARGET COMPLETION DATE

Fourth quarter 2025

### WHY THIS IS IMPORTANT

The City can leverage spending to influence sustainability through its procurement process by encouraging suppliers to incorporate sustainable business practices. Sustainable purchasing decisions will consider lifecycle operating costs, reduced environmental impacts and increased positive social impacts in addition to the delivery of efficient goods and services.

Through this initiative, the City is investing in accessibility and inclusion, with sustainable and equitable procurement. It is one way we embed reconciliation, equity, accessibility, diversity and inclusion across the organization. This demonstrates the City's environmental sustainability mindset, as we embed environmental sustainability into internal operational decision-making and evaluate operational decisions with consideration for the City's greenhouse gas mitigation and adaptation goals. Sustainable procurement also supports a diversified economy and innovation ecosystem.

### PROJECT COLLABORATORS

- All City departments

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Innovation and Future-Ready



## 2024-2026 Fleet and Procurement Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>2,274,690</b>	<b>2,469,292</b>	<b>2,534,287</b>	<b>2,602,433</b>
Change (year over year)		194,602	64,995	68,146
Budget reference		B15-P I5-P	B15-P	B15-P
<b>TOTAL REVENUES</b>	<b>(1,458,243)</b>	<b>(1,492,851)</b>	<b>(1,531,784)</b>	<b>(1,570,587)</b>
Change (year over year)		(34,608)	(38,933)	(38,803)
Budget reference		Ent Trsf	Ent Trsf	Ent Trsf
<b>TAX FUNDING</b>	<b>816,447</b>	<b>976,441</b>	<b>1,002,503</b>	<b>1,031,846</b>
Change (year over year)		159,994	26,062	29,343
FTE	16.0	17.0	17.0	17.0

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

## 2024-2033 Fleet and Procurement Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Environmental Sustainability and Climate Action	420	587,000	1,110,000	1,697,000
Infrastructure and Transportation Systems	421-423	10,295,000	28,481,000	38,776,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>10,882,000</b>	<b>29,591,000</b>	<b>40,473,000</b>

Capital budgets and totals subject to rounding



# Human Resources

## CORPORATE SERVICES

### Our mission

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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

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- 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

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- 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 & 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

---

- 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 & Safety Association (OMHSRA)
- Public Services Health & Safety Association (PSHSA)
- Municipal Users Group (MUG)



## Our collaborators

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- 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 & Safety Association (OMHSRA)
- Public Services Health & Safety Association (PSHSA)
- Municipal Users Group (MUG)

## Emerging trends

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- 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



## Efficiencies through technology

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Fourth quarter 2025

### WHY THIS IS IMPORTANT

We review our practices for efficiencies and inclusion regularly and have identified specific resources available to support the team. In 2024 and 2025 we will implement a new applicant tracking system, a learning management system and use tablets to reduce administrative work for corporate recruitment and training. Using technology and software will create consistency, and improve work flow and communication as well as the continued development of corporate processes through procedures reviews and development.

This initiative prioritizes innovation through digital opportunities for increased efficiency and improved coordination across the organization, while demonstrating the City's commitment to workplace wellbeing and operational excellence with fiscally responsible service that meets the needs of employees

### PROJECT COLLABORATORS

- Various City divisions:  
IMTS, Fleet and Procurement,  
Corporate Communications

### BUDGET

\$390,000 - capital (funded)

### LINK TO STRATEGIC PLAN

- Innovation and Future-Ready
- Demonstrates the guiding principles of Workplace Wellbeing and Operational Excellence



# Strategic alignment of employee development programs

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2023

## TARGET COMPLETION DATE

Fourth quarter 2025

## 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. Some of this work has begun and will continue to be strategic in the delivery and follow-up.

This initiative supports equity and inclusion for staff across the entire organization. Employee development and succession planning is an opportunity for the City to demonstrate many of the guiding principles that make us the workplace of choice for our staff.

## PROJECT COLLABORATORS

- All City departments

## BUDGET

Base Operating/Staff Resources

## LINK TO STRATEGIC PLAN



- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Demonstrates the guiding principles of Equity and Inclusion, Workplace Wellbeing and Operational Excellence

## 2024-2026 Human Resources Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>2,430,948</b>	<b>2,480,124</b>	<b>2,637,455</b>	<b>2,694,706</b>
Change (year over year)		49,176	157,331	57,251
Budget reference		B8-P B15-P B28	B15-P B28	B15-P B28
<b>TOTAL REVENUES</b>	<b>(383,964)</b>	<b>(383,964)</b>	<b>(383,964)</b>	<b>(383,964)</b>
Change (year over year)		0	0	0
Budget reference		B28	B28	B28
<b>TAX FUNDING</b>	<b>2,046,984</b>	<b>2,096,160</b>	<b>2,253,491</b>	<b>2,310,742</b>
Change (year over year)		49,176	157,331	57,251
FTE	14.6	14.6	14.6	14.6

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

## 2024-2033 Human Resources Capital Budget and Forecast Overview

INITIATIVE	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Innovation and Future-Ready	430	-	48,000	48,000
Reconciliation, Equity, Accessibility, Diversity and Inclusion	431-433	118,000	320,000	438,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>\$118,000</b>	<b>\$368,000</b>	<b>\$486,000</b>

Capital budgets and totals subject to rounding



# Information Management and Technology Services

## CORPORATE SERVICES

### Our mission

---

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



## Our team

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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 Digital and Technology Steering Committee (DTSC). 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 colleagues through our participation in the Waterloo Region Education and Public Network (WREPNNet) 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

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- 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 data, application development, and support





## What governs our work

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- City of Waterloo Strategic Plan
- City of Waterloo Official Plan
- Digital Services Strategy
- Digital and Technology Steering Committee (DTSC)
- Corporate Technology Roadmap



## Our collaborators

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- All City divisions and 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

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- Harness machine learning as a core piece of the organization's value proposition
- Enabling nontechnical contributors to use and create 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

## API platform development

### STARTING

Fourth quarter 2024

### TARGET COMPLETION DATE

Third quarter 2026

### WHY THIS IS IMPORTANT

API (Application Programming Interface) platforms enable different software applications and systems to communicate and work together. They serve as a bridge between disparate systems, allowing them to exchange data and functionality seamlessly. API platforms make it easier to scale by providing a structured way to add new features or integrate with new services without rewriting the entire application. This will allow us to facilitate information exchange in a safe secure and robust manner, between Cloud based and external vendors, and our secure on-premises servers and software.

This initiative supports the upgrade and management of municipal assets to support the long-term needs of the community. It advances digital opportunities for the future, with an intent to improve efficiency and customer service and ensure coordination across the organization

### PROJECT COLLABORATORS

- Various City project teams

### BUDGET

\$201,000 - [capital ref. 445](#)

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems
- Innovation and Future-Ready



## Point of sale upgrade

### STARTING

Third quarter 2023

### TARGET COMPLETION DATE

Phase 1 – second quarter 2024

Phase 2 – third quarter 2026

### WHY THIS IS IMPORTANT

A system and process to complete sales transactions, the City's Point of Sale system supports customer payments at a physical location, such as a service counter, and online. In Phase 1 we are improving customer security and decreasing the City's liability in taking credit card payments. In Phase two we will move the Payment Manager records to a cloud platform while maintaining our links to our on-premises service. These efficiencies could also eventually support a single customer login for online payment of all City services.

This initiative supports the upgrade and management of municipal assets to support the long-term needs of the community. It advances digital opportunities for the future, with an intent to improve efficiency and customer service and ensure coordination across the organization.

### PROJECT COLLABORATORS

- Finance division

### BUDGET

\$581,000 - capital ref. 441

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems
- Innovation and Future-Ready



## Spatial datum reference transformation

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Second quarter 2024

### WHY THIS IS IMPORTANT

Spatial datum references serve as the foundation for accurate geographic data, enabling the consistent representation of the Earth's surface. This accuracy is essential for a wide range of applications, from everyday navigation to critical infrastructure planning and emergency response. Spatial datum reference transformation to NAD83 Canadian Spatial Reference System version 7 will improve the accuracy of all spatial data the City holds, and will align us with best practices and neighbouring municipalities. It will reduce the transformation work required of City surveying staff and align with GPS networks.

This initiative supports the upgrade and management of municipal assets to support the long-term needs of the community. It advances digital opportunities for the future, with an intent to improve efficiency and customer service and ensure coordination across the organization.

### PROJECT COLLABORATORS

- Engineering Services division

### BUDGET

\$111,000 - [capital ref. 448](#)

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems
- Innovation and Future-Ready



## Internal data reporting dashboards

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Third quarter 2026

### WHY THIS IS IMPORTANT

Internal data reporting dashboards serve as a tool for monitoring, analyzing, and communicating various aspects of the City's performance. They help harness the power of data for informed decision making, performance monitoring and improved efficiency, transparency, and accountability. We plan to build on a collection of dashboards based on Geographic Information Systems (GIS) and Business intelligence (BI) to improve views of City data for internal management, and to enhance our efforts towards improving data quality between systems.

This initiative supports the upgrade and management of municipal assets to support the long-term needs of the community. It advances digital opportunities for the future, with an intent to improve efficiency and customer service and ensure coordination across the organization.

### PROJECT COLLABORATORS

- City divisions that use GIS and other applications

### BUDGET

\$171,000 - [capital ref. 446](#)

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems
- Innovation and Future-Ready



## Online application for parking permits

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Second quarter 2025

### WHY THIS IS IMPORTANT

The public will be able to purchase monthly parking permits online, an improved level of service. The monthly parking permit system will be linked to the parking enforcement system so that erroneous tickets will not be issued, creating efficiencies for Municipal Enforcement Services and removing an occasional source of public frustration.

This initiative supports the upgrade and management of municipal assets to support the long-term needs of the community. It advances digital opportunities for the future, with an intent to improve efficiency and customer service and ensure coordination across the organization.

### PROJECT COLLABORATORS

- Municipal Enforcement Services

### BUDGET

\$171,000 - capital ref. 446 (partial)

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems
- Innovation and Future-Ready



## 2024-2026 Information Management and Technology Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>5,392,901</b>	<b>5,681,957</b>	<b>5,778,175</b>	<b>6,004,599</b>
Change (year over year)		289,056	96,218	226,424
Budget reference		B14-P B15-P	B15-P	B15-P S7-P
<b>TOTAL REVENUES</b>	<b>(394,804)</b>	<b>(394,804)</b>	<b>(394,804)</b>	<b>(394,804)</b>
Change (year over year)		0	0	0
Budget reference				
<b>TAX FUNDING</b>	<b>4,998,097</b>	<b>5,287,153</b>	<b>5,383,371</b>	<b>5,609,795</b>
Change (year over year)		289,056	96,218	226,424
FTE	24.0	24.0	24.0	25.0

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

## 2024-2033 Information Management and Technology Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Infrastructure and Transportation Systems	441-456	4,524,000	8,172,000	12,696,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>4,524,000</b>	<b>8,172,000</b>	<b>12,696,000</b>

Capital budgets and totals subject to rounding





# Legal Services

## CORPORATE SERVICES



### Our mission

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Working in conjunction with all City departments, legal services provides collaborative, strategic and practical legal advice to the City inclusive of staff, the leadership team and Council. Our approach to legal advice is guided by a complete community vision and is geared toward allowing the City of Waterloo to meet and surpass its strategic goals in all areas. Legal services focuses on providing accessible legal advice to all departments across the Corporation in an effective and efficient manner within the parameters of provincial legislation, and maintains an open door policy to all City staff. The City Solicitor further provides integral and time sensitive legal advice to the leadership team and Council.



### Our team

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Legal Services is comprised of four employees with unique backgrounds and skill sets. Three employees are lawyers licensed by the Law Society of Ontario who specialize in various areas across the Corporation. One employee is a law clerk who provides substantial support not only to the lawyers, but also independently to the Planning and Municipal Enforcement departments.



## What we manage

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- Risk management and mitigation
- 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 (bylaw infractions, etc.), as well as internal legal counsel for hearings of licensing, dog designation, property standards and other committees
- Attend all Administrative Monetary Penalty System (AMPS) hearings, as well as oversee screenings for non-parking AMPS infractions
- Draft and/or review all agreements of the Corporation with third parties or other levels 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
- Workload is constant, with the type and range of work dependent on planning applications, projects of other divisions and workload of prosecutions under the Provincial Offences Act and AMPS
- Often Legal Services provides advice on an urgent, reactive basis, adopting the just in time delivery model for matters



## What governs our work

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Due to the nature of legal advice, Legal Services provides largely reactive advice and pursues an open door, emergent issue policy. However, Legal Services also provides proactive advice to divisions who consult legal at the outset of projects. 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 (and the Fire Code, a regulation thereunder)
- Building Act (and Ontario Building Code, a regulation thereunder)
- Assessment Act
- Employee Standards Act
- The Law Society of Ontario



## Our collaborators

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

## Emerging trends

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- Digitization, digital signatures, technological impacts on the workplace
- Privacy protection of corporate information as well as that of individuals
- Constantly changing planning law regime in Ontario as well as other provincial legislative frameworks
- The shift away from Provincial Offences Act prosecutions to the AMPS program



# Review and revise the Dangerous Dog Bylaw

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2024

## WHY THIS IS IMPORTANT

This bylaw is a safeguard to ensure public safety of domestic animals and allows restrictions to be placed on a dangerous dog to mitigate the dangerous behaviour. The purpose of the review is to update, and align with other municipalities to ensure it reflects current best practices.

Reviews of our bylaws are an opportunity to invest in accessibility and inclusion to enhance belonging, to ensure this bylaw results in equitable treatment. This initiative also contributes to our complete neighbourhoods objective, to improve neighbourhood interaction, safety and relationships.

## PROJECT COLLABORATORS

- Various City divisions:  
Community Services, Corporate Services

## BUDGET

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Reconciliation, equity, accessibility, diversity and inclusion
- Complete Community



## Review and revise Delegation Bylaw

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### **STARTING**

Fourth quarter 2023

### **TARGET COMPLETION DATE**

Second quarter 2024

### **WHY THIS IS IMPORTANT**

This bylaw allows Council to delegate authority to staff to execute documents and set clear approval authorities. Updating the existing bylaw to keep pace with changing processes will create efficiencies and provide further clarity as to approval authority. This will improve work flow for staff and accelerate service delivery.

This initiative supports the work between Council and staff, maintaining the integrity of transparent decision-making, and improving service delivery

### **PROJECT COLLABORATORS**

- Corporate Services department

### **BUDGET**

Base Operating/Staff Resources



### **LINK TO STRATEGIC PLAN**

- Demonstrates the guiding principles of Integrity and Operational Excellence



## Assist in streamlining of planning approvals

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### STARTING

First quarter 2023

### TARGET COMPLETION DATE

First quarter 2025

### WHY THIS IS IMPORTANT

Recent changes in provincial planning law have had a significant impact on the work carried out by the City's Planning Approvals division. Legal is supporting facilitating these new legislative changes that impact the planning department by working in conjunction to develop methods that streamline the approval process. Legal services is supporting them in updating Official Plan Policies, updating planning application documents to make available online, and to find efficiencies to streamline the approval process. These initiatives, along with others will assist in achieving the development target of building more homes.



### LINK TO STRATEGIC PLAN

- Complete Community

This initiative to support planning and development processes within the City advances our complete neighbourhoods housing initiatives, including increasing the supply and mix of affordable housing as we work towards the City's housing pledge to build 16,000 new residential units by 2031

### PROJECT COLLABORATORS

- Planning division

### BUDGET

\$214,000 - operating ref. S8

Base Operating/Staff Resources



## 2024-2026 Legal Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>713,853</b>	<b>947,164</b>	<b>1,085,883</b>	<b>1,110,881</b>
Change (year over year)		233,311	138,719	24,998
Budget reference		B8-P B15-P S8	B15-P S13	B15-P
<b>TOTAL REVENUES</b>	<b>(68,370)</b>	<b>(88,370)</b>	<b>(88,370)</b>	<b>(88,370)</b>
Change (year over year)		(20,000)	0	0
Budget reference		B2-P		
<b>TAX FUNDING</b>	<b>645,483</b>	<b>858,794</b>	<b>997,513</b>	<b>1,022,511</b>
Change (year over year)		213,311	138,719	24,998
FTE	3.6	4.6	5.6	5.6

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

## 2024-2033 Legal Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
N/A		-	-	-
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		-	-	-

Capital budgets and totals subject to rounding



# Legislative Services

## CORPORATE SERVICES

### Our mission

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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, inclusive and accessible to support your needs. We protect the information the City collects, uses, retains and disposes of in accordance with legislative requirements and best practices in order to protect your personal information and the corporate memory. As an advisory and support division we offer our services in a friendly and timely manner with an eye to balancing risk with innovation.

### Our team

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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, government relations, records management and legislative experience.



## What we manage

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- Support Council and staff through the Council agenda management process, providing advice to staff on reports to council, direct elected officials office support including event, constituency and corporate government relations support, oversee the Committee of Councils and directly support several appeal tribunals and processes.
- 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 and coordinating the corporate policy manual and reviews.
- Provide privacy protection analysis and advice, coordinate privacy breach responses and identify proactive training and privacy protection programs.
- Respond to request for information and work with teams to develop routine disclosure plans and provide advice on records that can be released without a formal request.
- Provide services for other agencies including marriage licensing, burial permits and registry of deaths on behalf of the province, coordinate certain AGCO processes, receive and track claims submitted to the City and perform civil marriage ceremonies.



## What governs our work

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- 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, etc.



## Our collaborators

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- All City divisions
- Region and area clerks including larger Ontario wide clerks, elections and FOIRM (Freedom of Information and Records Management) Groups
- Ministry of Municipal Affairs and Housing
- Information and Privacy Commissioner
- Association of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO)



## Emerging trends

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- Operating in an sector that encourages staff to think creatively, explore options for continuous improvement and find efficiencies creates many opportunities for the team to be involved in upfront reviews to enable better use of existing platforms and careful selection of new technologies, while protecting the personal information we collect, use and retain. The importance of information quality for decision making; the need to protect information in the face of cyber attacks and other extreme events and growing importance of disaster recovery; increased amount of electronic records; the fast evolution of IT and other local and global trends create opportunities for the team to focus on information governance and compliance.
- As the support team for council and council related processes there is a requirement to keep abreast of any legislative changes that impact the municipality and to continue to monitor the interpretation of the legislation whether through decisions from bodies such as the Ontario Ombudsman, Information and Privacy Commissioner or through the judicial processes.
- 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 along with a review of constituent services with a goal to ensure our committees represent the diversity of our community and we provide a safe space for engagement

# Municipal election and council orientation

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

Fourth quarter 2026

## WHY THIS IS IMPORTANT

Municipal elections must adhere to strict legislative rules and requires significant upfront planning. Preparation for the next municipal election begins on conclusion of the prior election with several functions such as procuring services, reviewing reports and election statistics, various reporting requirements, reviewing processes to identify efficiencies, to review election accessibility, monitoring and advocating for legislative improvements and changes. For the 2026 election, Legislative Services staff will review work done by the City Hub program, reviewing the method in which the election is delivered including the major election vendors. We will explore options to expand the super vote and advance vote program with particular attention to accessibility features such as expanding the use of translation services.

Elections are an opportunity to demonstrate how we embed Reconciliation, equity, accessibility, diversity and inclusion across the organization and through our work, as we need to connect with all members of our community. Incorporating environmental sustainability into election support work shows our environmental sustainability mindset. Working with the City Hub program, a partnership with our post-secondary institutions, supports the City's innovation ecosystem, leveraging the strength of their problem solvers to find creative solutions that address community needs and challenges, as we support digital opportunities for the future.

## PROJECT COLLABORATORS

- Various City divisions:  
Legal Services, Corporate Communications, IMTS

## BUDGET

Base Operating/Staff Resources



## LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Environmental Sustainability and Climate Action
- Innovation and Future-Ready



## Records and information management, information access and privacy programs review

### STARTING

First quarter 2023

### TARGET COMPLETION DATE

Fourth quarter 2026

### WHY THIS IS IMPORTANT

Records and information are at the heart of City's decision making, corporate memory, communication, customer relations, work processes and outcomes. The review of the programs will allow to strengthen the information governance framework to ensure that the records and information the City holds are protected, and managed effectively, efficiently, ethically and responsibly in a way that supports workforce change and succession planning. This work will support the Digital Service and Customer Service strategies and other related major corporate initiatives.

This demonstrates the City's environmental sustainability mindset as we continue our journey to be paperless. Responsible records management supports all of our programs as we grow our offering of accessible and inclusive services, as well as supporting the work being done on digital opportunities for the future.

### PROJECT COLLABORATORS

- Various City divisions:  
IMTS, Corporate Communications
- All City departments

### BUDGET

\$86,500 - operating ref. B29

\$300,000 - capital (funded)

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN



- Environmental Sustainability
- Complete Community



- Innovation and Future-Ready

## Policy and By-law review

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

First quarter 2025

### WHY THIS IS IMPORTANT

Several legislative changes, most notably to the Municipal Act, have made it necessary to review our City policies and by-laws such as the Council Procedure By-Law, Delegation By-Laws, Notice Policy, Code of Conduct for Members of Council, protocol related policies and other policies that may need updating to reflect legislative authority changes and the needs of our community. At the same time it is an important opportunity to review our policies and processes from an equity perspective to ensure our services are being offered and delivered in an inclusive manner.

A review of City policies presents an opportunity to ensure they support how the City is embedding Reconciliation, equity, accessibility, diversity and inclusion across the organization. This initiative also contributes to our complete community, ensuring our policies and procedures are structured to meet the diverse needs of the community at large.

### PROJECT COLLABORATORS

- Various City divisions:  
Legal Services, READI

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Complete Community





## Committee review

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### STARTING

Third quarter 2023

### TARGET COMPLETION DATE

Fourth quarter 2024

### WHY THIS IS IMPORTANT

It is important that the City engages with people from across our diverse community. Proactively involving people to provide input to decision making benefits everyone, and helps to build trust. It is important that our advisory committees and committees of Council are effective and efficient, responding to the needs of the community, Council and the City as an organization. In order to do this, we need to ensure that our committees reflect the community we support, and provides inclusive and equitable space for input and collaboration.

This initiative supports the incorporation of Reconciliation, equity, accessibility, diversity and inclusion across the organization, as we strive to make sure our committee structure works for and has representation from the diverse groups across our community.

### PROJECT COLLABORATORS

- Various City divisions: READI; Strategic Initiatives; Corporate Communications; Legal Services; Human Resources
- Committee staff liaison
- Committee members and chairs

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion

## Government relations strategy

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Fourth quarter 2024

### WHY THIS IS IMPORTANT

The Government Relations team keeps the City informed of legislative changes that impact our organization. The Government Relations Strategy will guide our work as we engage with government representatives, support grant application packages and other funding requests, and proactively monitor legislative changes. The Government Relations team also plays a key role in supporting the implementation of the 2023-2026 Strategic Plan, including the Community Conversations initiative. Community Conversations will provide opportunities to continue engaging with the public on elements of the strategic plan, and support additional corporate initiatives with public engagement.

Government relations supports all aspects of the strategic plan, monitoring for changes from or opportunities with other levels of government which could impact or advance our strategic actions. Community conversations is a key initiative of the overall implementation of the strategic plan, and is also linked to all of the strategic priorities.

### PROJECT COLLABORATORS

- Mayor's office
- Strategic Initiatives division

### BUDGET

\$66,500 - operating ref. B30

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN



- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Environmental Sustainability and Climate Action



- Complete Community
- Infrastructure and Transportation Systems



- Innovation and Future-Ready

## 2024-2026 Legislative Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>1,768,749</b>	<b>1,933,764</b>	<b>2,091,603</b>	<b>2,145,125</b>
Change (year over year)		165,015	157,839	53,522
Budget reference		B8-P B15-P B29-P	B15-P B30-P	B15-P
<b>TOTAL REVENUES</b>	<b>(145,621)</b>	<b>(175,621)</b>	<b>(175,621)</b>	<b>(175,621)</b>
Change (year over year)		(30,000)	0	0
Budget reference		B2-P		
<b>TAX FUNDING</b>	<b>1,623,128</b>	<b>1,758,143</b>	<b>1,915,982</b>	<b>1,969,504</b>
Change (year over year)		135,015	157,839	53,522
FTE	15.2	16.2	17.2	17.2

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

## 2024-2033 Legislative Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Infrastructure and Transportation Systems	460	32,000	30,000	62,000
Innovation and Future-Ready	461	-	824,000	824,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>32,000</b>	<b>854,000</b>	<b>886,000</b>

Capital budgets and totals subject to rounding



# Integrated Planning and Public Works

We promote a thoughtfully planned and executed sustainable built form that is maintained in an efficient and effective manner, promoting a high quality of life for the residents of Waterloo. We deliver service that is dependable and strives to consistently meet or exceed Council's expectations.

## **OUR CORE CUSTOMERS**

- Residents
- Businesses and ratepayers of the City of Waterloo

## **OUR CORE COLLABORATORS**

- Residents
- Regulatory agencies, ENOVA, GRCA, MECP
- The development industry
- Business community and committees of Council
- Post secondary institutions

## **OUR DIVISIONS**

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

## 2024-2026 Integrated Planning and Public Works Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>EXPENSES</b>				
Commissioner	910,989	916,248	939,466	963,097
Planning	2,699,647	3,178,650	3,524,423	3,907,244
Engineering Services	3,806,174	3,908,247	4,023,449	4,138,020
Building Standards	3,243,975	3,220,203	3,307,309	3,397,922
Transportation	9,334,036	9,841,299	10,586,518	11,048,259
City Utilities	66,014,531	70,027,121	74,132,778	78,753,090
<b>TOTAL EXPENSES</b>	<b>86,009,352</b>	<b>91,091,768</b>	<b>96,513,943</b>	<b>102,207,632</b>
<b>REVENUES</b>				
Commissioner	(944,925)	(942,925)	(942,925)	(942,925)
Planning	(909,889)	(913,065)	(916,490)	(919,848)
Engineering Services	(682,538)	(682,538)	(682,538)	(682,538)
Building Standards	(3,243,975)	(3,220,203)	(3,307,309)	(3,397,922)
Transportation	(2,406,203)	(2,415,756)	(2,425,593)	(2,435,719)
City Utilities	(66,014,531)	(70,027,121)	(74,132,778)	(78,753,090)
<b>TOTAL REVENUES</b>	<b>(74,202,061)</b>	<b>(78,201,608)</b>	<b>(82,407,633)</b>	<b>(87,132,042)</b>
<b>TAX FUNDING</b>	<b>11,807,291</b>	<b>12,890,160</b>	<b>14,106,310</b>	<b>15,075,590</b>
FTE	190.5	197.4	202.3	206.3

## 2024-2026 Integrated Planning and Public Works Capital Budget Overview

DIVISION	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Building Standards	740,000	970,000	1,710,000
City Utilities - Sanitary	9,220,000	14,244,000	23,464,000
City Utilities - Stormwater	19,175,000	40,643,000	59,818,000
City Utilities - Water	11,783,000	18,105,000	29,888,000
Engineering Services - Other	3,404,000	34,667,000	38,071,000
Engineering Services- Parks	2,360,000	2,915,000	5,275,000
Engineering Services - Roads	87,123,000	1,234,000	88,357,000
Engineering Services - Sanitary	380,000	3,437,000	3,817,000
Engineering Services - Water	176,000	4,617,000	4,793,000
Planning	6,217,000	4,067,000	10,284,000
Transportation Services	83,582,000	262,138,000	345,720,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>	<b>224,160,000</b>	<b>387,037,000</b>	<b>611,197,000</b>

Capital budgets and totals subject to rounding

## 2024-2026 Integrated Planning and Public Works Commissioner Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>910,989</b>	<b>916,248</b>	<b>939,466</b>	<b>963,097</b>
Change (year over year)		5,259	23,218	23,631
Budget reference		B8-P B15-P B32-P PY Rev	B15-P B32-P	B15-P B32-P
<b>TOTAL REVENUES</b>	<b>(944,925)</b>	<b>(942,925)</b>	<b>(942,925)</b>	<b>(942,925)</b>
Change (year over year)		2,000	0	0
Budget reference		B32-P PY Rev	B32-P	B32-P
<b>TAX FUNDING</b>	<b>(33,936)</b>	<b>(26,677)</b>	<b>(3,459)</b>	<b>20,172</b>
Change (year over year)		7,259	23,218	23,631
FTE	6.5	6.5	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

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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

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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), Member of the Canadian Institute of Planners (MCIP), and Certified Planning Technician (CPT).



## What we manage

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- The division evaluates and comments on provincial legislation, plans and policies
- The division evaluates and comments on regional plans, policies and studies
- Undertake studies to advance the planning and strategic interests of the city, such as the Affordable Housing Strategy 2023-2033, Inclusionary Zoning Study, University Avenue Gateway Strategy, Uptown Public Realm Strategy
- Create master plans, including station area plans, district plans, heritage conservation district plans, neighbourhood plans, and block plans
- 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, including subwatershed planning
- Review and analyze development and building data and trends
- Determine compliance with and apply various city by-laws, including the zoning by-law, sign by-law, parkland dedication by-law, development charges by-law, and community benefit charges by-law



## What governs our work

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- Provincial legislation (including the Planning Act, Condominium Act, Ontario Heritage Act, Municipal Act, Development Charges Act)
- Provincial plans and policies (including the Provincial Policy Statement)
- 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

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- 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

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- Ontario's legislative planning framework is frequently changing, including how municipalities plan for growth, tools available to fund growth-related infrastructure and services, and timelines for processing planning applications (e.g. Bill 109, Bill 23)
- Climate change (adaptation and mitigation)
- Housing supply
- Affordability and escalating costs of construction material and labour
- Rapid intensification of the city's built up area has magnified the need for: public spaces (including parkland) and 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
- Pandemic influences on communities, including increased work from home, and changes to lifestyle and social interactions

# City of Waterloo official plan review

## KEY INITIATIVES FOR 2024-2026

### STARTING

Fourth quarter 2020

### TARGET COMPLETION DATE

Phase 1: 2024

### WHY THIS IS IMPORTANT

The City's Official Plan 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 conform to the Official Plan.

The City's Official Plan was approved in 2012. The Ontario Planning Act requires the City to review its Official Plan every ten years. The Official Plan Review is an opportunity to align the City's planning framework with contemporary legislation, issues, needs and trends



### LINK TO STRATEGIC PLAN



- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Environmental Sustainability and Climate Action



- Complete Community



- Infrastructure and Transportation Systems

- Innovation and Future-Ready

This initiative is a chance to advance all of the City's strategic priorities, incorporating Reconciliation, equity, accessibility, diversity and inclusion into the land use planning policies and decision-making. The Official Plan will emphasize climate leadership and sustainable development practices, focus on context-sensitive intensification, urban design, diverse housing options and vibrant public spaces. Sustainable infrastructure planning and active transportation systems will support growth as we plan for 16,000 new residential units by 2031.

### PROJECT COLLABORATORS

- Various City divisions: Building Standards, Engineering Services, Transportation Services, Legal Services, Legislative Services, Corporate Communications, Finance, Fire Rescue Services, Municipal Enforcement Services, Parks Forestry and Cemetery Services, READI, Office of the CAO
- Region of Waterloo and area municipalities
- Agencies and utilities, including School Boards, Grand River Conservation Authority (GRCA), Enova Power Corp
- Community
- Development industry, including the Waterloo Region Home Builders' Association (WRHBA)

### BUDGET

\$364,000 - capital (funded)

# Affordable housing strategy implementation

## KEY INITIATIVES FOR 2024-2026

### STARTING

First quarter 2023

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

There is a need to increase the supply of housing in Canada, in particular affordable housing. Locally, the supply of affordable housing in Waterloo has not kept pace with demand, and housing prices and rents are increasing substantially faster than incomes, creating affordability challenges for many households. In response, the City of Waterloo approved an Affordable Housing Strategy (AHS) in March 2023, 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. This initiative focuses on the continued implementation of the AHS, with our Federal, Provincial and Regional partners.

Implementing the Affordable Housing Strategy to increase the supply and mix of affordable housing addresses our complete neighbourhoods objective, supporting the Region of Waterloo and collaborating with area municipalities and community partners on housing initiatives to achieve a high quality of life for all residents.

### PROJECT COLLABORATORS

- Federal Government of Canada
- Province of Ontario
- Region of Waterloo and area municipalities
- Community
- Development industry, including the Waterloo Region Home Builders' Association (WRHBA)

### BUDGET

\$375,000 - capital ref. 620

\$368,000 - capital (funded)

\$145,000 operating ref. B31

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Complete Community

# Heritage planning review of non-designated properties

## KEY INITIATIVES FOR 2024-2026

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Fourth quarter 2024

### WHY THIS IS IMPORTANT

Bill 23 (More Homes Built Faster Act 2022) made extensive changes to the Ontario Heritage Act (OHA) and the City's ability to conserve its cultural heritage resources, particularly with respect to listing properties on the Heritage Register. The Heritage Register includes designated properties (owners must follow the provisions of the Ontario Heritage Act regarding maintenance, construction, restoration, use and disposal of designated lands, buildings and structures) and non-designated or "listed" properties (property is identified as having heritage value or interest to the City, but not designated; further evaluation of the property is undertaken if development and/or a building application is proposed). To comply with the updated OHA, Council must either remove non-designated properties from the Heritage Register, or give notice of intention to designate listed properties on or before January 1, 2025. Staff will review and identify non-designated properties of significant cultural heritage interest, and provide recommendations to Council on designating properties under the OHA.

### LINK TO STRATEGIC PLAN

- Complete Community

Identifying and protecting properties that have cultural heritage value or interest contributes to community vibrancy and complete neighbourhoods, and is an important part of growth management and community building.

### PROJECT COLLABORATORS

- Region of Waterloo
- Community
- Landowners

### BUDGET

\$229,000 - capital (funded)

Base Operating/Staff Resources





## Planning applications

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

In accordance with the City's legislative obligations, the Planning division will process and evaluate a wide range of 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. Processing timelines reflect the complexity of the application, our ability to secure timely revisions from applicants and clearances from agencies, and operational capacity. In addition, we will continue to identify opportunities to streamline development approvals, including delegation of authority, leveraging technology and process efficiencies.



### LINK TO STRATEGIC PLAN

- Complete Community

Processing development applications supports the implementation of the City's land use planning objectives and advancement of local housing initiatives, increasing the supply and mix of housing (including affordable housing), and carrying out the City's Housing Pledge of enabling 16,000 new residential units by 2031.

### PROJECT COLLABORATORS

- Various City divisions: Building Standards, Engineering Services, Transportation Services, Legal Services, Legislative Services, Corporate Communications, Finance, Fire Rescue Services, Parks Forestry and Cemetery Services, Economic Development
- Province of Ontario
- Region of Waterloo and area municipalities
- Agencies and utilities, including school boards, Grand River Conservation Authority (GRCA), Enova Power Corp.
- Community
- Development industry, including the Waterloo Region Home Builders' Association (WRHBA)

### BUDGET

\$773,500 operating ref. S9, S10, S14, S15, S16, S17

Base Operating/Staff Resources

## 2024-2026 Planning Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>2,699,647</b>	<b>3,178,650</b>	<b>3,524,423</b>	<b>3,907,244</b>
Change (year over year)		479,003	345,773	382,821
Budget reference		B15-P S9 S10 S14 PY Rev	B15-P S15 S16	B15-P B31 S17
<b>TOTAL REVENUES</b>	<b>(909,889)</b>	<b>(913,065)</b>	<b>(916,490)</b>	<b>(919,848)</b>
Change (year over year)		(3,176)	(3,425)	(3,358)
Budget reference		Ent Trsf	Ent Trsf	Ent Trsf
<b>TAX FUNDING</b>	<b>1,789,758</b>	<b>2,265,585</b>	<b>2,607,933</b>	<b>2,987,396</b>
Change (year over year)		475,827	342,348	379,463
FTE	20.2	23.2	25.2	27.2

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

## 2024-2033 Planning Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	620-630	5,222,000	1,255,000	6,477,000
Environmental Sustainability and Climate Action	631-632	503,000	-	503,000
Innovation and Future-Ready	633-639	492,000	2,812,000	3,304,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>6,217,000</b>	<b>4,067,000</b>	<b>10,284,000</b>

Capital budgets and totals subject to rounding

# Engineering Services

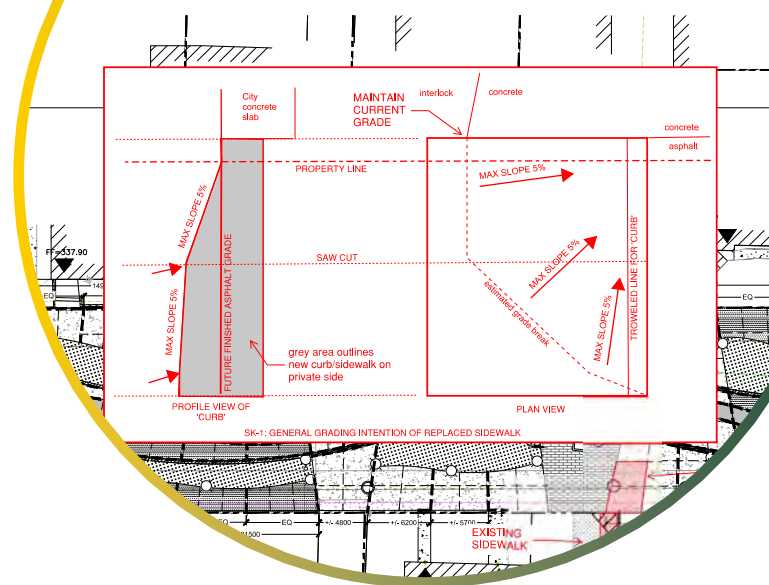
## INTEGRATED PLANNING AND PUBLIC WORKS

### Our mission

To provide engineering, landscape architecture 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, 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 consists 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

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

- **Design & 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 works closely with the Asset Management Section and is heavily involved in capital program planning and condition assessment of City roads, sewers, watermains and stormwater management infrastructure



## What governs our work

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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

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Region of Waterloo, City of Kitchener, City of Cambridge, Woolwich and Wilmot Townships, the Grand River Conservation Authority (GRCA), Enova Power, Enbridge Gas, telecom service providers, Ministry of the Environment, Conservation & Parks (MECP) 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

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- 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
- Rapidly changing provincial legislation
- Increases in severe weather events and climate change



# Beaver Creek Road and Conservation Drive reconstruction

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

2024 (tentative)

## TARGET COMPLETION DATE

Multi-year

## WHY THIS IS IMPORTANT

This project will provide new infrastructure (road, water, wastewater, stormwater, active transportation facilities) needed to support development in the Beaver Creek Road and Conservation Drive area of Waterloo. Upgrading these corridors from rural to urban standards will also provide significant safety and mobility enhancements for current and future users.



## LINK TO STRATEGIC PLAN

- Complete Community
- Infrastructure and Transportation Systems



This initiative supports the construction and management of essential infrastructure (water, wastewater, stormwater, underground utilities and other municipal assets) to support the long-term needs of the community and natural environment. It also supports the City's Housing Pledge, planning for 16,000 new residential units by 2031. This project will expand the City's active transportation network to increase community connections and mobility for all.

## PROJECT COLLABORATORS

- Planning division
- Transportation Services division
- City Utilities division
- Building Standards division
- Corporate Services department

## BUDGET

\$77.6M - capital ref. 590

\$3.2M - capital (funded)



# Union Street reconstruction from King Street to Moore Avenue

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KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

2025 (tentative)

## TARGET COMPLETION DATE

Multi-year

## WHY THIS IS IMPORTANT

This project will replace aging infrastructure assets (road, water, wastewater, and stormwater) along the Union Street corridor that are nearing the end of their useful lives. The updated design will also incorporate several safety and mobility enhancements, such as new pedestrian crossings at Herbert Street and the Spur Line trail, wider sidewalks and new cycling facilities.



## LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems

This initiative supports the construction and management of essential infrastructure (water, wastewater, stormwater, underground utilities and other municipal assets) to support the long-term needs of the community and natural environment. This project will also expand the City's active transportation network to increase community connections and mobility for all.

## PROJECT COLLABORATORS

- Planning division
- Transportation Services division
- City Utilities division
- Building Standards division
- Corporate Services department

## BUDGET

\$10.4M - capital ref. 696

\$2.3M - capital (funded)

## The Civic Common

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**STARTING**  
2024

**TARGET COMPLETION DATE**  
Multi-year

### WHY THIS IS IMPORTANT

The Civic Common is a priority initiative from the Uptown Public Realm Strategy. The Civic Common aims to unify Brewmeister Green, Heritage Green and the Regional Waterworks site into a civic district where the original City of Waterloo town square once was. The concept includes a public park and adaptive reuse of the pumping station building for community benefit. Design will commence in 2024 with construction anticipated in 2027.

This initiative supports the creation of welcoming and inclusive vibrant public spaces that promote opportunities for diverse use.

### PROJECT COLLABORATORS

- Various City divisions:  
Parks, Forestry and Cemetery Services,  
Facility Design and Management Services,  
Economic Development, Planning, Building  
Standards

### BUDGET

\$232,000 - capital ref. 570



### LINK TO STRATEGIC PLAN

- Complete Community

# Brighton Trailhead and Laurel Trail pedestrian lighting

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Third quarter 2023

## TARGET COMPLETION DATE

Third quarter 2024

## WHY THIS IS IMPORTANT

The Brighton Trailhead improvements and installation of pedestrian lighting along the Laurel Trail between Peppler Street and Weber Street is one of the first projects coming out of the Laurel Greenway study. This project will improve safety along the trail through lighting, minor trail improvements and will also provide a small resting and gathering space where Brighton Street and Laurel Trail intersect.

Improving the City's trail network makes these spaces more welcoming, and provides options to reduce reliance on automobiles. This initiative provides residents with sustainable transportation solutions while contributing to community vibrancy through equitably available parks and public spaces.

## PROJECT COLLABORATORS

- Various City divisions:  
Transportation, Parks, Forestry and Cemetery Services

## BUDGET

\$481,000 - capital ref. 581



## LINK TO STRATEGIC PLAN

- Complete Community



- Infrastructure and Transportation Systems

## Hillside Park Creek improvements

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KEY  
INITIATIVES  
FOR  
2024-2026

### **STARTING**

Second quarter 2024

### **TARGET COMPLETION DATE**

Fourth quarter 2024

### **WHY THIS IS IMPORTANT**

Several sections of Forwell Creek and Laurel Creek will be improved in Hillside Park. The work to rehabilitate the creek shoreline will minimize the risk of erosion and bank failure, which could lead to flooding and damage to nearby infrastructure. It will also improve the water quality in the creeks, and promote a healthy, diverse habitat for fish.

This initiative supports climate leadership in efforts to preserve and enhance the natural ecosystems in the city.

### **PROJECT COLLABORATORS**

- Various City divisions:  
Parks, Forestry and Cemetery Services,  
City Utilities

### **BUDGET**

\$500,000 - capital ref. 535

\$1.3M - capital (funded)



### **LINK TO STRATEGIC PLAN**

- Sustainability and the Environment

## 2024-2026 Engineering Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>3,806,174</b>	<b>3,908,247</b>	<b>4,023,449</b>	<b>4,138,020</b>
Change (year over year)		102,073	115,202	114,571
Budget reference		B8-P B15-P	B15-P	B15-P
<b>TOTAL REVENUES</b>	<b>(682,538)</b>	<b>(682,538)</b>	<b>(682,538)</b>	<b>(682,538)</b>
Change (year over year)		0	0	0
Budget reference				
<b>TAX FUNDING</b>	<b>3,123,636</b>	<b>3,225,709</b>	<b>3,340,911</b>	<b>3,455,482</b>
Change (year over year)		102,073	115,202	114,571
FTE	27.8	27.8	27.8	27.8

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

## 2024-2033 Engineering Services Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
<b>ENGINEERING SERVICES - OTHER</b>				
Complete Community	570-572	1,406,000	10,710,000	12,116,000
Infrastructure and Transportation Systems	573-577	1,998,000	23,957,000	25,955,000
<b>OTHER TOTAL</b>		3,404,000	34,667,000	38,071,000
<b>ENGINEERING SERVICES - PARKS</b>				
Complete Community	580-582	1,234,000	902,000	2,136,000
Infrastructure and Transportation Systems	583	1,126,000	2,013,000	3,139,000
<b>PARKS TOTAL</b>		2,360,000	2,915,000	5,275,000
<b>ENGINEERING SERVICES - ROADS</b>				
Infrastructure and Transportation Systems	590-593	87,123,000	1,234,000	88,357,000
<b>ROADS TOTAL</b>		87,123,000	1,234,000	88,357,000
<b>ENGINEERING SERVICES - SANITARY</b>				
Infrastructure and Transportation Systems	600	380,000	3,437,000	3,817,000
<b>SANITARY TOTAL</b>		380,000	3,437,000	3,817,000
<b>ENGINEERING SERVICES - WATER</b>				
Infrastructure and Transportation Systems	610-611	176,000	4,617,000	4,793,000
<b>WATER TOTAL</b>		176,000	4,617,000	4,793,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>93,443,000</b>	<b>46,870,000</b>	<b>140,313,000</b>

Capital budgets and totals subject to rounding



# Building Standards

## INTEGRATED PLANNING AND PUBLIC WORKS

### Our mission

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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

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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

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- Plans examination, permits 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 Municipal Property Assessment Corporation (MPAC), Statistics Canada



## What governs our work

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- 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 bylaws
- 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 & Safety Act
- Architects Act and the Professional Engineers Act



## Our collaborators

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- Internal divisions at the City of Waterloo 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

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- 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
- Innovative building designs geared toward deep reductions in energy use and GHG emissions based on LEED, Net Zero Energy, and Net Zero Carbon approaches

## Building code act enforcement

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Fourth quarter 2026

### WHY THIS IS IMPORTANT

Building code enforcement plays a critical role in public safety, balancing the interests of property owners, developers and the general public by enforcing standards that ensure the well-being of the community. City building officials need to fulfil their obligations under the Building Code Act, meeting timelines for plans review and building inspections.

Enforcing the building code supports the City's various housing initiatives, in support of the Affordable Housing Strategy and the provincial Housing Pledge. It supports strong and liveable neighbourhoods, and exceptional service to meet the needs of residents and partners

### PROJECT COLLABORATORS

- Various City divisions:  
Planning, Engineering Services

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Complete Community
- Demonstrates the guiding principles of Community-centred and Operational Excellence



# Replacement of public services portal

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2024

## TARGET COMPLETION DATE

First quarter 2025

## WHY THIS IS IMPORTANT

The existing building portal for online service lacks modern functionality and many features. Replacing the portal will improve access to information for building customers, as well as for staff, and is aligned with provincial objectives to streamline the development approvals process.

This initiative supports the streamlined development process, the City's Affordable Housing Strategy and the provincial Housing Pledge. It prioritizes innovation through digital opportunities for increased efficiency and customer service, and improved coordination across the organization.

## PROJECT COLLABORATORS

- Various City divisions:  
IMTS, Planning, Engineering Services,  
Municipal Enforcement Services

## BUDGET

\$265,000 - capital ref. 502  
\$163,000 - capital (funded)



## LINK TO STRATEGIC PLAN

- Complete Community
- Innovation and Future-Ready



## Public engagement and education

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KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

Ongoing

### TARGET COMPLETION DATE

Fourth quarter 2026

### WHY THIS IS IMPORTANT

The goal of increasing public awareness about the building permit process and the benefits of that process is to reduce illegal and unsafe construction and the use of illegal building products. Greater awareness of the process and promotion of standard submission criteria will also help reduce incomplete applications and improve the plans examination process. Partnering with the Ontario Building Officials Association (OBOA) and other neighbouring municipalities will allow for economies of scale.

This initiative supports a high quality of life for all residents by supporting healthy and safe neighbourhoods.

### PROJECT COLLABORATORS

- Neighbouring municipalities
- Ontario Building Officials Association
- Large Municipality Chief Building Officials Committee
- Corporate Communications division

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Complete Community

## 2024-2026 Building Standards Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>3,243,975</b>	<b>3,220,203</b>	<b>3,307,309</b>	<b>3,397,922</b>
Change (year over year)		(23,772)	87,106	90,613
Budget reference		B10-P B14-P B15-P B29-P	B15-P B30-P	B15-P S7-P
<b>TOTAL REVENUES</b>	<b>(3,243,975)</b>	<b>(3,220,203)</b>	<b>(3,307,309)</b>	<b>(3,397,922)</b>
Change (year over year)		23,772	(87,106)	(90,613)
Budget reference		Ent Trsf	Ent Trsf	Ent Trsf
<b>TAX FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Change (year over year)		0	0	0
FTE	21.2	21.2	21.2	21.2

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

## 2024-2033 Building Standards Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Infrastructure and Transportation Systems	501	395,000	466,000	861,000
Innovation and Future-Ready	502-503	345,000	504,000	849,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>740,000</b>	<b>970,000</b>	<b>1,710,000</b>

Capital budgets and totals subject to rounding





# Transportation Services

## INTEGRATED PLANNING AND PUBLIC WORKS

### Our mission

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Transportation Services plans and maintains a sustainable and reliable transportation network that facilitates the mobility of people and goods between destinations. The transportation network accommodates all modes of transportation, including walking, cycling, rolling, driving or by transit. Transportation staff continually strive to enhance safety and mobility for all users of the City's transportation network.

### Our team

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The Transportation Services division is comprised of many professionals and subject matter experts including professional engineers, certified engineering technologists and technicians, equipment operators / maintenance crews, administration and crossing guards. Our staff continuously work to build, enhance and maintain a high-quality transportation system for all ages, abilities and modes of transportation within the City.



## What we manage

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- The right-of-way from property line to property line (850 lane km of roadway)
- Construction and maintenance of 570 km of sidewalks and street to street links
- Cycling facilities, including on-road bike lanes, way-finding and bicycle parking
- Construction and maintenance of 46 km of multi-use paths
- Traffic operations including signs and pavement markings
- Illumination for pedestrians, cyclists and drivers
- Crossing guards
- Pedestrian crossovers and pedestrian refuge islands
- Seasonal operations and maintenance of roads (e.g., snow clearing, leaf collection)



## What governs our work

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- City of Waterloo Transportation Master Plan (TMP) approved in 2021
- Ontario Highway Traffic Act
- Ontario Traffic Manuals (Book 1-19)
- Accessibility for Ontarians with Disabilities Act
- Municipal Act (Minimum Maintenance Standards)
- Transportation Association of Canada Guidelines
- Occupational Health and Safety Act
- The Illuminating Engineering Society of North America (IES)



## Our collaborators

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- Other City of Waterloo divisions
- 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
- Student Transportation Services of Waterloo Region
- Local Universities and Colleges



## Emerging trends

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

## Expansion of micromobility programs

### STARTING

Second quarter 2023

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

The micromobility program for public-use e-scooters and e-bikes provides a significant transportation service. This program provides the opportunity for short trips by active modes between key destinations such as LRT stations, employment and post secondary schools. The expanded program will connect more people to more destinations, increasing the opportunities for multi-modal trips and reducing reliance on automobiles.

UN Sustainable Development Goals (SDGs):  
Good health and well-being; Sustainable cities and communities

### PROJECT COLLABORATORS

- Various City divisions:  
Corporate Communications, Municipal Enforcement Services, Parks, Forestry and Cemetery Services, Legal Services
- Region of Waterloo

### BUDGET

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Infrastructure and Transportation Systems



This initiative enhances connections and linkages with transit systems to support commuting and recreational travel throughout the region and sustainable transportation solutions. Expanding the active transportation network also demonstrates our environmental sustainability mindset, providing opportunity for the community to advance climate action goals with greenhouse gas reduction.



## Road safety action plan

### STARTING

Third quarter 2023

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

The Road Safety Action Plan includes several programs and initiatives intended to reduce traffic-related injuries and fatalities. This strategy is based on the Vision Zero philosophy that all serious road-related injuries and fatalities are preventable.



### LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems

This initiative furthers Vision Zero, a strategy to eliminate traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all in our connected community.

UN Sustainable Development Goals (SDGs):  
Good health and well-being; Industry, innovation and infrastructure; Sustainable cities and communities; Climate action

### PROJECT COLLABORATORS

- Various City divisions:  
Corporate Communications, Municipal Enforcement Services, Planning Services, Engineering Services
- Waterloo Advisory Committee on Active Transportation (WACAT)
- Student Transportation Services of Waterloo Region
- Waterloo Regional Police Service
- Region of Waterloo Public Health and Emergency Services
- University of Waterloo
- City of Kitchener
- CAA

### BUDGET

\$1.8M - capital ref. 657, 675, 694, 695

\$797,000 - capital (funded)

# Expanding the active transportation network

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Ongoing

## TARGET COMPLETION DATE

Fourth quarter 2026

## WHY THIS IS IMPORTANT

The active transportation priority projects and programs will connect people and neighbourhoods and provide Waterloo's residents with sustainable transportation solutions for moving about the city.



## LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Infrastructure and Transportation Systems



The City is investing in the active transportation network to increase community connections and mobility for all. Expanding the active transportation network also demonstrates our environmental sustainability mindset, providing opportunity for the community to advance climate action goals with greenhouse gas reduction.

UN Sustainable Development Goals (SDGs): Good health and well-being; Industry, innovation and infrastructure; Sustainable cities and communities; Climate action

## PROJECT COLLABORATORS

- Various City divisions: Planning Services, Engineering Services, City Utilities, Parks, Forestry and Cemetery Services, Legal Services
- Region of Waterloo and GRT
- Waterloo Advisory Committee on Active Transportation (WACAT)

## BUDGET

\$7.5M - capital ref. 659, 661, 689, 690,  
\$436,000 - capital (funded)  
and Base Operating/Staff Resources

# Expansion of pedestrian crossover program

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

Second quarter 2023

## TARGET COMPLETION DATE

Ongoing

## WHY THIS IS IMPORTANT

A Level 2 Pedestrian Crossover (PXO) is a key traffic control device within the Pedestrian Crossing Program and is critical to enhancing active transportation and mobility within the City's transportation network. PXOs are intended to provide pedestrians the right-of-way where drivers must yield at designated crossings.

## PROJECT COLLABORATORS

- Various City divisions: Corporate Communications, Engineering Services
- Student Transportation Services of Waterloo Region
- Waterloo Regional Police Service
- City of Kitchener

## BUDGET

\$271,000 - capital ref. 683

\$82,000 - capital (funded)



## LINK TO STRATEGIC PLAN

- Infrastructure and Transportation Systems

The City is investing in the active transportation network to increase community connections and mobility for all.

UN Sustainable Development Goals (SDGs):  
Good health and well-being; Industry, innovation and infrastructure; Sustainable cities and communities; Climate action



## Winter control modernization

### STARTING

Ongoing

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

A Winter Control Modernization Review was completed for the City in 2019. This report identified 20 actionable recommendations broken into five key themes. These recommendations included reviews of technology, policies, procedures and processes, with the goal of improving efficiency, cost savings and service to the community. Continuing to modernize the City's winter control strategies ensures the City of Waterloo maintains roadways at or above Ontario Regulated standards outlined in Minimum Maintenance Standards 239/02.

The City is investing in becoming an accessibility and inclusion leader, including exceeding minimum provincial standards where possible.

UN Sustainable Development Goals (SDGs):  
Industry, innovation and infrastructure;  
Sustainable cities and communities

### PROJECT COLLABORATORS

- Various City divisions:  
Corporate Communications, Parks,  
Forestry and Cemetery Services
- Neighbouring municipalities

### BUDGET

\$255,000 - operating ref. G7, I6  
Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility,  
Diversity and Inclusion



- Infrastructure and Transportation  
Systems



- Demonstrates the guiding principle of  
Operational Excellence

## 2024-2026 Transportation Services Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>9,334,036</b>	<b>9,841,299</b>	<b>10,586,518</b>	<b>11,048,259</b>
Change (year over year)		507,263	745,219	461,741
Budget reference		B15-P G1 G7 G8-P I6	B15-P G1 G7 G8-P S4	B15-P G1 G7 G8-P S5-P M4
<b>TOTAL REVENUES</b>	<b>(2,406,203)</b>	<b>(2,415,756)</b>	<b>(2,425,593)</b>	<b>(2,435,719)</b>
Change (year over year)		(9,553)	(9,837)	(10,126)
Budget reference		Ent Trsf	Ent Trsf	Ent Trsf
<b>TAX FUNDING</b>	<b>6,927,833</b>	<b>7,425,543</b>	<b>8,160,925</b>	<b>8,612,540</b>
Change (year over year)		497,710	735,382	451,615
FTE	55.2	57.1	58.0	59.0

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

## 2024-2033 Transportation Services Capital Budget and Forecast Overview

INITIATIVE	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Environmental Sustainability and Climate Action	650-661	10,514,000	26,183,000	36,697,000
Infrastructure and Transportation Systems	662-698	73,068,000	235,955,000	309,023,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>83,582,000</b>	<b>262,138,000</b>	<b>345,720,000</b>

Capital budgets and totals subject to rounding.



# City Utilities

## INTEGRATED PLANNING AND PUBLIC WORKS

### Our mission

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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

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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

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The City Utilities division is organized into four 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
- **Compliance and Programs** - manages and administers compliance of utility operations and maintenance activities in context of legislated requirements, and specialized programs in support of all utility infrastructure including: advanced metering, leak detection, and stormwater rebates



## What governs our work

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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

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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 collaborate with City of Kitchener, City of Cambridge, Woolwich and Wilmot townships and many other municipal water departments.

## Emerging trends

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- 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
- Climate change related risks and increased possibility of flooding and severe weather events



## Advanced metering initiative (AMI)

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### STARTING

Second quarter 2020

### TARGET COMPLETION DATE

Fourth 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 was the completion of integration of the water readings generated from the AMI system into the City's billing system. The secondary goal now in progress is to integrate the AMI based data into the customer tax and water portal, to allow residents and businesses to observe their usage in detail and to help them diagnose abnormal water usage.

This initiative demonstrates the City's environmental sustainability mindset, giving residents a tool to help them be aware of and efficient with their water use. It also prioritizes innovation through digital opportunities for increased efficiency and customer service

### PROJECT COLLABORATORS

- Enova Power Corp.
- Various City divisions:  
Finance, IMTS

### BUDGET

\$601,000 - capital (funded)

### LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Innovation and Future-Ready





# Supervisory control system upgrade

KEY  
INITIATIVES  
FOR  
2024-2026

## STARTING

First quarter 2022

## TARGET COMPLETION DATE

Fourth quarter 2024

## 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 initial phase was completed in January 2023 and the project is now in the implementation phase. The new SCADA platform will serve as a multi-functional information system that can consume and display real time monitoring data, such as stormwater management system flow data.

This initiative prioritizes innovation through digital opportunities for increased efficiency and customer service, and improved coordination across the organization. Stormwater flow data provides important information to help the City monitor climate change mitigation and adaptation efforts.

UN Sustainable Development Goals (SDGs): Climate Action

## PROJECT COLLABORATORS

- IMTS division

## BUDGET

\$207,000 - capital ref. 523

\$54,000 - capital (funded)



## LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Innovation and Future-Ready



## Infrastructure renewal programs

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KEY  
INITIATIVES  
FOR  
2024-2026

### STARTING

First quarter 2024

### 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 community.

The construction, upgrading and management of essential infrastructure assets supports the long-term needs of the community and the natural environment. Sustainable infrastructure planning improves the resilience of water, wastewater and stormwater assets and helps minimize the impacts of life cycle costs, to ensure the City is able to meet the needs of future generations.

### PROJECT COLLABORATORS

- Engineering Services division

### BUDGET

\$2.4M - capital ref. 556, 518, 542  
Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Infrastructure and Transportation Systems



## Systematic leak detection

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### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

In addition to the City's permanent leak detection system, a new intelligent water detection tool will be used to locate leaks in the water system across the City. Leaks in our water system can lead to costly water loss. Advance detection and repair helps to prevent that loss and the associated possible damage to roadways, sidewalks and other right of way structures that can result in additional long-term maintenance costs.

The responsible management of essential infrastructure assets supports the long-term needs of the community. The sustainable management of essential infrastructure assets improves infrastructure resilience and helps minimize the impacts of life cycle costs, to ensure the City is able to meet the needs of future generations.

### PROJECT COLLABORATORS

- Water Operations division

### BUDGET

\$269,000 - capital ref. 517

Base Operating/Staff Resources



### LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action
- Infrastructure and Transportation Systems



# Sanitary master plan implementation

KEY  
INITIATIVES  
FOR  
2024-2026

**STARTING**  
2022

**TARGET COMPLETION DATE**  
Ongoing

## WHY THIS IS IMPORTANT

The Sanitary Master Plan examined 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 plan 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. Once the final plan is approved, City Utilities will implement the preferred alternatives.

This initiative will guide the construction, upgrading and management of essential wastewater infrastructure to support the long-term needs of the City as we work towards our strategic density and housing goals for a complete community. Master planning is part of sustainable infrastructure planning, supporting infrastructure resilience and minimizing the impacts of life cycle costs to ensure the City is able to meet the needs of future generations.

## PROJECT COLLABORATORS

- Engineering Services division

## BUDGET

\$1.6M - capital ref. 521

\$25,000 - capital (funded)



## LINK TO STRATEGIC PLAN

- Environmental Sustainability and Climate Action



- Complete Community



- Infrastructure and Transportation Systems

## 2024-2026 City Utilities Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>66,014,531</b>	<b>70,027,121</b>	<b>74,132,778</b>	<b>78,753,090</b>
Change (year over year)		4,012,590	4,105,657	4,620,312
Budget reference		B10 B14 B15-P B29 B40 B41 B42 B43 B44 B50 B51-P B52 B53 G10 G11 G12 G13 I5-P S18 Ent Trsf	B15-P B30 B40 B41 B42 B43 B44 B50 B51-P B52 B53 G12 G13 I4-P S18 S19 Ent Trsf	B15-P B40 B41 B42 B43 B44 B50 B51-P B52 B53 G13 G15 S6-P S7-P S18 Ent Trsf
<b>TOTAL REVENUES</b>	<b>(66,014,531)</b>	<b>(70,027,121)</b>	<b>(74,132,778)</b>	<b>(78,753,090)</b>
Change (year over year)		(4,012,590)	(4,105,657)	(4,620,312)
Budget reference		B36 B37 B38 B39 B52 B53	B36 B37 B38 B39 B52 B53	B36 B37 B38 B39 B52 B53
<b>TAX FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Change (year over year)		0	0	0
FTE	59.6	61.6	63.6	64.6

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

## 2024-2033 City Utilities Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
<b>CITY UTILITIES - SANITARY</b>				
Environmental Sustainability and Climate Action	510	36,000	-	36,000
Infrastructure and Transportation Systems	511-522	8,977,000	14,003,000	22,980,000
Innovation and Future-Ready	523	207,000	241,000	448,000
<b>SANITARY TOTAL</b>		9,220,000	14,244,000	23,464,000
<b>CITY UTILITIES - STORMWATER</b>				
Environmental Sustainability and Climate Action	530-539	7,480,000	21,418,000	28,898,000
Infrastructure and Transportation Systems	540-548	11,649,000	19,178,000	30,827,000
Innovation and Future-Ready	549	46,000	47,000	93,000
<b>STORMWATER TOTAL</b>		19,175,000	40,643,000	59,818,000
<b>CITY UTILITIES-WATER</b>				
Environmental Sustainability and Climate Action	550	56,000	-	56,000
Infrastructure and Transportation Systems	551-557	11,202,000	18,058,000	29,260,000
Innovation and Future-Ready	558-559	525,000	47,000	572,000
<b>WATER TOTAL</b>		11,783,000	18,105,000	29,888,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>40,178,000</b>	<b>72,992,000</b>	<b>113,170,000</b>

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 residents.

## **SERVICES**

- Support and fulfill the multiple literacy needs of our community, including digital literacy
- Offer access to information to all Waterloo residents
- 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

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Our core business focuses on creating access to shared community spaces and resources, providing all community members with reliable and diverse channels of information and fostering the development of multiple literacy skills across the lifespan. We exist to ensure the people of Waterloo are informed, connected and thriving.

Although a separate organization, the library is strongly aligned with the priorities of the City of Waterloo. We are active partners in the City's mission to "actively engage, collaborate with and respond to Waterloo's diverse community through bold leadership, empathy and accountability."



## Our team

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The staff at Waterloo Public Library are a committed team of information professionals who model life-long learning. 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 and intergenerational community connections. Our staff work at four locations throughout the City of Waterloo, collaborating closely with the neighbours and partners they serve. The library is active throughout Waterloo with robust relationships in schools, long-term care facilities, working groups and hundreds of deep partnerships that help us to expand our reach.



## What we manage

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- Four library locations, 1,367,816 visits (2022)
- A diverse collection of more than half a million print, digital and alternative materials, with 1,559,470 items borrowed (2022)
- A creative suite of program opportunities for people of all ages, with 1,350 programs attended by 35,499 participants (2022)
- Relationships with our 55,670 cardholding members who use our spaces, collections and programs (2022)
- Diverse partnerships that bring additional resources to the library and connections out into the community



## What governs our work

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



## Our collaborators

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- 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

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- Digital literacy, privacy, artificial intelligence (AI)
- Bridging the Digital Divide and creating equitable access to technology
- Libraries as community hubs and spaces of inclusion, belonging and holistic well-being
- Life long learning / emergent areas of literacy
- Increasing demand for digital materials like e-books
- Freedom of expression, book challenges and access to reliable information
- Environmental needs related to sustainable spaces, green education and the sharing economy
- Library collections that respond to diverse linguistic, cultural backgrounds and accessibility needs
- Housing intensification's impact on public spaces as community spaces for recreation, work and study



## Strategic plan implementation

### STARTING

First quarter 2024

### TARGET COMPLETION DATE

Ongoing

### WHY THIS IS IMPORTANT

Strategic planning allows the library to sustain its reputation for being a forward-thinking and vital service for the people of Waterloo. The library's new strategic plan, developed through a robust process of community and partner engagement, will serve and reflect the community through 2028.

The library's new strategic plan supports an enhanced sense of belonging, offering a variety of accessible and inclusive services that meet the diverse needs of the community at large

### PROJECT COLLABORATORS

- Various City divisions
- Community partners
- Collective impact alliances
- Regional, provincial and national library networks

### BUDGET

\$145,000 - capital ref. 703

\$0.2M - capital (funded)



### LINK TO STRATEGIC PLAN

- Reconciliation, Equity, Accessibility, Diversity and Inclusion



- Complete Community

KEY  
INITIATIVES  
FOR  
2024-2026

## Main library expansion feasibility study

### STARTING

First quarter 2025

### TARGET COMPLETION DATE

Fourth quarter 2025

### WHY THIS IS IMPORTANT

WPL's main location requires upgrades to the space and amenities to meet the needs of a modern library in a growing community. The building has numerous deficiencies that increase operating costs annually. The feasibility study for the main library will present a vision for what our community needs and wants in an inspiring central library. This work will help the City of Waterloo and the Waterloo Public Library board to plan for the future.

This initiative supports the creation of safe and vibrant public spaces that promote opportunities for diverse use, and are welcoming and accessible for all residents across the community.

### PROJECT COLLABORATORS

- Various City departments

### BUDGET

\$169,000 - capital ref. 704



### LINK TO STRATEGIC PLAN

- Complete Community



## Main Library expansion space rehabilitation

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### STARTING

First quarter 2026

### TARGET COMPLETION DATE

Fourth quarter 2026

### WHY THIS IS IMPORTANT

The main library is a destination for study, work and making connections. Current space design at this location does not adequately allow for contemporary needs like virtual meetings, group work or service provision delivered onsite by community partners. This project will bring much needed bookable study and meeting room options to the main library.

This initiative supports the creation of safe and vibrant public spaces that promote opportunities for diverse use, and emphasize the changing needs and priorities of the community. This also supports sustainable infrastructure planning, as we upgrade and manage essential facilities to meet the long-term needs of everyone.

### PROJECT COLLABORATORS

- Community Services department
- Provision partners

### BUDGET

\$120,000 - capital ref. 707



### LINK TO STRATEGIC PLAN

- Complete Community
- Infrastructure and Transportation Systems



## 2024-2026 Waterloo Public Library Operating Budget Overview

	2023 APPROVED BUDGET \$	2024 APPROVED BUDGET \$	2025 APPROVED BUDGET \$	2026 APPROVED BUDGET \$
<b>TOTAL EXPENSES</b>	<b>7,364,900</b>	<b>7,719,980</b>	<b>8,083,769</b>	<b>8,424,282</b>
Change (year over year)		355,080	363,789	340,513
Budget reference		G2-P	G2-P	G2-P
<b>TOTAL REVENUES</b>		<b>0</b>	<b>0</b>	<b>0</b>
Change (year over year)				
Budget reference		Ent Trsf	Ent Trsf	Ent Trsf
<b>TAX FUNDING</b>	<b>7,364,900</b>	<b>7,719,980</b>	<b>8,083,769</b>	<b>8,424,282</b>
Change (year over year)		355,080	363,789	340,513

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

## 2024-2033 Waterloo Public Library Capital Budget and Forecast Overview

STRATEGIC PRIORITY	BUDGET REF.	2024-2026 BUDGET \$	2027-2033 FORECAST \$	TOTAL \$
Complete Community	701-704	1,160,000	2,415,000	3,575,000
Infrastructure and Transportation Systems	705-708	780,000	1,850,000	2,630,000
<b>Total 2024-2026 Capital Budget and 2027-2033 Forecast</b>		<b>1,940,000</b>	<b>4,265,000</b>	<b>6,205,000</b>

Capital budgets and totals subject to rounding