

THIS MEETING WILL BE WEBCAST ON THE [CITY'S PUBLIC YOUTUBE SITE](#) (CITYWATERLOO) AND MAY BE TELECAST ON PUBLIC TELEVISION



COUNCIL MEETING AGENDA
Monday, January 30, 2023
2:00 PM

Mayor McCabe in the Chair

1. **TERRITORIAL ACKNOWLEDGEMENT**
2. **MOMENT OF REFLECTION**
3. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **PRESENTATION**
 - a) **Integrated Planning and Public Works Business Plan**
Ron Ormson, Commissioner, Integrated Planning and Public Works;
Beth Maxwell, Director, Building Standards & Chief Building Official;
Leigh McDermott, Director, City Utilities;
Francis Reyes, Director, Engineering Services;
Joel Cotter, Senior Director, IPPW, Director, Planning & City Planner; and,
Bob Henderson, Director, Transportation Services.

5. **CONSENT MOTION**

That consent motion items (a) through (c) be approved.

- a) **Title: SCADA Modernization Recommendation Report**
Report No.: IPPW2023-007
Prepared By: Todd Chapman

REPORT TO FOLLOW

**b) Title: 2023 Generally Recruited Member
Committee Appointments**
Report No.: CORP2023-003
Prepared By: Kevin Gerlach

REPORT TO FOLLOW

c) Title: City Regional Parkade Agreement Extension Page 5
Report No.: CAO2023-011
Prepared By: Justin McFadden

Recommendation:

1. That CAO2022-011 be approved.
2. That Council approve an extension from January 31, 2023 to June 30, 2023, of the Parkade agreement between The Regional Municipality of Waterloo and The Corporation of the City of Waterloo, dated July 9, 1991, as amended.
3. That the Mayor & Clerk be authorized to execute an amending agreement in a form substantially similar to that attached to CAO2023-011, and to the satisfaction of the City Solicitor.

6. ITEMS REMOVED FROM THE CONSENT MOTION

7. STAFF REPORTS

a) Title: 2023-2026 Strategic Plan – Municipal Services Satisfaction Assessment (MSSA) Results Summary Page 16
Report No.: CAO2023-008
Prepared By: Sandy Little

Presentation: Sarah Lewis, Deloitte

Recommendation:

1. That Council receives CAO2023-008 as information.

b) Title: Summary of January 10, 2023 Proposed 2023 Budget Hybrid Public Information Meeting Page 47
Report No.: CORP2023-005
Prepared By: Filipa Reynolds, Brad Witzel and Tony Iavarone

Recommendation:

1. That Council receive CORP2023-005 as information.

c) **Title:** [2023-2026 Strategic Plan – Council Workshop #1](#) **Page 54**
Report No.: CAO2023-010
Prepared By: Sandy Little

Recommendation:

1. That Council receives CAO2023-010 as information and that each Council member speak about three main themes that they heard from constituents while on the campaign trail to help inform the 2023-2026 Strategic Plan.

8. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

9. NOTICE OF MOTION

None

10. COMMUNICATIONS AND CORRESPONDENCE

None

11. UNFINISHED BUSINESS

None

12. QUESTIONS

13. NEW BUSINESS

14. ENACTMENT OF BY-LAWS

Recommendation:

That the By-laws listed below be read a first, second and third time and finally passed, numbered sequentially commencing with By-law Number 2023-003 and

that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-law to confirm all actions and proceedings of Council, January 30, 2023

15. ADJOURNMENT



STAFF REPORT
Economic Development

Title: City Regional Parkade Agreement Extension
 Report Number: CAO2023-011
 Author: Justin McFadden
 Council Date: January 30, 2023
 File: N/A
 Attachments: Appendix A – Amending Agreement
 Ward No.: Ward 7

Recommendations:

1. That CAO2022-011 be approved.
2. That Council approve an extension from January 31, 2023 to June 30, 2023, of the Parkade agreement between The Regional Municipality of Waterloo and The Corporation of the City of Waterloo, dated July 9, 1991, as amended.
3. That the Mayor & Clerk be authorized to execute an amending agreement in a form substantially similar to that attached to CAO2023-011, and to the satisfaction of the City Solicitor.

A. Executive Summary

In the early 1990's, the Region of Waterloo expressed an interest in locating an office building in the City of Waterloo. In order to facilitate this development, the Region and the City entered into an agreement dated July 9, 1991 and an amending agreement on July 10, 1992 detailing a number of terms and conditions including parking at the Uptown Waterloo Parkade (Parkade).

In accordance with the Agreement, the Region contributed \$4,758,250 to the construction of the parking facility. The Agreement further stipulated the City would provide 319 structured parking spaces for exclusive use by Regional employees during business hours for a 20 year period beginning July 1, 1993. The 20 year term of this agreement expired July 1, 2013.

The Agreement provided an option for the Region to purchase the portion of the structure designated for their use for \$1.00 at the end of the 20 year term (the "Option"). The Parkade has 457 spaces of which 317 are currently designated for Region use.

Both the City and the Region agree joint ownership of the Parkade is not the preferred option. Discussions with the Region regarding this agreement have progressed and a framework for a new agreement has been developed. The Option in the existing agreement was previously extended on several occasions, and the current extension expires on January 31, 2023.

The parties have been working to finalize the new agreement, and are awaiting a final Reference Plan for the lands, to be attached to the agreement. In order to facilitate the finalization of the new agreement, it is recommended that Council approve a further extension of the Option set out in the existing agreement from January 31, 2023 to June 30, 2023.

Through discussions between the City and the Region, it has been determined that the most effective governance model is for the Region to assume ownership of the entire Parkade, as well as the adjacent walkway. The City will retain ownership of the Button Factory and lands on which it is located, and will retain easements for City infrastructure in/around the Parkade as well as for public access to the walkway.

In order to facilitate the transfer of the Parkade and walkway to the Region, the affected lands were declared surplus by way of By-law 2022-063, passed on June 27, 2022.

The new agreement will address the exercise by the Region of the Option, and governance matters following transfer (including maintenance and cost-sharing).

As reported to Council on June 27, 2022, key points of the framework for the new agreement include:

- The Region will exercise its option to purchase the Region's proportionate share of the Parkade for \$1.00 and will purchase the City's proportionate share of the Parkade for \$1.00, resulting in 100% ownership of the Parkade by the Region (closing date to be established by the agreement)
- The transfer to the Region will include the adjacent public walkway and fountain, with an easement in favour of the City over the public walkway for public access and events
- The portion of the lands containing the Button Factory will remain in the ownership of the City
- Easements and/or long-term licence agreements will be entered into, as required, to permit the Public Art at the fountain and on the exterior of the Parkade, as well as the bicycle lock boxes, the City's existing fibre optic infrastructure within the Parkade as required to service the Public Square, and the electrical box which controls lighting on King St., as well as other municipal infrastructure

- The Region will install its own fibre optic network and will assume responsibility for security and life safety systems within the Parkade
- The City will continue to operate, administer and control parking on Levels 1 and 2 of the Parkade and will retain the revenue from these operations
- The Region will operate, administer and control parking on Levels 2.5-6 and will retain the revenue from these operations
- Special events will be permitted and administered by the City within the Parkade in accordance with the current practice, and subject to confirming insurance and indemnification requirements with the Region
- The agreement will be for a 49 year term with the option to terminate early on mutual consent of the parties.
- The City will have the right to repurchase the City's proportionate share of the Parkade for \$1.00 at any time, and first right of refusal to purchase the Region's proportionate share at market value at any time should the Region propose to sell the Parkade. These rights will survive the expiry or termination of the Agreement.
- The City and Region will continue to share operating and capital costs on a proportionate basis.
- The City will continue to be responsible for:
 - Snow and ice removal/treatment
 - Parkade sweeping
 - Custodial services
 - Maintenance of the Public Art
- The Region will be responsible for:
 - Capital maintenance
 - All operational items not listed as City responsibilities , including maintenance of life safety systems
 - Security services

B. Financial Implications

Under the existing agreement, annual capital and operating costs are paid to the City by the Region based on the percentage of parking spaces in the structure that are designated for use by the Region (approximately 69.4%).

As previously reported on June 27, 2022, under the framework of the proposed new agreement, the costs of maintenance and operations would continue to be shared on a proportionate basis (City approximately 30.6%, Region 69.4%).

The proposed new agreement includes the requirement that the Region will provide a 10 year capital maintenance plan which will allow the City to budget accordingly. The Parkade has an annual budgeted contribution to the parking reserve which will be used to fund the City's proportionate share of capital maintenance. The framework also proposes the City continues to retain all parking permit and hourly parking revenue for the spaces on Levels 1 and 2 of the Parkade which will continue to be operated as public parking by the City.

C. Technology Implications

There are no technology implications with this report.

D. Link to Strategic Plan

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

Safe, Sustainable Transportation – improve all modes of transportation making Waterloo more mobile, accessible and connected

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

E. Previous Reports on this Topic

IPPW2013-009 – Region of Waterloo City of Waterloo Parkade Agreement

IPPW2015-049 – Region of Waterloo City of Waterloo Parkade Agreement

CAO2017-019 – Region of Waterloo City of Waterloo Parkade Agreement

CAO2020-001 – Region of Waterloo / City of Waterloo Parkade Agreement
Extension

CAO2021-012 – Region of Waterloo City of Waterloo Parkade Agreement

CAO2021-023 – Region of Waterloo City of Waterloo Parkade Agreement

CAO2022-009 – City Region Parkade Agreement



City Regional Parkade Agreement Extension CAO2023-011

Background

In the early 1990's, the Region of Waterloo expressed interest in locating an office building in the City of Waterloo to house a number of its operations, more specifically, its Health and Social Services functions. In order to facilitate this development, the City of Waterloo and Region of Waterloo entered into an agreement detailing a number of terms and conditions.

Under the terms of the 1991 agreement, the City conveyed to the Region certain lands for the purposes of developing the project. The land conveyance was an intermunicipal transfer at no cost to the Region. Some of the terms of the agreement related to zoning changes, road widening, utility relocation and parking.

The parking provisions of the original agreement were altered through an amending agreement in July 1992. The amending clauses stipulate that the City will provide 319 spaces by constructing a parking structure at the intersection of King and Herbert Streets (now Willis Way). The 319 parking spaces are to be for the exclusive use of the Region between the hours of 7:00 a.m. and 6:00 p.m. Monday through Friday and non-exclusive access from 6:00 p.m. and 1:00 a.m. each working day commencing July 1, 1993 for a 20 year period. The agreement further provides that any additional parking spaces required by the Region up to a maximum of 379 spaces shall be provided by the City in a mutually acceptable form.

The 20 year term of the agreement between the City and Region regarding use of the Uptown Waterloo Parkade (Parkade) expired on July 1, 2013. An Option for the Region to purchase their share of the structure was provided in the agreement. The clause pertaining to this Option specified that after the completion of the initial 20-year period, on or about July 1, 2013, the Region may exercise an Option to purchase their proportionate share of the parking garage and any outstanding obligations relating to the capital and operating costs for the sum of \$1.00.

City staff approached the Region in 2012 to begin discussions surrounding the completion of the 20 year agreement term to develop a new agreement moving forward. The agreement was previously extended on several occasions while the parties discussed options for the Region's purchase. The current extension expires on January 31, 2023.

Agreement Negotiations

Discussions with the Region have been ongoing. Both the City and the Region have agreed that from a legal perspective, joint ownership is not the preferred option.

At the meeting on June 27, 2022, Council delegated authority to staff to finalize the new agreement, subject to the satisfaction of the Chief Financial Officer and City Solicitor, and substantially in accordance with the terms set out in CAO2022-009, and for the Mayor & Clerk to execute the final agreement.

Since June of 2022, the parties have held several further meetings to address a number of minor outstanding issues. Discussions have included confirmation of the nature and location of easements to be required in favour of the City, licensing terms for the Public Art and bicycle lock boxes, and transition of existing contracted services. There have also been discussions regarding some minor changes to the proposed responsibilities for maintenance and security/enforcement. In order to facilitate the transfer and easements, a Reference Plan is being prepared for the lands. There have been no significant changes to the proposed arrangement. Based on the further discussions, the new agreement is currently being finalized.

An extension of the existing agreement from January 31, 2023 to June 30, 2023 is being recommended to allow for finalization of the new agreement and receipt of the final Reference Plan, to be attached to the agreement.

As previously reported to Council on June 27, 2022, under the framework of the new agreement, the Region will exercise its option to purchase the Region's proportionate share of the Parkade for \$1.00 and will purchase the City's proportionate share of the Parkade for \$1.00, resulting in 100% ownership of the Parkade by the Region. In conjunction with the transfer, the Region will also assume ownership of the adjacent public walkway and fountain (and the lands on which they are situate), with an easement in favour of the City for continued public use of the walkway. The City will continue to operate, administer and control parking on Levels 1 and 2 of the Parkade and continue to receive the revenue from these operations. The term of the agreement will be 49 years and may be terminated earlier upon the mutual consent of the parties. The City will retain ownership of the Button Factory and the lands on which it is situate.

The City will have the right to repurchase the City's proportionate share of the Parkade for \$1.00 at any time and the Region will maintain ownership of its proportionate share. If the Region proposes to sell or otherwise dispose of its share, the City will have the first right of refusal to purchase the Region's proportionate share at fair market value. If the Parkade is placed for sale, the parties will share the net proceeds on a proportionate basis.

Operating and capital costs for the Parkade will continue to be shared on a proportionate basis between the City and the Region. Under the agreement framework, each party may

add an administrative cost of up to 15% per invoice. The City will continue to be responsible for:

- Snow and ice removal/treatment
- Parkade sweeping
- Custodial services
- Maintenance of the Public Art

The Region will be responsible for:

- All maintenance and operational items not listed as City responsibilities, including maintenance of life safety systems
- Security services (which will be assumed by the Region through its 3rd party contractor)

The parties may continue to purchase parking related equipment solely for their own use. Equipment purchased by one party, and intended solely for its use, shall be the property of that party and costs relating to that item will not be shared between parties.

The current life safety systems in the Parkade are operating through the City's fibre optic network. Transitioning these systems to the Region will require the Region to install its own fibre optic network in the Parkade. For technical and/or security reasons, the fibre optic infrastructure/network will not be shared between the Region and the City.

Easements and/or long-term licences to facilitate operations and to allow some City infrastructure to remain in place have been confirmed, and will include:

- An easement for the walkway between the Parkade and the Button Factory, to permit public access, special events and City fiber optic infrastructure
- A long-term licence agreement to permit the Public Art in the fountain and attached to the side of the Parkade, as well as the bicycle lock boxes
- An easement to permit the City's fiber optic infrastructure within the Parkade
- An easement to permit other existing municipal infrastructure in/around the Parkade

Financial Implications

The original agreement had two financial components; annual and operating costs of the structure and interest and principal repayment of the debentures issued to finance the total capital cost of building the structure. Annual capital and operating costs paid to the City by the Region are calculated based on the percentage of parking spaces in the structure that are designated for use by the Region. Currently, 317 of the 457 parking spaces in the Parkade are designated for use by the Region resulting in a capital and operating cost split of approximately 30.6% City and 69.4% Region. Operating and capital cost sharing practices will remain unchanged during the agreement extension and until a land transfer agreement is signed.

The original debt financing for the Parkade structure was split between the City and the Region and calculated in a similar fashion. The City's principal (\$2,610,750) and interest

portion of the Parkade debt was issued for 10 years and fully repaid in 2003. The Region's principal (\$4,758,250) and interest portion of the Parkade debt was issued for a 20-year period and was fully repaid in 2013.

As reported to Council on June 27, 2022, under the framework of the proposed new agreement, the costs of maintenance and operational items would continue to be divided between the Region and the City in the same manner as in the original agreement. The Region would be responsible for capital repairs and the City for the operational items outlined in this report. Each party would continue to share the expenses on a proportionate basis (City approximately 30.6%, Region approximately 69.4%). The Region would assume responsibility for all life safety systems, and for the security operations in the Parkade. In order to support the life safety systems, the Region would be required to install its own fibre optic network in the Parkade at its own cost.

It is proposed in the new agreement that a 10 year capital plan be prepared by the Region, subject to the approval of both parties, and that any modifications to the plan would require the approval of both parties, acting responsibly. This would allow the City to budget accordingly for these capital expenses. The Parkade has an annual planned contribution to the parking reserve to provide rate stability, protect against unforeseen operating and capital pressures as well as fund the areas capital maintenance program.

Under the framework of the proposed new agreement the City would continue to retain all parking permit revenue and hourly parking fees for the parking spaces on Levels 1 and 2 as is the current practice.

Appendix “A”

AMENDING AGREEMENT

AGREEMENT TO AMEND A MASTER AGREEMENT FOR THE WATERLOO REGIONAL HEALTH AND SOCIAL SERVICES BUILDING/WATERLOO PARKADE

THIS AMENDING AGREEMENT made this day of January, 2023.

BETWEEN:

THE REGIONAL MUNICIPALITY OF WATERLOO

Hereinafter called “the Region”

- and -

THE CORPORATION OF THE CITY OF WATERLOO

Hereinafter called “the City”

WHEREAS pursuant to Master Agreement between the Parties dated July 9, 1991 amended by Agreement dated July 10, 1992 and further amended by Agreement dated July 4, 2013, Agreement dated June 24, 2015, Agreement dated June 30, 2017, Agreement dated June 25, 2020, Agreement dated June 29, 2021, Agreement dated December 16, 2021 and Agreement dated June 30, 2022 (collectively the Master Agreement) the Region has constructed and occupied an office building in the City of Waterloo to house a number of its operations and, more specifically, the majority of its Health and Social Services functions (hereinafter referred to as the “Health and Social Services Building” or the “Project”);

AND WHEREAS the City owns a parking structure at King Street South, a portion of which is to the Region's benefit, in accordance with the terms of the Master Agreement;

AND WHEREAS paragraph 27 of the Master Agreement, as amended, grants the Region an option to purchase a portion of the parking structure currently utilized by the Region for employees of the Health and Social Services Building in the City of Waterloo (as defined in the Master Agreement) to the extent of its proportionate occupancy, for nominal

consideration, (“the Option”) which option was to be exercised on or about January 31, 2023;

AND WHEREAS the Parties wish to extend the term of the Master Agreement and the Region’s right to exercise the Option for a further period, subject to the provisions of this Agreement.

NOW THEREFORE in consideration of the mutual covenants and provisions hereinafter set forth, the Parties agree as follows:

1. The Parties agree to extend the term of the Master Agreement from January 31, 2023 to June 30, 2023, subject to amending paragraph 27 so that it provides the following:

a. The Region shall have until June 30, 2023 to exercise an option to purchase the parking structure in which its spaces are located at that time, for the sum of \$1.00 together with any outstanding obligations relating to both operating and capital costs. If the Region occupies only a proportion of the total number of spaces in the structure, this option shall be exercisable only to the extent of its proportionate occupancy. The proportionate shares of the Parties shall be the basis of their proportionate ownership in the structure, as tenants in common. It is the intent of the Parties that the detailed terms and conditions of this option shall be incorporated into a formal option to purchase.

2. With respect to the Master Agreement, the parties agree that the Region currently occupies 317 parking spaces within the parking structure as of January 31, 2023 and any reduction, reconfiguration, increase or relocation of the Region’s parking spaces within the extended term of the Master Agreement, from January 31, 2023 to June 30, 2023 shall be mutually agreed upon by the parties, in writing.

3. The parties agree to continue to use their respective best efforts to negotiate a mutually agreeable capital maintenance plan for the Parking Structure. Each party’s respective financial contribution towards the cost of fulfilling the requirements of such a plan shall be according to their respective number of occupied/allocated parking spaces.

4. This Agreement may be executed in counterparts in writing or by electronic signature and delivered by mail, facsimile or other electronic means, including in Portable Document Format (PDF), no one copy of which need be executed by all of the parties, and all such counterparts together shall constitute one agreement and shall be a valid and binding agreement among the parties hereto as of the date first above written.

5. Except as amended by this Agreement, all terms and provisions of the Master Agreement shall remain in full force and effect.

IN WITNESS WHEREOF the Parties have caused their corporate seals to be affixed duly attended by their proper signing officers in that behalf.

THE REGIONAL MUNICIPALITY OF WATERLOO

Per: _____
Karen Redman, Regional Chair

Per: _____
Kris Fletcher, Regional Clerk

We have authority to bind the corporation.

THE CORPORATION OF THE CITY OF WATERLOO

Per: _____
Dorothy McCabe , Mayor

Per: _____
Julie Finley-Swaren, City Clerk

We have authority to bind the corporation.



STAFF REPORT

Chief Administrative Officer

Title: 2023-2026 Strategic Plan – Municipal Services Satisfaction Assessment (MSSA) Results Summary

Report Number: CAO2023-008

Author: Sandy Little

Meeting Type: Council Meeting

Council/Committee Date: January 30, 2023

File: N/A

Attachments: Appendix A – 2022 MSSA Results
Appendix B – 2018 Citizen Satisfaction Survey Results

Ward No.: All Wards

Recommendations:

That Council receives CAO2023-008 as information.

A. Executive Summary

The City of Waterloo is in the process of developing a new Strategic Plan for 2023-2026. It is an opportunity for the City and the community to build on all of the progress and momentum we have achieved as a direct result of past strategic plans, including the current 2019-2022 Strategic Plan, while charting a new path forward as defined by Council, staff, and the community.

This new Strategic Plan will be rooted in deep, meaningful, and targeted engagement and will be a defining characteristic in the development of this plan. Given that the City of Waterloo follows a hybrid approach, it is vital that a comprehensive engagement strategy is developed and followed. Since this Strategic Plan is for the City and the community, engagement will be undertaken with Council, staff, and the community.

Community engagement is an important part of the overall engagement. There will be a variety of opportunities for community engagement throughout the process. One way in which we have engaged the public with past strategic plans is through a citizen satisfaction surveys. The purpose of these surveys is to measure the level of satisfaction of our residents regarding various aspects of City operations at a very high

level. These surveys have figured prominently as part of past strategic plans and as such, the citizen satisfaction survey was conducted to help support the development of the new Strategic Plan.

The citizen satisfaction survey, referred to as the Municipal Services Satisfaction Assessment (MSSA), was conducted by the consultant for this project, Deloitte. A total of 535 interviews were completed with a minimum of 75 interviews in each of the seven wards for a representative survey.

B. Financial Implications

The 2023-2026 Strategic Plan budget of \$194,000 is comprised of \$148,000 in existing capital funding, and an additional \$46,000 budgeted in the 2023 Proposed Capital Budget ref #148.

C. Technology Implications

None.

D. Link to Strategic Plan

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

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

This report supports the development of a new City of Waterloo Strategic Plan for 2023-2026.

E. Previous Reports on this Topic

This is the first Council report that contributes to the development of a new City of Waterloo Strategic Plan for 2023-2026.



**2023-2026 Strategic Plan – Municipal Services Satisfaction Assessment (MSSA)
Results Summary
CAO2023-008**

1.0 Background

The City of Waterloo is in the process of developing a new Strategic Plan for 2023-2026. It is an opportunity for the City and the community to build on all of the progress and momentum we have achieved as a direct result of past strategic plans, including the current 2019-2022 Strategic Plan, while charting a new path forward as defined by Council, staff, and the community.

A Request for Proposals (RFP) to lead the development of the Strategic Plan was issued in 2022 and Deloitte was the successful proponent. The staff team led by the Executive Officer to the CAO and including the Manager, Corporate Communications and the Executive Technical Assistant to the CAO, began working with Deloitte in earnest in September 2022.

This new Strategic Plan will be rooted in deep, meaningful, and targeted engagement and will be a defining characteristic in the development of this plan. Given that the City of Waterloo follows a hybrid approach which means the strategic plan is for the City as well as the community, it is vital that a comprehensive engagement strategy is developed and followed. Since this Strategic Plan is for the City and the community, engagement will be undertaken with Council, staff, and the community.

A strong focus of this new Strategic Plan will be targeted engagement with Indigenous communities and equity deserving groups. The staff team is working closely with the City's Indigenous Initiatives, Anti-Racism, Accessibility and Equity Division to ensure fulsome engagement of these groups.

Community engagement is an important part of the overall engagement. There will be a variety of opportunities for community engagement throughout the process. One way in which we have engaged the public with past strategic plans is through a citizen satisfaction surveys. The purpose of these surveys is to measure the level of satisfaction of our residents regarding various aspects of City operations at a very high level. These surveys have figured prominently as part of past strategic plans and as

such, the citizen satisfaction survey was conducted to help support the development of the new Strategic Plan.

2.0 Municipal Services Satisfaction Assessment (MSSA)

The citizen satisfaction survey, referred to as the Municipal Services Satisfaction Assessment (MSSA), was conducted by Deloitte and was active between November 15th and November 22nd. Residents aged 18 and older were randomly-selected from the City's population using a mix of landlines and cell phone numbers. A total of 535 interviews were completed with a minimum of 75 interviews in each of the seven wards for a representative survey.

2.1 Survey Questions

A total of eleven questions were included as part of the MSSA. Some of those questions were the same or similar questions that were asked as part of the 2018 customer service survey. By using the same or similar questions, we are then able to start to establish a benchmark that will allow staff to compare results from completed surveys to see how satisfaction with the City and its services changes over time and identify potential areas of focus. However, new questions were also included as part of the MSSA in 2022 and provide the City with the opportunity to get direct feedback on issues impacting City operations and services.

There were a few notable changes as part of the 2022 MSSA. Due to a low response rate associated with the 2020-2022 Budget engagement survey, and with a goal of gaining more valuable input, staff leveraged the timing of the MSSA and the representative sampling of the survey by including 2023 Budget related questions as part of the engagement to support enhanced level of participation.

In addition, questions related to preferred methods of receiving information from the City as well as a question related to the City's digital services were also included in the MSSA. The pandemic created new expectations around how the City communicates with residents and the timing of the MSSA provided an opportunity for us to better understand the preferred ways residents want to be engaged as well as their satisfaction involving our digital services. The City's digital services experienced a significant uptick during the pandemic and this was a chance for us to determine overall satisfaction and preferred methods of communication moving forward.

Furthermore, new questions were included related to demographics and specifically diversity, equity, and inclusion. Given the strong focus of engaging Indigenous communities and equity deserving groups as part of this Strategic Plan, it made sense to get a better understanding of who was participating as part of the MSSA. The results

could help the City better understand how this form of engagement was reaching all members of our community. In addition, it would allow staff to determine the best forms of engagement to ensure we are reaching our entire community.

The MSSA questions and results for 2022 are available in Appendix A and the citizen satisfaction survey questions and results for 2018 are available in Appendix B.

2.2 Survey Results

The following is a high level discussion of the MSSA results. All of the results of the MSSA can be found in Appendix A.

When asked how they generally feel about the City of Waterloo as a place to live, 92% of respondents felt somewhat satisfied or very satisfied. This is in line with the 94% satisfaction rating in 2018. This is a key result especially following the pandemic and the associated impacts of COVID on all members of our community. Fortunately, the challenges associated with the pandemic had little to no impact on how our residents feel about the city as a great place to live.

Regarding quality of life, 93% of respondents are somewhat satisfied or very satisfied with the overall quality of life in our community. Although this represents a small drop from 2018 when 99% of respondents rated their quality of life as somewhat satisfied or very satisfied, this is an extremely high value according to Deloitte and one that the City can be proud of. It is not possible to determine with accuracy the reason for the slight drop however, we may be able to better understand the reason for the drop if a subsequent survey is done as part of the 2027-2030 Strategic Plan. If the value remains the same, there is less of a chance that the decrease was a result of the pandemic.

Given ongoing discussions and eventual approval of the 2023 Budget, it is important to highlight the fact that 85% of respondents felt they received good value or very good value from the taxes they pay to the City of Waterloo. In addition, 79% of respondents were satisfied with the way in which the City spends its budget on things that matter most to our community compared to 68% in 2018. This means that the budget process that we follow and the overall implementation is in fact successful and leads to creating good and very good value for our residents. The budget process is closely connected with the Strategic Plan process and business plan development and these results show us that the process the City follows is working and creates good value for the residents of our community.

Regarding communications, it is interesting to note that email and social media are still the preferred methods for both engaging with the City and receiving information from the City. Email can include access to digital newsletters. A total of 28% prefer social

media (i.e. Twitter, Facebook, etc.) as the preferred method of communicating and engaging with the City closely followed by the website with 27%. Overall, among residents who were aware of the digital services provided by the City, 84% of respondents were somewhat satisfied or very satisfied with the digital services provided by the City.

The results are also helpful in identifying areas that we need to examine more closely. Although a number of the City's services have very high satisfaction rates including Fire Services, City facilities, libraries, arts and culture programs, and sewer and water services, other areas may benefit from additional attention and prioritization. These areas include affordable housing, road maintenance and repair, bicycle lanes, climate change, and snow clearance. These results are meant to serve as a guide to help determine the areas of priority for the City to consider throughout the lifecycle of the Strategic Plan and budget processes. Furthermore, these results make up just one engagement component of the Strategic Plan. Additional engagement will be completed over the coming weeks and months and a future staff report providing a summary of the engagement will provide even more information to help determine priorities for the City.

Although it is helpful to compare results from the 2022 MSSA and the 2018 citizen satisfaction survey, not all of the questions are the same so we are not always comparing "apples to apples". Some of the questions differ while others are asked in a different way which may illicit different results. The 2018 survey was evaluated by Deloitte for potential areas to improve accuracy, answerability, and relevance which resulted in some of the changes to the 2022 questions. In addition, the 2022 results represent one set of data points. Should the survey be repeated as part of the next Strategic Plan, it is recommended that the same or similar questions from the 2022 MSSA be used so we are able to compare the results in a more comprehensive manner.

3.0 Next Steps

It is important to identify how the results of this MSSA will be used as part of the development of the 2023-2026 Strategic Plan. The MSSA is one component of the overall community engagement but it is an important one. It represents engagement with over 535 members of our community. It provides important information that helps to inform the 2023 Budget as well the City's Digital Services Strategy. It also helps to identify satisfaction rates with services provided by the City.

This Strategic Plan process is connected with everything we do at the City. Most importantly, it acts as a foundation for the 2024-2026 Budget process and the next round of business plan development. The MSSA is an important first step in the engagement of our community. The MSSA, in addition to subsequent engagement

opportunities, will help chart a path forward to develop a plan that allows the City and the community to remain strong, sustainable, together.

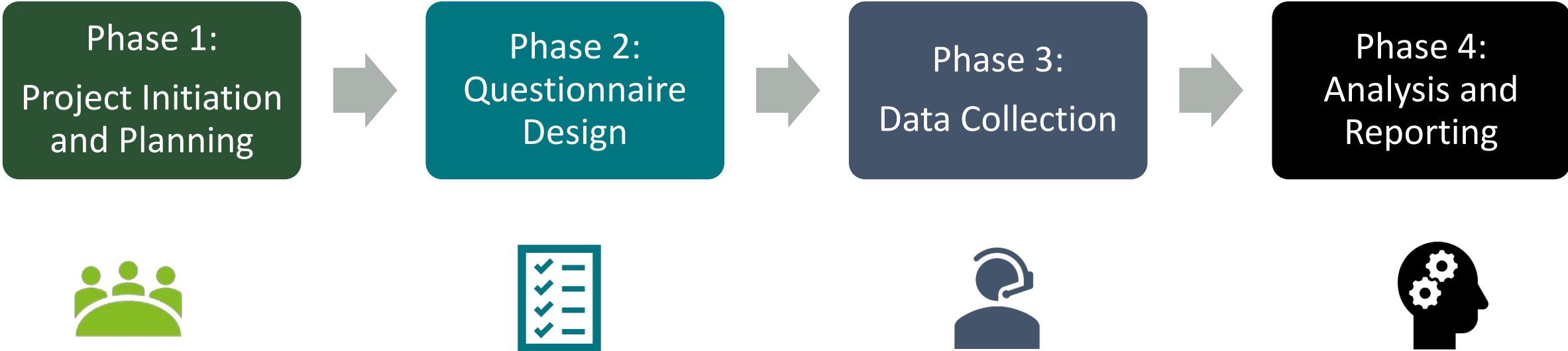
The City of Waterloo is committed to providing accessible formats and communication supports for persons with disabilities. If another format would work better for you, please contact Adam Nerger at 519-747-8702 or TTY at 1-866-786-3941.



The purpose of the 2022 City of Waterloo Community Survey was to:

- Objectively measure satisfaction with municipal services and prioritize issues.
- Continuously improve municipal service delivery and inform service program design and delivery.
- Guide future actions and decisions of the City of Waterloo.
- Enhance budgetary planning and decision processes integrating residents' priorities regarding municipal services.
- Undertake a statistically representative data collection method to obtain accurate relevant feedback from residents.

The approach and survey implementation plan



The survey used the following methods

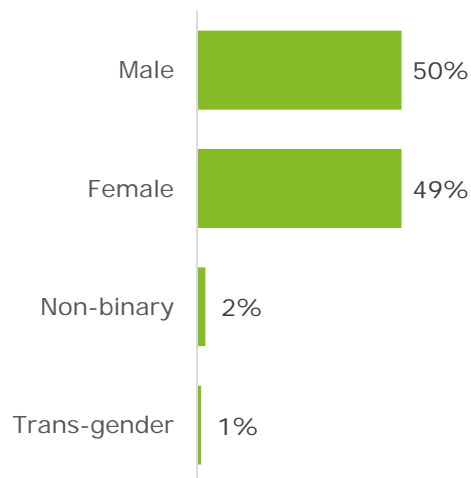
- The survey was conducted using our state-of-the-art Computer Aided Telephone Interviewing system (CATI).
- Residents aged 18 and older were randomly-selected from the City's population using a mix of landlines and cell phone numbers.
- Numbers were dialed from November 15th to November 22nd, 2022.
- A total of 535 interviews were completed leading to a maximum margin of error of +/- 4.2% with a 95% confidence interval.
- Results were weighted to the exact proportions of the population by age, gender, and Ward (Census 2021 Statistics Canada).
- Throughout the report, some percentages may not add to 100% due to rounding.



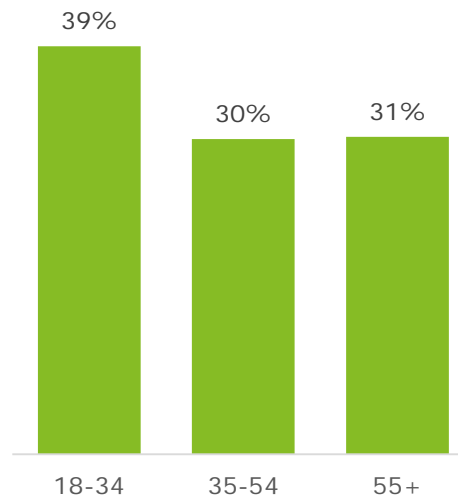


To better understand the different views and needs of the community members, the following demographic information was collected.

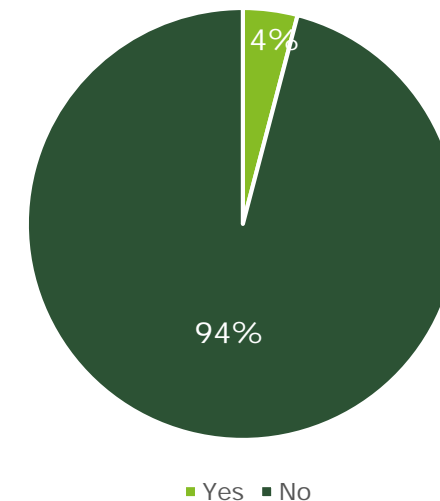
How would you describe your **gender**? (n=477)



Which of the following categories best describes your **age**? (n=535)

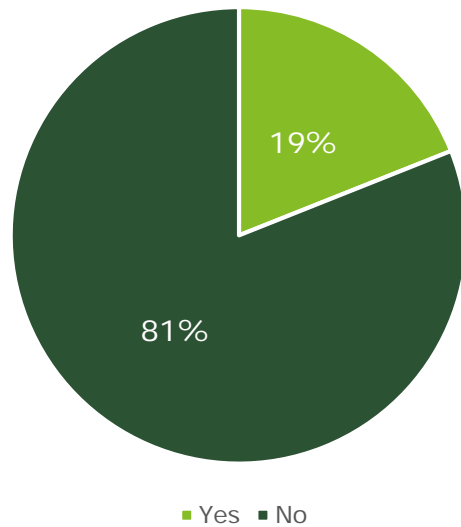


Do you identify as a member of the **2SLGBTQ+ community**? (n=477)

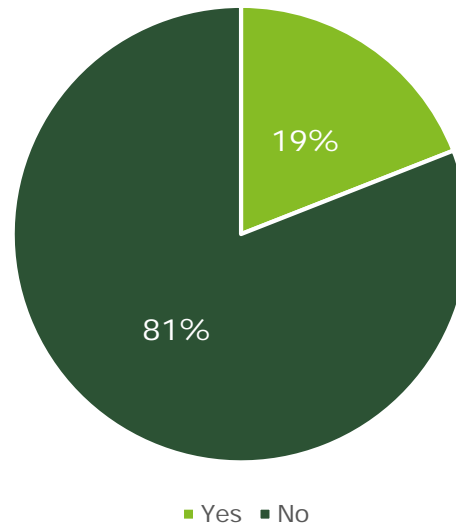


*Please note, demographic information was weighted proportionality to 2021 Census information, by age, gender and Ward.

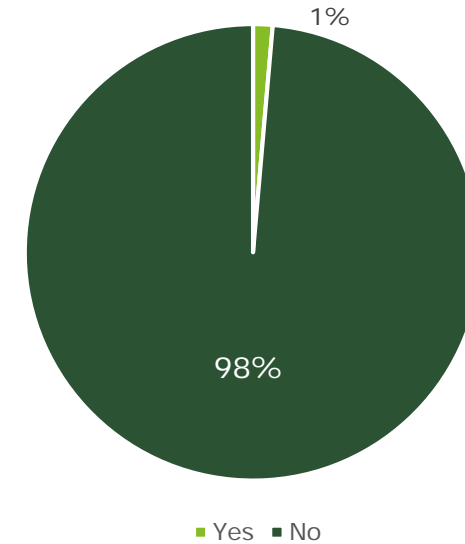
Do you identify as a visible minority?
(n=463)



Do you identify as someone with a visible or invisible physical or mental health condition?
(n=471)



Do you identify as Indigenous to North America? Indigenous here is defined by First Nations, Inuit and Métis.
(n=477)

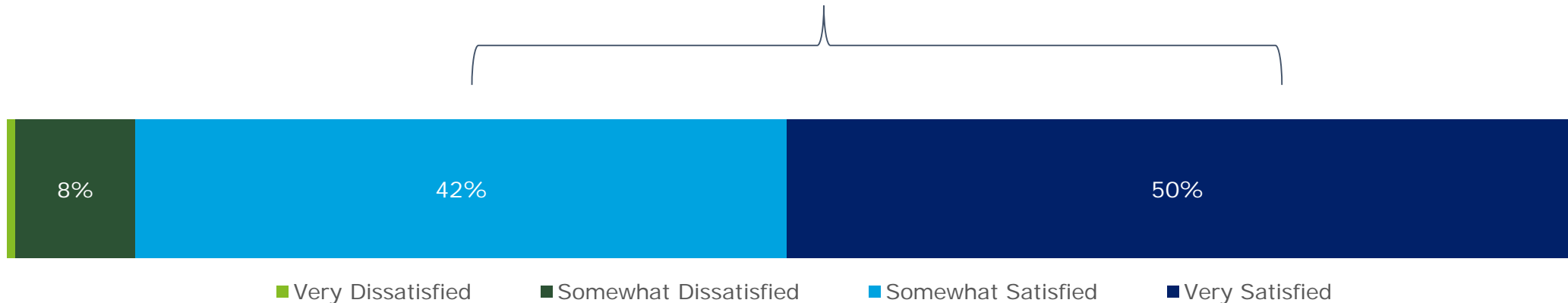


*Please note, demographic information was weighted proportionality to 2021 Census information, by age, gender and Ward.



When asked how they generally feel about the City of Waterloo as a place to live, 92% of respondents felt **somewhat satisfied** and **very satisfied**.

KPI: 92% Satisfaction rate with Waterloo as a place to live.



How do you generally feel about the City of Waterloo as a place to live?

Using a 4-point scale from Very Dissatisfied to Very Satisfied

The City of Waterloo received a high rating of community members overall quality of life in Waterloo, with 93% of respondents rating their satisfactions as **somewhat satisfied or very satisfied**.

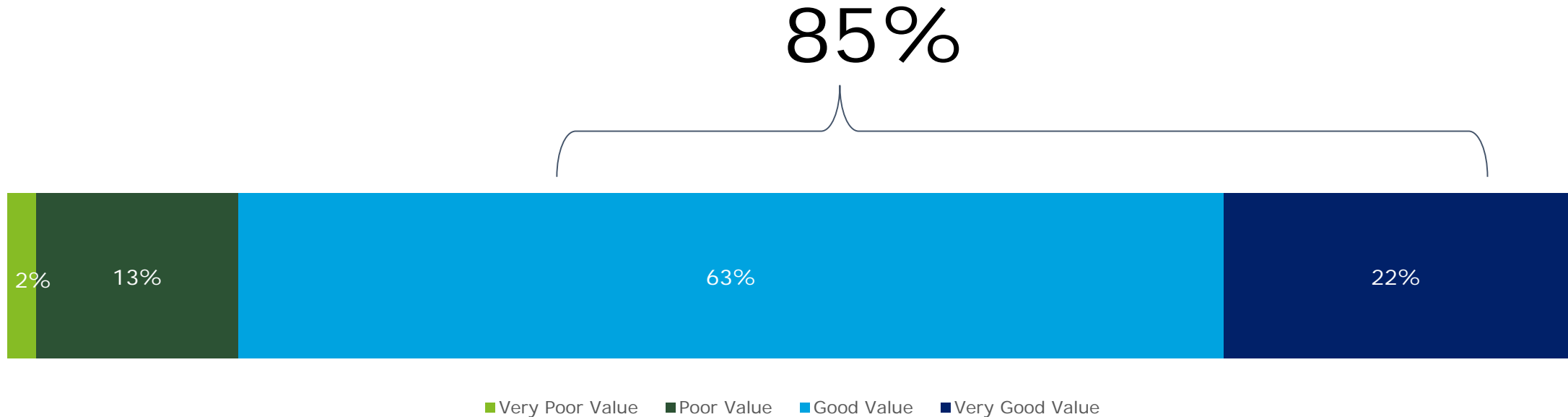
KPI: 93% Satisfaction rate with overall quality of life in Waterloo.



How would you rate the overall quality of life in the City of Waterloo?

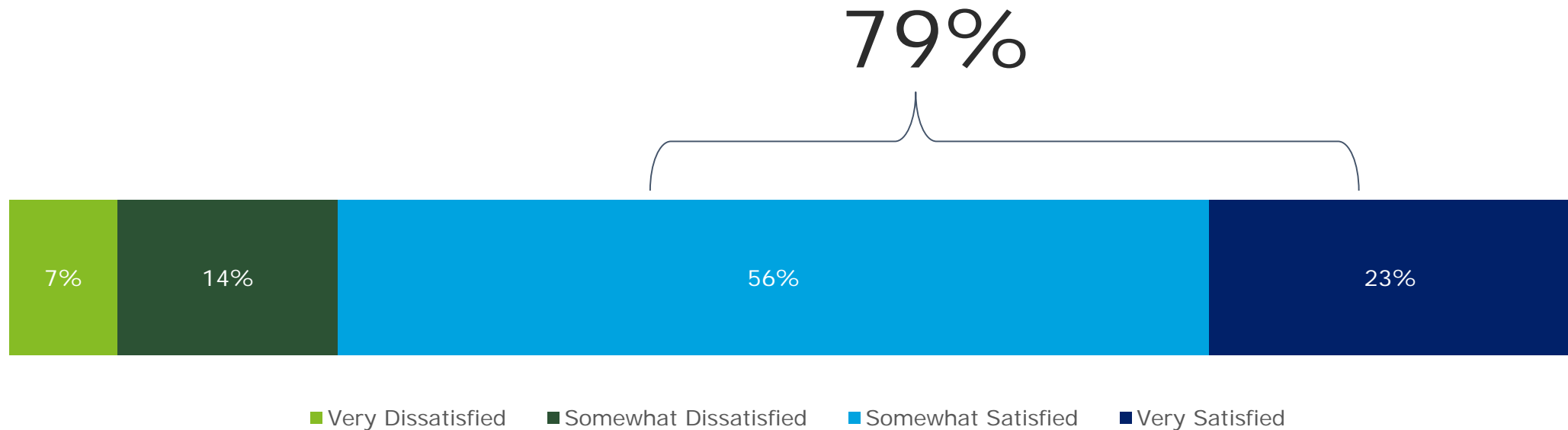
Using a 4-point scale from Very Dissatisfied to Very Satisfied

85% of respondents felt they received **good value** or **very good value** from the taxes they pay to the City of Waterloo.



Thinking about all the programs and services you receive from the municipality, please rate the value you receive from the City.

79% of respondents were satisfied with the City of Waterloo **spending its budget** on things that matter most in the community.



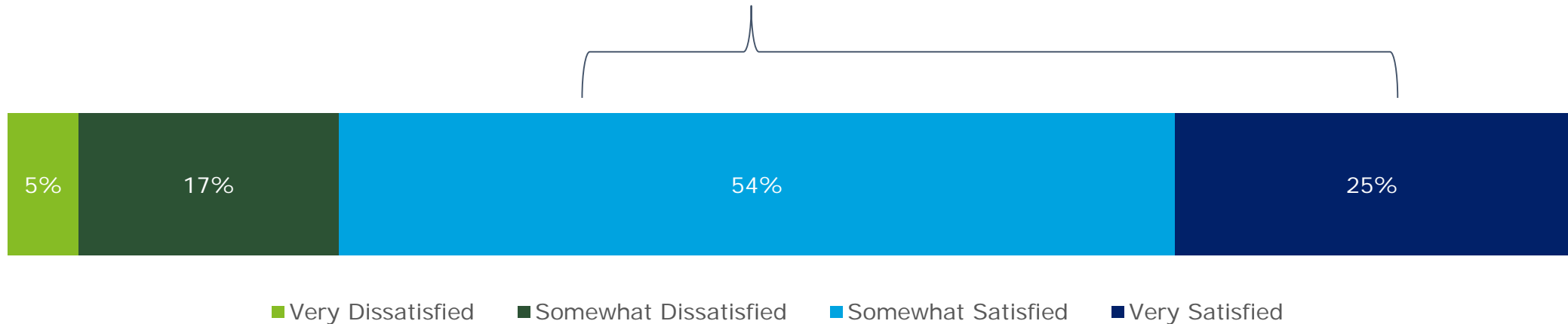
How satisfied are you that the City of Waterloo spends its budget on the things that matter most to the community?



There were **high satisfaction rates** with the services and programs provided by the City of Waterloo.

KPI: 79%

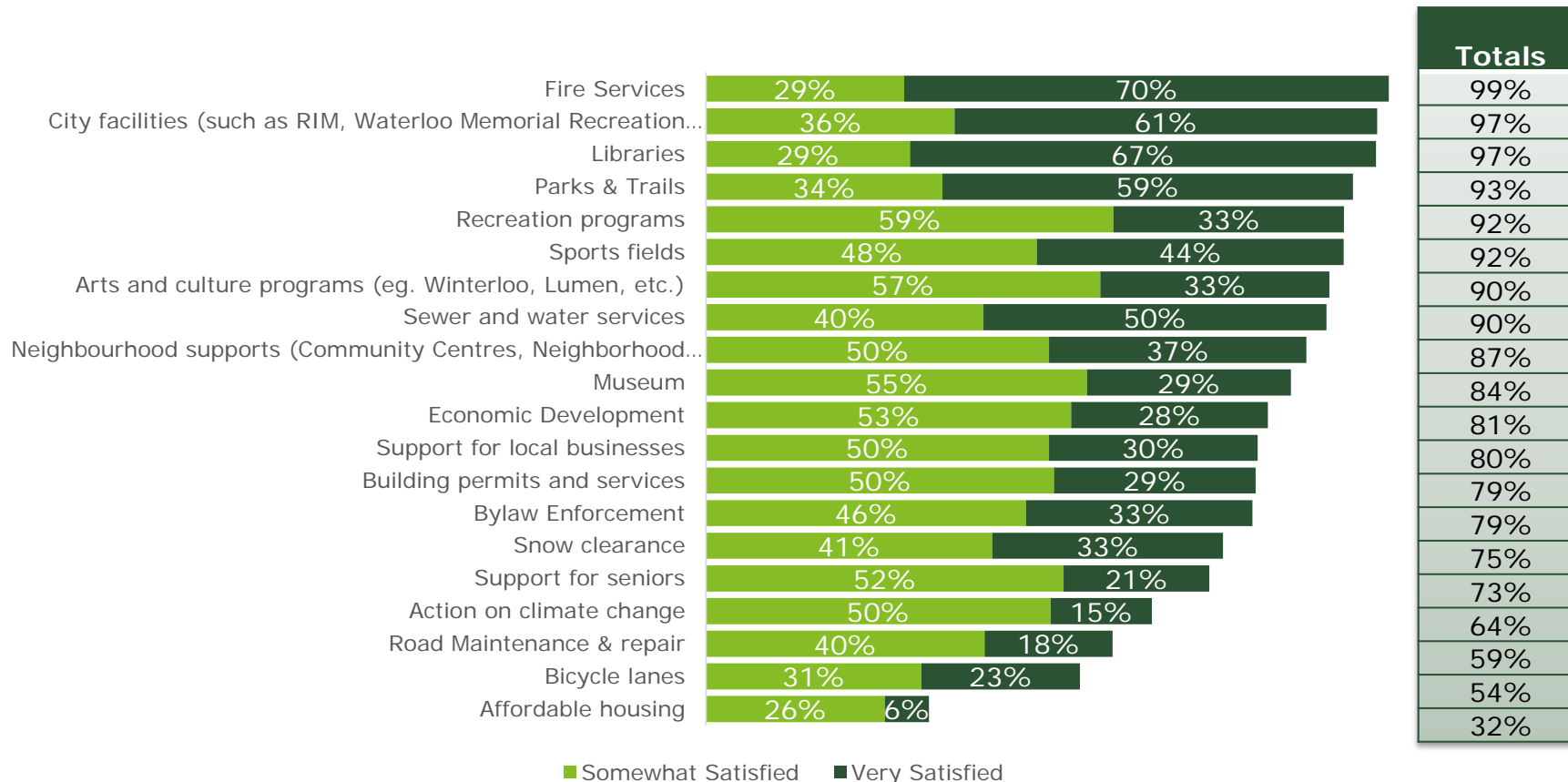
Satisfaction rate with overall services provided by the City of Waterloo.



Please tell me how satisfied you are with the overall level and quality of services and programs provided by the City of Waterloo.

The City of Waterloo provides various services to its residents.

There were generally **high satisfaction rates** with the services provided by the City. Results suggested some room for improvement in **affordable housing** and **bicycle lanes**.



■ Somewhat Satisfied ■ Very Satisfied

City services were ranked based on their relative importance and levels of satisfaction with the service.



Affordable Housing, Road Maintenance & Repair, Bicycle Lanes and Climate Change were some of the most important areas to respondents.

Service	Performance	Derived Importance	Priority Rank
Affordable housing	32%	6.4	1
Road Maintenance & repair	59%	9.4	2
Bicycle lanes	54%	7.6	3
Action on climate change	64%	7.1	4
Snow clearance	75%	8.4	5
Support for seniors	73%	6.6	6
Bylaw Enforcement	79%	6.9	7
Building permits and services	79%	6.9	8
Support for local businesses	80%	6.6	9
Economic Development	81%	7.1	10
Museum	84%	6.6	11
Neighbourhood supports (Community Centres, Neighborhood Committees, Organizing Event and Small Facilities Like Playgrounds)	87%	5.9	12
Sewer and water services	90%	6.1	13
Arts and culture programs (eg. Winterloo, Lumen, etc.)	90%	6.1	14
Recreation programs	92%	6.1	15
Sports fields	92%	5.9	16
Parks & Trails	93%	6.6	17
Libraries	97%	4.9	18
City facilities (such as RIM, Waterloo Memorial Recreation Complex, Albert McCormick Community Centre, etc.)	97%	5.1	19
Fire Services	99%	4.9	20

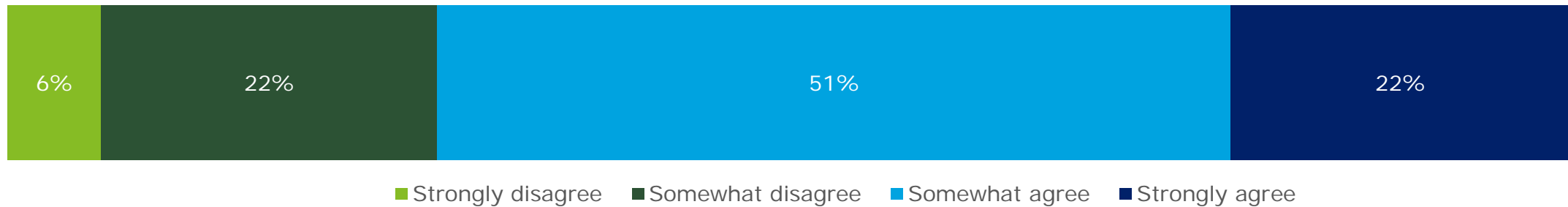
Now please tell me how satisfied you are with each of the following services offered by the City of Waterloo.



73% of respondents agreed that the Municipality provides sufficient opportunities and information.

Top 2 Box:

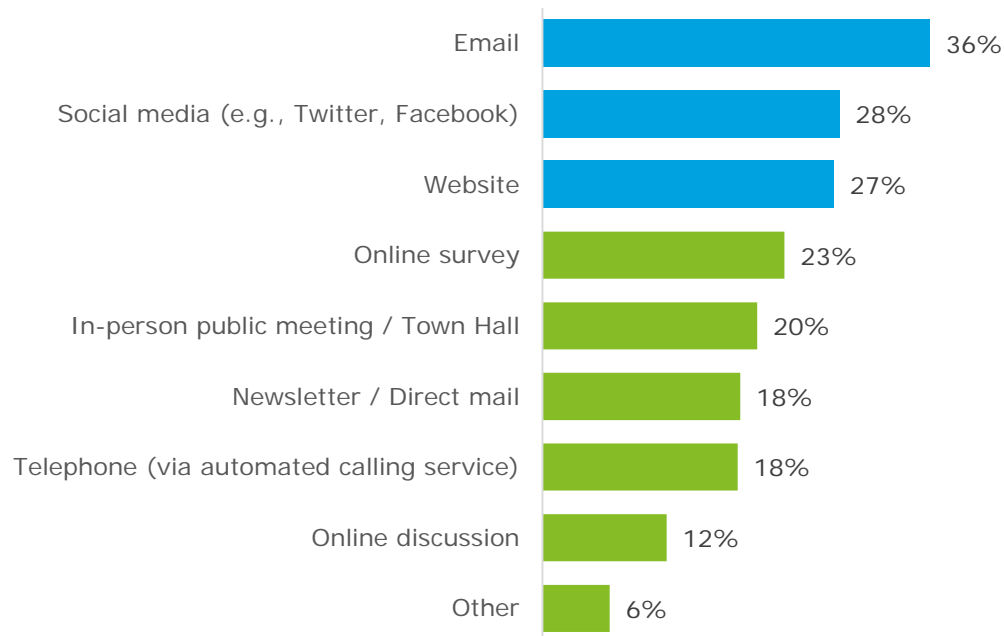
73%



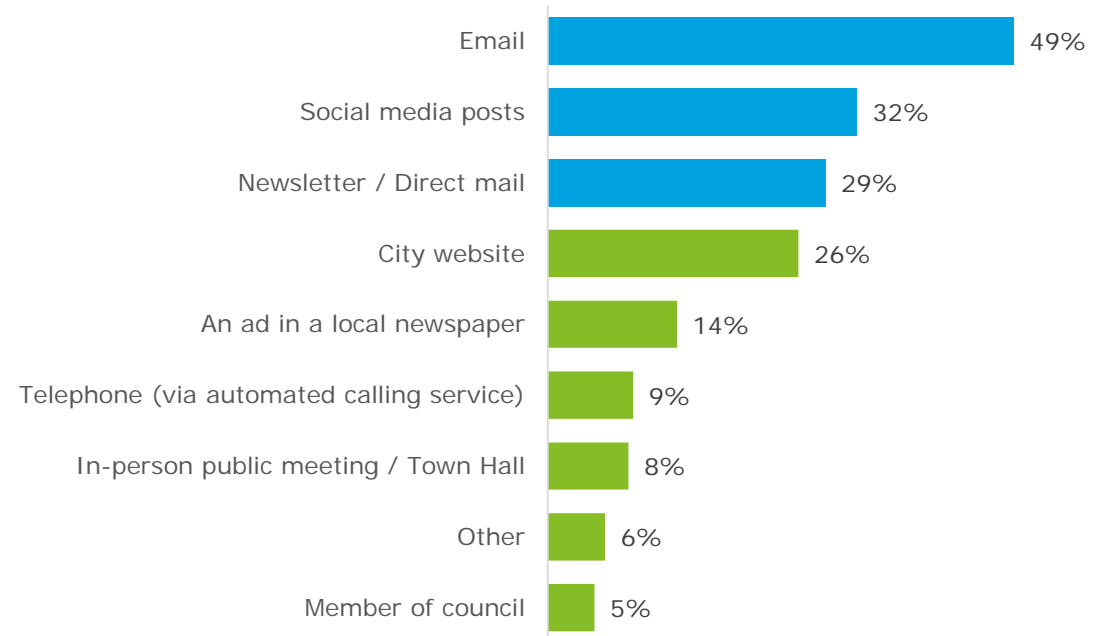
Do you agree or disagree that the municipality provides sufficient opportunities and information to allow you to meaningfully participate and engage with the city?

Email and Social Media were preferred methods for both engaging with the City and receiving information from the City.

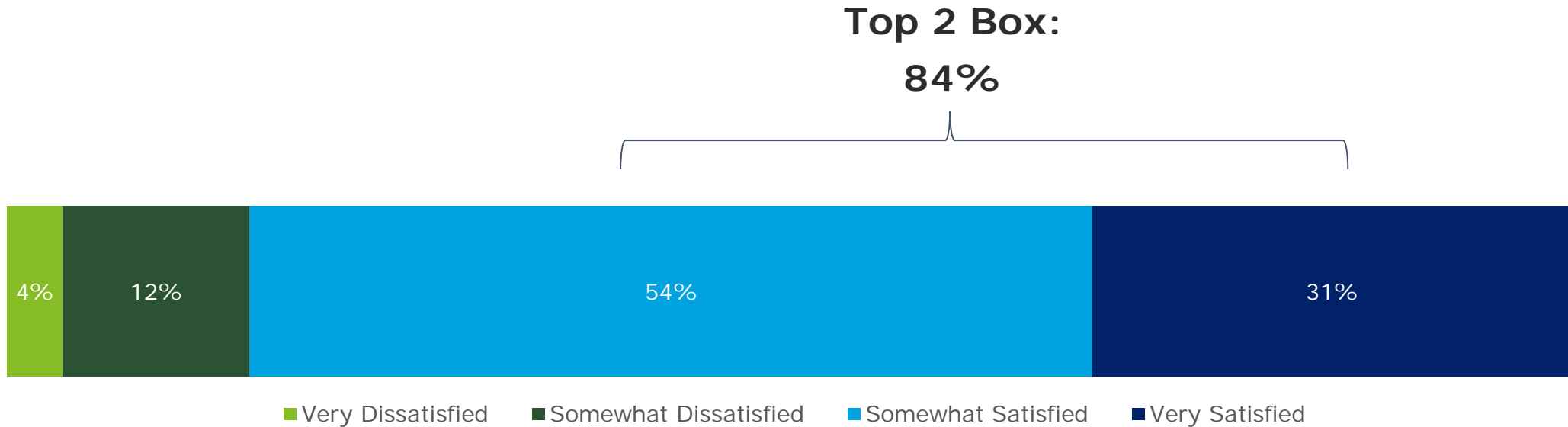
Preferred Method of Communicating and Engaging with the City?



Preferred Method of Receiving Information from the City?

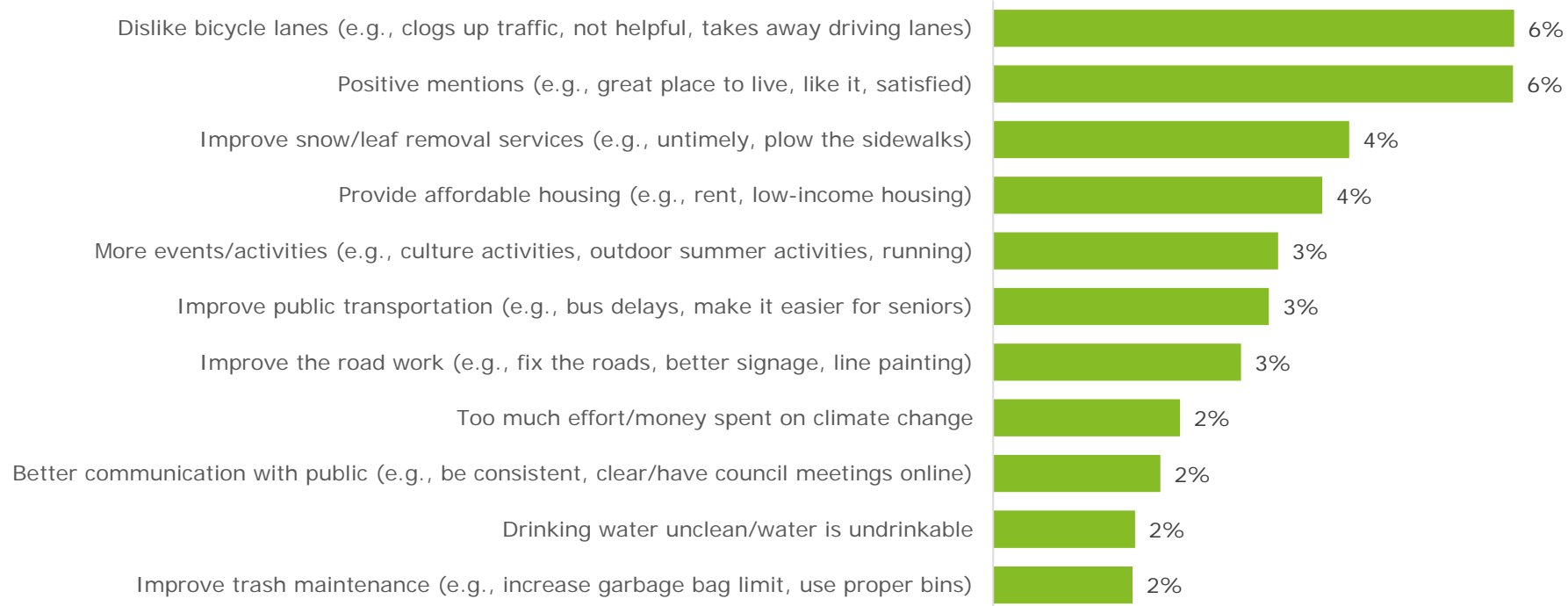


Among residents who were aware of the digital services provided by the City, 84% were **somewhat satisfied** or **very satisfied** with the digital services provided by the City.



How satisfied are you with the digital services offered by the City, such as paying a parking ticket, applying for a building permit, paying a water bill, applying for a business license, and reporting a complaint

Is there anything else that we have not covered today that you would like to tell the staff members at the City? If so, could you please describe it in a sentence or two?
 (Open-ended responses coded)



Appendix B – 2018 Citizen Satisfaction Survey Results

Question/Theme	Satisfaction Rating (Very/Somewhat Satisfied)
Satisfaction with the City of Waterloo as a place to live	94%
Quality of life in the City of Waterloo	99%
Value for money in the City of Waterloo	88%
Satisfaction with the management of the City of Waterloo	68%
Sufficient opportunity and information to participate and engage with the City of Waterloo	82%

Service/Program Offered by the City of Waterloo	Satisfaction Rating (Very/Somewhat Satisfied)
Fire Services	98%
Library Services	98%
Arts and Culture Programs	92%
Parks and Recreation Programs and Facilities	92%
Museum	90%
Bylaw Enforcement	83%
Snow Clearance	75%
Road Maintenance and Repair	59%

Sample sizes vary per category and exclude “don’t know” responses

Appendix B – 2018 Citizen Satisfaction Survey Results

Method of Engagement	Expressed Preference
Website	50%
Email	47%
Online Survey	33%
Social Media (i.e. Twitter, Facebook, etc.)	32%
Newsletter/Direct Mail	31%
In-Person/Public Meeting/Town Hall	22%
Telephone (via automated calling service)	22%
Online Discussion	15%
Other	9%

Waterloo Citizen Satisfaction Survey, 2018 as provided by MDF Insight, December 2018

Survey was conducted via live agent Computer-Assisted-Telephone-Interviewing (“CATI”) November 10-24, 2018; 527 responses were received



STAFF REPORT
Finance

Title: Summary of January 10, 2023 Proposed 2023 Budget Hybrid Public Information Meeting

Report Number: CORP2023-005

Author: Filipa Reynolds, Brad Witzel and Tony Iavarone

Council Date: January 30, 2023

File: N/A

Attachments: N/A

Ward No.: All

Recommendations:

That Council receive CORP2023-005 as information.

A. Executive Summary

On January 10, 2023 the City of Waterloo hosted a hybrid public information meeting on the proposed 2023 one-year City budget. The intent of the meeting was to provide residents with an opportunity to receive an overview of the proposed budget, ask questions, and share comments and opinions.

A total of 65 people pre-registered to attend the meeting, either in-person or virtually through Zoom. Actual attendance was 48 people with 26 people attending in-person and 22 online. Filipa Reynolds, Commissioner of Corporate Services and Chief Financial Officer; and Brad Witzel, Manager, Financial Planning provided a high-level overview of the proposed 2023 budget, followed by a question and answer period.

Mark Dykstra, Deputy CAO and Commissioner of Community Services; and Ron Ormson, Commissioner of Integrated Planning and Public Works, were also in attendance to answer questions and hear comments. Questions and comments were received from people attending virtually and in-person on a rotating basis, in an effort to provide an opportunity for all to participate.

Themes/topics emerging and questions/comments centred around:

- Sidewalk snow clearance - accessibility and equity issue/lens
- City's role to address climate change and support goals of TransformWR
- Impact of Bill 23 on development charges and City finances

- Questions about City's internal budget process and variance reporting
- Financial supports for low income individuals
- Student relations and priorities
- Accessibility improvements

Further details can be found in the Background section.

Staff view this public meeting as a success and appreciates the number of people willing to participate and the candour in which they shared feedback and asked questions. We believe this is the first time the City has held a hybrid public meeting and while the comments received can not be viewed as statistically reliable or representative, it does provide valuable insights for Council consideration in their deliberation and is another input opportunity into development of the budget process.

Municipal Services Satisfaction Assessment

The City also included budget-specific questions in the most recent Municipal Services Satisfaction Assessment, a statistically reliable survey. The assessment was a telephone survey with a total of 535 interviews completed leading to a maximum margin of error of +/- 4.2 per cent with a 95 per cent confidence interval.

Detailed results of the assessment can be found in **CAO2023-008 – 2023-2026 Strategic Plan – Municipal Services Satisfaction Assessment (MSSA) Results Summary**. The budget-related question results can be found in the Background section of this report.

B. Financial Implications

N/A – Report for information only. Final 2023 budget approval is scheduled for February 13, 2023.

C. Technology Implications

N/A

D. Link to Strategic Plan

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

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

Effective Engagement - Through diverse communication and outreach efforts we will ensure our community is informed of and has the opportunity to be engaged in conversations and decisions that shape our community.

E. Previous Reports on this Topic

N/A



**Summary of January 10, 2023 Proposed 2023 Budget Hybrid Public Information Meeting
CORP2023-005**

On January 10, 2023 the City hosted a hybrid public information meeting on the proposed 2023 budget. Staff believe this is the first time the City has held a hybrid meeting and while the comments received can not be viewed as statistically reliable or representative, it does provide valuable insights for Council consideration in their deliberation and is another input opportunity into development of the budget process. Staff view this public meeting as a success and appreciates the number of people willing to participate and the candour in which they shared feedback and asked questions.

To enhance access to the meeting, the City offered complimentary on-site child care. The City also offered to reimburse the cost of public transit for anyone taking GRT/ION to attend the meeting. Although these supports were accessed by only a few participants, several participants acknowledged the importance these offerings played when trying to remove barriers that are within the City's control, to participation. The meeting was held in the Meeting Hall, located on the first floor of the Community Pavilion, at Waterloo Memorial Recreation Centre and virtually via Zoom. Closed captioning was also available and accessed by a few participants.

The meeting was promoted through social media, both paid ads and regular posts, Waterloo Chronicle newspaper ads, through the Grand River Accessibility Advisory Committee, neighbourhood associations and news release.

Mayor Dorothy McCabe attended at the beginning of the meeting and offered welcoming remarks, thanking people for their attendance in-person and online and encouraging them to continue to be active participants in City public engagement opportunities.

The following is a summary of the questions and comments that were received during the meeting, through comment cards and emails. Two themes received the most airtime, notably sidewalk clearance and whether the City should be undertaking that activity on all city sidewalks, with differing views received during the meeting and subsequent correspondence, and the City's climate action plans. Further details follow.

Themes/topics emerging and questions/comments centred around:

- Sidewalk snow clearance - accessibility and equity issue/lens

- Sidewalks should be cleared by the City
 - Roads should not be prioritized over sidewalks
 - Not cleaning sidewalks disproportionately impacts low income earners and racialized peoples
 - Disagreement with approach of using municipal enforcement officers to encourage compliance with by-law
 - Shouldn't rely on neighbours to clear sidewalks, should be done by City
 - How does the City deal with landlords who do not clear the sidewalk in front of their rental properties
 - Individuals should clear their own sidewalk and help others that need assistance
- City's role to address climate change, support goals of TransformWR, and maintenance of City parks
 - How will the City accelerate dealing with climate action and TransformWR recommendations
 - Concerns over increased use of salt to clear snow and ice, sand preferred
 - Ongoing maintenance of city parks, a desire to see more lawn cutting and care, particularly during the spring
 - Impact of Bill 23 on development charges and City finances
 - Impact of development charges on the cost of new homes
 - Concern over Bill 23 resulting in greater delay in dealing with climate action
 - Concern over the financial impacts of Bill 23 being passed along to property tax base and rate payers
 - Questions about City's internal budget process and what gets included
 - Who is involved in developing a City budget
 - What considerations go into calculating the tax increase
 - How does inflation impact the City budget
 - How is City sure business plans are implemented
 - A desire to have budget files in a format that allows more in-depth analysis
 - Is there representation on budget committee from Director of Indigenous Initiatives, Anti Racism, Accessibility and Equity
 - Concerns about the regressive property tax system that is used in Ontario and a desire to see a more equitable system
 - Will a fifth fire station be included in the 2023 or future budget?
 - Questions around how the City monitors budget variances and drivers of the variances
 - A question about why the City is using efficiencies and improvements of \$1.3 million to reduce property taxes instead of increasing public services such as City sidewalk snow clearing and climate issues
 - Financial supports for low income individuals

- Many individuals rely on Ontario Disability Support Program (ODSP) to live, making it difficult to pay higher taxes
- Student relations and priorities
 - Students prioritize funding to alleviate critical climate housing issues, rather than road maintenance outside of key corridors
 - Students contribute to the economy of the City, but the areas in which they contribute do not seem to be aligned with the City's budget, particularly in the area of food insecurity and people experiencing homelessness in student neighbourhoods
 - Would like increased work on: walkable streets, shopping districts, public housing and fire code enforcement
- Accessibility improvements
 - When reviewing accessibility barriers, review those things that are not solely structural and also include people experiencing hearing impairment

In-person attendees also had the opportunity to complete comments cards, with four being received (content received has been included in the above summary), and all participants were also encouraged to email budget@waterloo.ca if they had other comments or questions with a few emails being received (content received has been included in the above summary). Virtual attendees could also leave comments in the Zoom "chat room".

A post-event survey has also been sent to participants so that future events can be improved. At the conclusion of the session, several participants also approached staff and expressed appreciation for the opportunity to learn more about the City's budget through a public information meeting.

Municipal Services Satisfaction Assessment

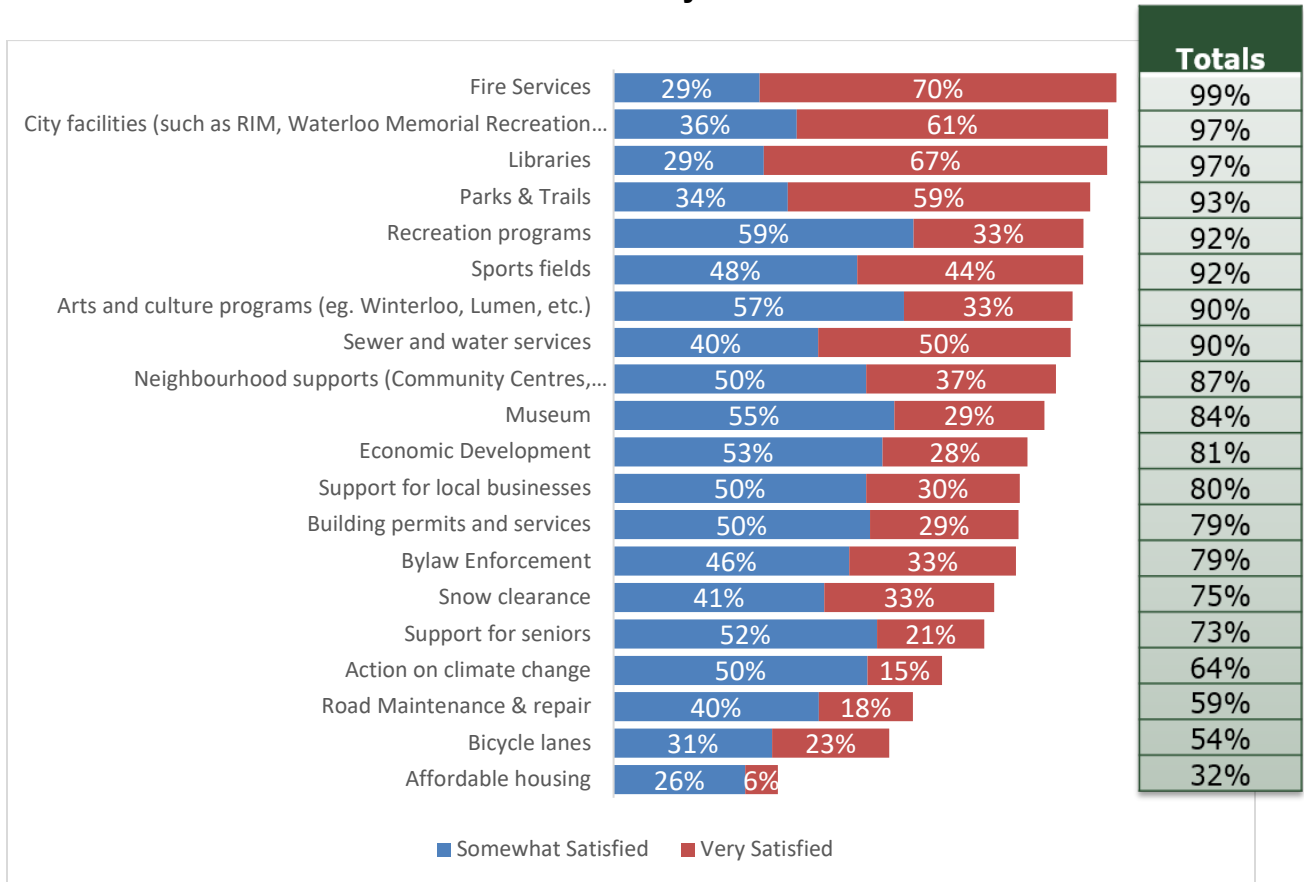
The City also included budget-specific questions in the most recent Municipal Services Satisfaction Assessment. Results:

- The City of Waterloo received a high rating from community members overall, in the area of quality of life in the City, with 93 per cent of respondents rating their satisfaction as either somewhat satisfied or very satisfied
- 85 per cent of respondents felt they received good value or very good value from the taxes they pay to the City of Waterloo
- 79 per cent of respondents were satisfied with the City of Waterloo spending its budget on things that matter most in the community

- Residents were also asked to rate their satisfaction level with various services delivered by the City, Overall, most services received strong rating, with results suggested some room for improvement in affordable housing and bicycle lanes. Greater detail can be found in the Background section

Detailed results can be found in **CAO2023-008 – 2023-2026 Strategic Plan – Municipal Services Satisfaction Assessment (MSSA) Results Summary.**

Residents’ satisfaction level with various City services





STAFF REPORT

Chief Administrative Officer

Title: 2023-2026 Strategic Plan – Council Workshop #1
 Report Number: CAO2023-010
 Author: Sandy Little
 Meeting Type: Council Meeting
 Council/Committee Date: January 30, 2023
 File: N/A
 Attachments: N/A
 Ward No.: All Wards

Recommendations:

That Council receives CAO2023-010 as information and that each Council member speak about three main themes that they heard from constituents while on the campaign trail to help inform the 2023-2026 Strategic Plan.

A. Executive Summary

Every four years the City of Waterloo embarks on the process to develop a new strategic plan. The strategic plan process is aligned with the four year Council term so each new Council has the opportunity to be active participants in the development of the new strategic plan.

The City of Waterloo follows a hybrid approach to strategic planning because the strategic plan is a plan for the City of Waterloo as well as our community.

The development of a strategic plan includes a number of different components but the most important of these is engagement. Engagement for the new Strategic Plan can be subdivided into three main categories and will be focused on the following groups:

- City of Waterloo Council;
- City of Waterloo staff; and
- Community.

The third component of engagement involves direct engagement with Council. The first workshop is planned for January 30th and will focus on a general discussion with

Council. Formally known as the “Hot off the campaign trail” discussion, this is an opportunity for each member of Council to speak about three main themes that they heard from constituents while on the campaign trail.

B. Financial Implications

The 2023-2026 Strategic Plan budget of \$194,000 is comprised of \$148,000 in existing capital funding, and an additional \$46,000 budgeted in the 2023 Proposed Capital Budget ref#148.

C. Technology Implications

None.

D. Link to Strategic Plan

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

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

This report supports the development of a new City of Waterloo Strategic Plan for 2023-2026.

E. Previous Reports on this Topic

CAO2023-008: 2023-2026 Strategic Plan – MSSA Results Summary



2023-2026 Strategic Plan – Council Workshop #1 CAO2023-010

1.0 Background

Every four years the City of Waterloo embarks on the process to develop a new strategic plan. The strategic plan process is aligned with the four year Council term so each new Council has the opportunity to be active participants in the development of the new strategic plan.

The City of Waterloo follows a hybrid approach to strategic planning because the strategic plan is a plan for the City of Waterloo as well as our community.

Work on the new 2023-2026 Strategic Plan commenced in early 2022 with a staff lead being assigned and the development of a Request for Proposals (RFP) to engage a consultant to assist in the process to create a new strategic plan. Deloitte was the successful proponent after the formal procurement process.

The development of a strategic plan includes a number of different components but the most important of these is engagement. Engagement for the new Strategic Plan can be subdivided into three main categories and will be focused on the following groups:

- Community;
- City of Waterloo Council; and
- City of Waterloo Staff.

The community engagement is underway and formally commenced with the Municipal Services Satisfaction Assessment (MSSA) which was completed in November 2022. In addition, there is an active survey on Engage Waterloo and community engagement sessions are planned to take place throughout January and February. These engagement sessions will be held both in person and virtually to support broader participation. There is also a strong focus on engagement of Indigenous communities and equity deserving groups this time around so the staff lead is working closely with staff in Indigenous Initiatives, Anti-Racism, Accessibility and Equity to ensure we hear from all members of our community.

Staff engagement will commence in March and extend throughout the spring and up to Council approval of the final Strategic Plan on June 26, 2023. An engagement approach for how to engage staff is currently being developed by the staff lead and Deloitte.

2.0 Council Engagement

The third component of engagement involves direct engagement with Council. Three separate engagement sessions or workshops are planned to take place. The first workshop is planned for January 30th and will focus on a general discussion with Council. Formally known as the “Hot off the campaign trail” discussion, this is an opportunity for each member of Council to speak about three main themes that they heard from constituents while on the campaign trail. It is the first workshop as the information is still top of mind following the municipal election in November. Members of Council are asked to come prepared to share their three themes as comments are limited to five minutes for each member of Council to ensure everyone has a chance to speak.

The second and third Council workshops will occur on February 27th and March 20th respectively and will be facilitated by Deloitte.

The information shared during these workshops will play a critical role as part of the development of the Strategic Plan. The feedback received from all of the engagement that will take place over the next several months will help develop a strategic plan to guide the City during the new term of Council. It will set the path forward for the three year budget process and the next round of business plans. All of these processes are interconnected and will create a roadmap for the City and the community so we remain strong, sustainable, together.