

Presentation: Sandy Little

Recommendation:

1. That Council receives CAO2023-015 as information.

- b) Title: [Microsoft Enterprise Enrollment Agreement](#) **Page 112****
Report No.: CORP2023-014
Prepared By: Teresa Soulliere

Recommendation:

1. That Council approve staff report CORP2023-014.
2. That Council approve entering into a new three year agreement between Microsoft, CDW Canada and the City of Waterloo for the provision of the Enterprise Enrollment Agreement.
3. That Council authorize the Mayor and City Clerk to sign the Microsoft Enterprise Enrollment Agreement and any related documents subject to the satisfaction of the City Solicitor.

- c) Title: [Waterloo City Centre – Lease Renewal with Catherine Fife, Member of Provincial Parliament](#) **Page 116****
Report No.: COM2023-008
Prepared By: Liz Badley

Recommendation:

1. That Council approve report COM2023-008
2. That Council approve the Lease Renewal with Catherine Fife, Member of Provincial Parliament for space at the Waterloo City Centre according to the terms and conditions as outlined in report
3. That the Mayor and Clerk be authorized to sign the necessary documents.

10. PUBLIC MEETINGS

Formal Public Meeting

- a) Title: [Zoning By-law Amendment Z-23-02, Waterloo Infant Toddler Daycare Association, 372 Erb Street West](#) **Page 118****

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Waterloo is situated on the land traditionally cared for by the Haudenosaunee, Anishnaabe and Neutral Peoples.

We acknowledge the enduring presence and deep traditional knowledge and philosophies of the Indigenous People with whom we share this land today.

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This report has been provided for the purpose of informing and assisting the City of Waterloo to develop their 2023 – 2026 Strategic Plan.

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We believe that our analyses must be considered as a whole and that selecting portions of the analyses or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report.

Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.

Executive Summary

The City of Waterloo has engaged in the strategic planning process through workshops and focus groups, collaborator and community partner interviews, and community surveys. Waterloo’s community profile, including socioeconomic data and a review of local and regional strategies and reports have all been analysed to create this scan report.

This scan report will inform the development of the 2023-2026 Strategic Plan for the City of Waterloo. The following consistent themes throughout engagement are priority areas to be addressed through the strategic plan.

A Growing, Future Ready Community The City of Waterloo has continued to experience significant increases in employment, workforce, and population. Becoming a future ready community while managing growth and increasing services consistently with the change in the demographic makeup of the community will continue to be a priority. Some services are within Waterloo’s control such as Fire Rescue Services, while healthcare and planned regional hospital development are led by other partners.

A Centre for Innovation and Higher Education Waterloo’s identity is linked closely with the rise of innovative technology oriented educational institutions and businesses. Three leading educational institutions, the University of Waterloo, Wilfrid Laurier University, and Conestoga College have campuses in Waterloo. The global recognition of these educational institutions attract talent and contribute to a relatively young community in the region and supports a strong innovative ecosystem.

Sustainability as a Leading Value Community leadership and residents expressed the importance of Waterloo putting the values of sustainability into action and striving to meet climate target commitments and contribute to the achievement of the United Nations Sustainable Development Goals.

Affordability The COVID-19 pandemic has strongly influenced the housing market and inflation, causing widespread affordability issues, which the City has responded to by taking measures to support housing and homelessness efforts across the city.

Inclusive Services As a growing urban community, managing Waterloo’s socioeconomic dynamics is essential to its future prosperity. The establishment of the Indigenous Initiatives, Anti-Racism, Accessibility and Equity (IIARAE) division has initiated and consulted in important conversations about what it means for Waterloo to address systemic inequalities and honour reconciliation. Territorial acknowledgements, housing and homelessness initiatives, and inclusive community-based and municipal service delivery are essential to building the caring and equitable community that Waterloo strives to be

Neighbourhood Community Building Neighbourhoods are where people from a variety of countries gather, support each other, and live their daily lives. The experience of living in a Waterloo neighbourhood involves the engagement of residents, availability, and quality of municipal services as

well as thoughtful long-term density planning. A neighbourhood-based approach to municipal government actively encourages neighbourhood volunteerism, offers inclusive community facilities and services as well as nearby shopping, parks, active transportation networks and transportation system access, and other amenities.

Transportation, Infrastructure Development, and Renewal To meet the demands of Waterloo’s growing population, it is critical that infrastructure development and renewal follows a holistic approach, supports community wellbeing, and contributes meaningfully to environmental sustainability goals.

Recreation, Arts, Culture, and Heritage Providing recreational, arts, culture in its various forms, and heritage programming supports quality of life and place making for residents of Waterloo and visitors to the community. It is critical to consider residents’ diverse needs and experiences in the development of programming.

Purpose of This Document

The City of Waterloo 2023-2026 Strategic Plan is focused on shifting priorities toward action that is aligned with current issues for residents and businesses.

The City of Waterloo’s new strategic plan will balance innovation with sustainability, and a vision of service excellence with fiscal responsibility. This scan report includes a summary of previous strategies, plans, micro and macro trends, and socio-economic data to inform the direction and goals for the City of Waterloo. This strategic planning process is grounded in targeted engagement to ensure the Strategic Plan shares the feedback of local partners, collaborators, and residents and reflects local values and aspirations. All information generated from completed consultation activities and research (February 2023) is presented in themes in this report.

The scans and engagement summaries inform the report’s SOARR analysis at the community and corporate level by considering: Strengths, Opportunities, Aspirations, Risks, and Results. This foundational information helps to identify priorities, goals, objectives, and key performance indicators that will be included in the final strategic plan development.



Review of Strategies, Plans, and Current Situation – Key Takeaways

A strong, aligned policy framework is essential to the Strategic Plan’s successful implementation. This section summarizes municipal, regional, provincial, and national reports and policy documents in a common themes analysis.

The primary focus of the analysis is strategies, plans and policies from the last few years¹ which have been sorted to show patterns and common themes. These common themes represent the internal and external policy framework of the City of Waterloo and show their alignment with identified community priorities. The analysis identifies areas of importance that may not be reflected in the municipal policy framework. If the gaps continue to be reflected in upcoming research and community engagement, actions will be recommended to align policies with priorities.

The leading themes identified among the policies and documents examined include (in no order):

- Climate Change and Sustainability
- Transportation, Infrastructure Development and Renewal
- Recreation, Arts, Culture, and Heritage
- Housing, Community, and Neighbourhoods
- Reconciliation, Equity, Diversity, and Inclusion
- Health and Wellbeing
- Business and Economic Development
- Housing Affordability
- Digital Government
- Learning Community

Within these themes the impacts of the pandemic are noticeable, from freezing fees to supporting housing affordability, developing a Community Improvement Plan (CIP) specifically for COVID business support to absorbing increased construction and service costs, pandemic adaptation and recovery were all common discussion points in the reports and plans. **Appendix A provides a detailed review of key documents.**

¹ Exception was given to the 2012 Official Plan due to its importance as the city’s long-term planning guide for land use and development and the fact that it sets out policies that direct growth and change until 2031.

Community Profile

Informing the current situation analysis with key socioeconomic factors ensures the strategic plan considers high-level population dynamics that influence the community and its residents.

This section provides the key takeaways from an economic and demographic based analysis of the City of Waterloo provided in Appendix B. This was prepared to offer a snapshot of the socio-economic profile of the city and identify patterns of change and trends in relation to demographics, labour force characteristics, quality of place indicators, industry characteristics and the business climate in general.

Overall, the profile highlights that Waterloo is a well-educated community with a younger population and a higher share of newcomers² and non-permanent residents than neighbouring communities. Waterloo's businesses revolve around the knowledge industries, which stems from the population's high level of educational attainment.

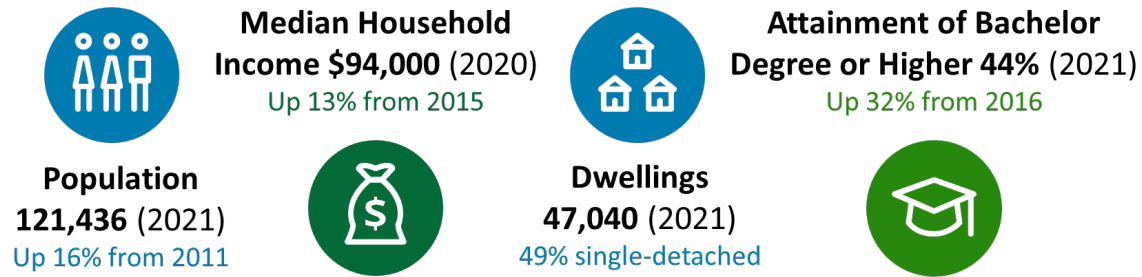


Demographics

Waterloo is home to a rapidly growing population, surpassing the growth rate of its neighbouring communities. From 2016 to 2021, the city has added more than 16,450 people or 15.7% growth. The city is projected to continue to see population growth, reaching 149,288 people by 2031 (23% increase), and 183,529 by 2041 (51% increase). Currently, Waterloo's population is comparatively young to those in the surrounding region, the province and Canada.

Waterloo has a high level of immigration relative to its neighbouring communities. Immigrants are important for communities as they bring their skills for the local labour market and bring new cultural events to the community to share with its residents. With Waterloo's diverse housing options such as semi-detached houses, apartments, row houses and movable dwelling making up over 50% of the city's dwellings, newcomers have more to choose from to meet their needs in Waterloo relative to other regions with primarily single-detached housing inventory.

² The term newcomer is used here in place of the word immigrant. Data utilized in this report is derived from Statistics Canada. Statistics Canada uses 'immigrant' as terminology in their reporting. The definition for immigrant from Statistics Canada is as follows: **Immigrant** refers to a person who is, or who has ever been, a landed immigrant or permanent resident. Such a person has been granted the right to live in Canada permanently by immigration authorities. Immigrants who have obtained Canadian citizenship by naturalization are included in this group.



Source: Statistics Canada, 2021

Employment

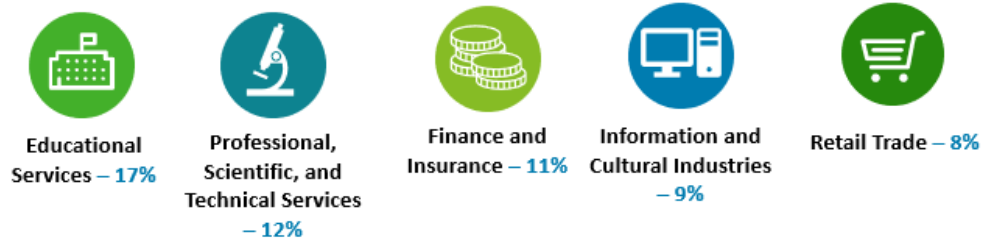
Waterloo welcomes more workers from other municipalities for jobs within the city, than the number of local residents who commute out of the city for work. Kitchener is the primary place of residence for many of these “imported” workers.

The employment composition in Waterloo suggests that the local economy has specialized in knowledge industries such as software publishers and computer systems design, and related services. Jobs in educational services account for 17% of the city’s jobs while professional, scientific, and technical services (12%) and finance and insurance (11%) round out the top three types of employment in Waterloo. Software publishers and agencies, brokerages and other insurance related activities are projected to experience the largest employment growth in the city, adding 1,373 jobs and 654 jobs respectively by 2028.

Top 5 Industries by Share of Workforce

Source: Source: Lightcast Analyst, 2022

City of Waterloo, Number of Jobs: 81,355 (2021)



Business Characteristics

Across Waterloo, there are 4,022 business establishments with employees and another 9,220 non-employer businesses with at least \$30,000 in annual sales, for a total of 13,242 businesses. Most of the businesses in Waterloo are small, with 53% of total businesses that have employees, employ fewer than five individuals and 84% of these businesses employ less than 20. The largest industry sectors by total number of businesses are real estate, rental, and leasing; professional, scientific, and technical services; and unclassified businesses. Waterloo also recorded a high concentration of finance and insurance, educational services, and health care and social assistance businesses relative to Ontario and Canada.

Top 3 Industries by Number of Businesses Source: Statistics Canada, 2021

City of Waterloo, Number of Businesses: 13,242 (Dec 2021) – 4,022 with Employees (30%)



Real Estate and Rental and Leasing – 3,010



Professional, Scientific and Technical Services- 1,867



Unclassified- 1,433



Quality of place

Quality of place refers to the physical environment features of a location, and the economic qualities that make a location a desirable, competitive, and vibrant place to live. Waterloo has established events for its residents that increase the connectedness between individuals in the community and improves the overall quality of place for the city. The city is also home to 23 public schools, with 20 being elementary and three being secondary schools, which give long-time residents and newcomers to Waterloo many choices of where they can educate their children.

The City of Waterloo has many other assets that contribute to its overall quality of place and services, including its parks, community and recreation centres, arenas and outdoor rinks, and pools and splash pads. With a young and growing population, these assets are critical to maintaining a positive quality of life for all residents of Waterloo.

Appendix C: Municipal Service Satisfaction Assessment (MSSA)

Objectives and Methodology

The purpose of the 2022 City of Waterloo Community Survey was to objectively measure satisfaction with municipal services and to understand community member priorities. This information will support the strategic plan by guiding the future actions of the City of Waterloo and allow them to continuously improve municipal service delivery.

The community survey was conducted using a Computer Aided Telephone Interviewing System (CATI), targeting randomly selected residents aged 18 and older from the City's population while using a mix of landlines and cellphone numbers. The survey ran from November 15 to November 22 and received a total of 535 completed interviews. Given the total number of completed surveys, the resulting maximum margin of error is +/-4.2% with a 95% confidence interval.

The survey data has been weighted by age and gender according to the 2021 Statistics Canada Census profile for the City of Waterloo to ensure the findings represent the population. Representative data is essential to produce an accurate assessment of the perceptions of the population of the City of Waterloo's community.

Key Findings

Below are some of the key findings from the responses to the survey, and detailed results are shown in the section that follows.

The phone survey demonstrates an overall high satisfaction with the experience of living in Waterloo, and City services were highly rated. This result indicates the need to continue investing in areas of strength and investigate services that residents identified for improvement.

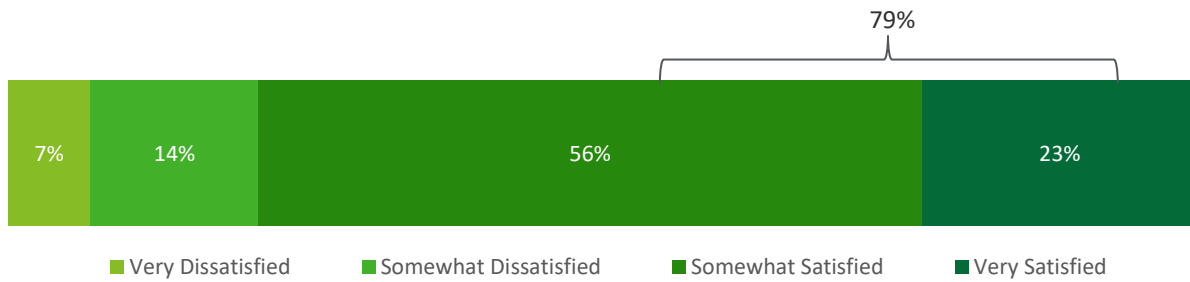
High ratings of quality of life: The vast majority of residents felt that there was a high quality of life offered in Waterloo. 93% of respondents reported being somewhat or very satisfied with the City's overall quality of life.

Good value received for taxes: A high portion of residents felt that they received good value for the taxes that they paid to the City, with 85% of respondents indicating that they received good value or very good value.

Budget spending: The survey results suggested that Waterloo residents generally supported the budget spending decisions made by the City. Among respondents, 79% were either somewhat satisfied or very satisfied that the City's spends its budget on the things that matter most in the community.

Satisfaction with services: There was 79% satisfaction among residents with the overall services and programs provided by the City. Among specific services, some of the highest levels of satisfaction were observed in Fire services (99%), City facilities (97%) and Libraries (97%). Areas with room for

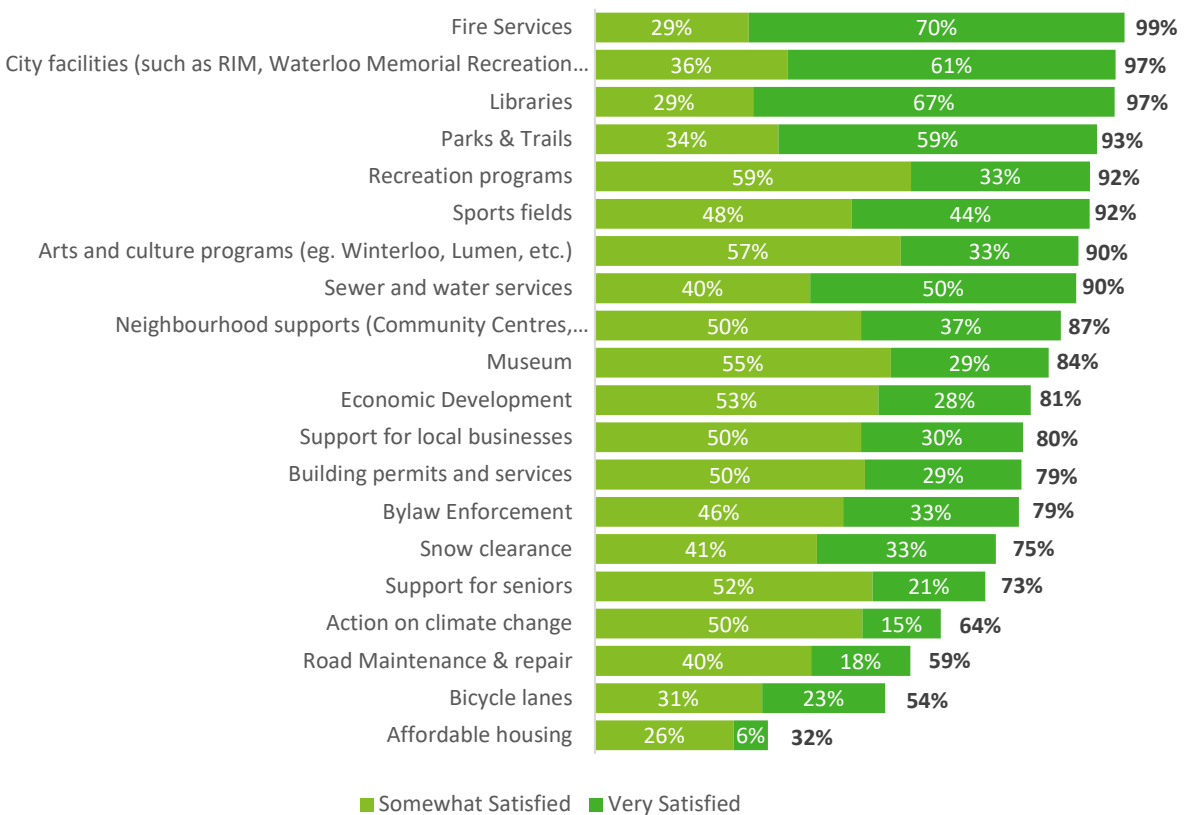
Figure 28: Satisfaction with the City's budget and spending (N=522)



Q6. Please rate your level of satisfaction with each of these services.

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.

Figure 29: Satisfaction with City Services (N=531)



Priority Matrix

Using respondents' satisfaction ratings of services provided by the City of Waterloo as well as their overall satisfaction with the City services, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics:

- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between the factor and overall satisfaction with the City. Attributes with a high importance tend to matter greatly for individual’s overall satisfaction.
- **Performance:** The percentage of respondents who were somewhat or very satisfied with the service provided by the City of Waterloo.
- **Priority rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are services where many respondents are not currently satisfied, and where there is potential to greatly improve their overall satisfaction.

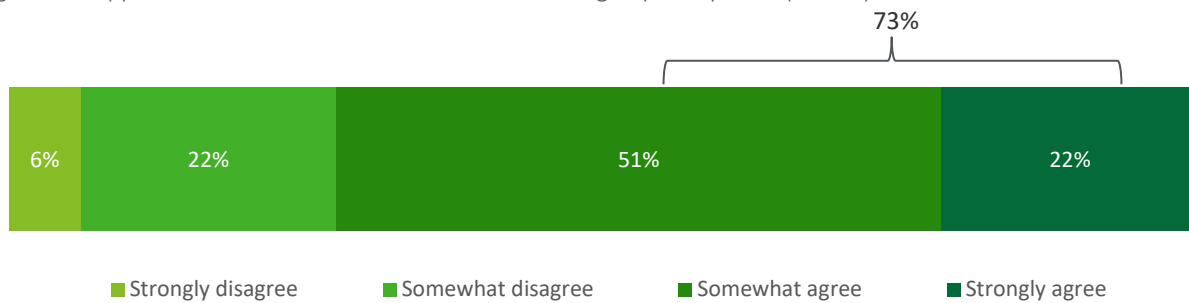
The top five priority services include affordable housing, road maintenance and repair, bicycle lanes, action on climate change, and snow clearance. By making improvements to any of the high priority services, the City can expect overall satisfaction among community members to improve.

Service	Performance	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 (e.g., 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

Q7. Do you agree or disagree that the municipality provides sufficient opportunities and information to allow you to meaningfully participate and engage with the City?

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

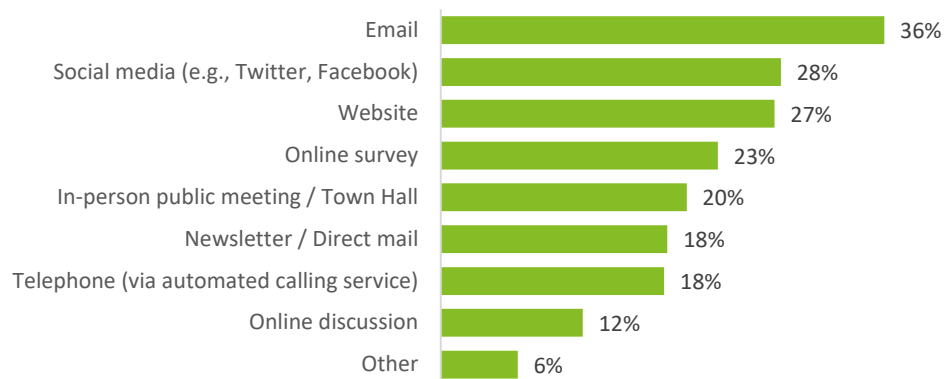
Figure 30: Opportunities and information to allow meaningful participation (N=353)



Q8. What is your preferred method(s) of communicating and engaging with the City of Waterloo?

Respondents most commonly noted that email (36%), social media (28%), and the City website (27%) were their preferred methods of communicating and engaging with the City of Waterloo.

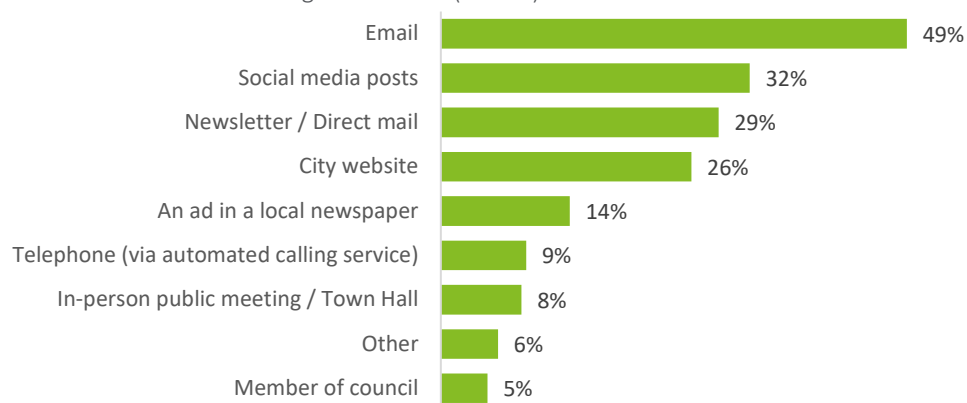
Figure 31: Preferred methods of communicating with the City (N=535)



Q9. What is your preferred method(s) of receiving information such as events, programs, and budget from the City of Waterloo?

Respondents reported preferring email, social media posts, and newsletter/direct mail as methods to receive information on events, programs, and budget from the City.

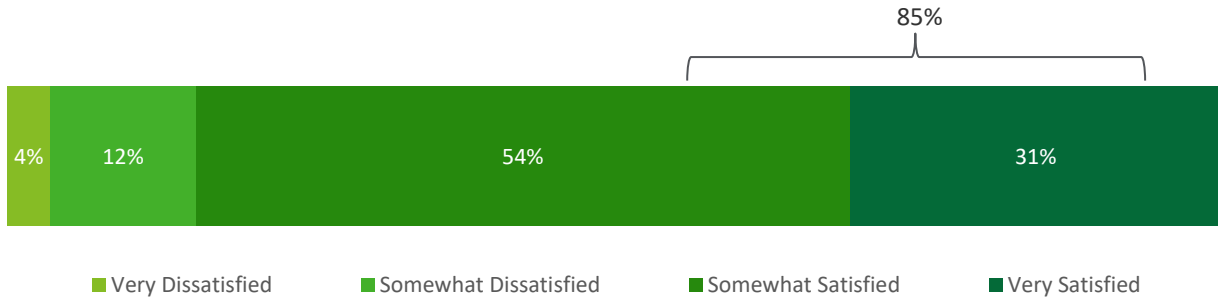
Figure 32: Preferred methods of receiving information (N=535)



Q10. 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.

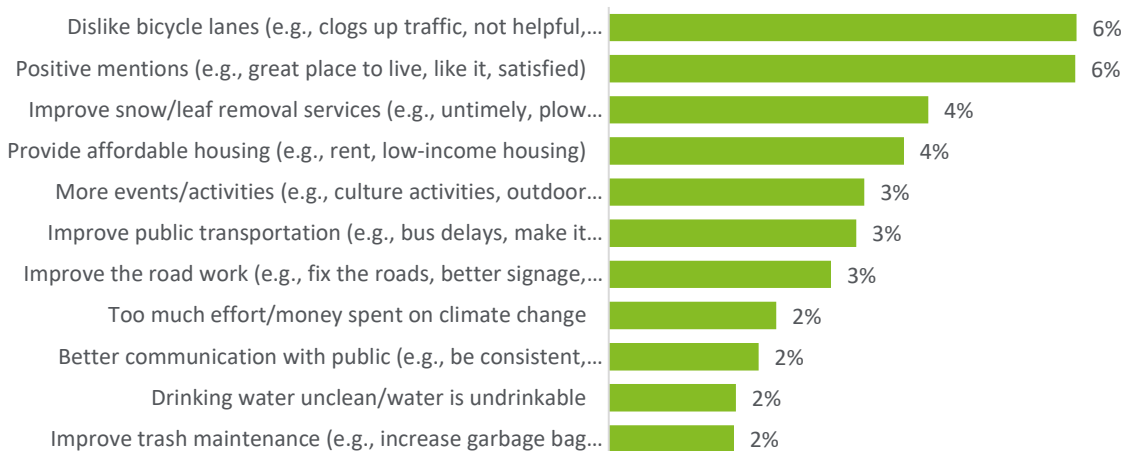
Among residents who were aware of the digital services provided by the City, 84% were somewhat satisfied or very satisfied with the offerings.

Figure 33: Satisfaction with digital services (N=478)



Q11. 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?

Figure 34: Other comments (N=535, open text coded)



Demographics

Various demographic questions were asked of respondents to assess any underrepresented groups. The results to these questions are shown below.

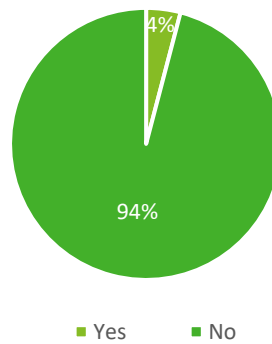
D1. How do you describe your gender identity?

Figure 35: Gender identity (N=477)



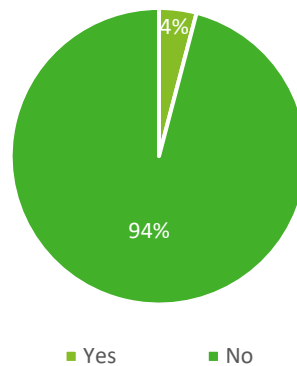
D2. Do you identify as a member of the 2SLGBTQ+ community?

Figure 36: Respondents who identify as a member of 2SLGBTQ+ community (N=477)



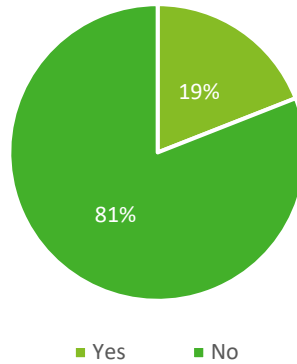
D3. Do you identify as a visible minority?

Figure 37: Respondents who identify as a visible minority (N=477)



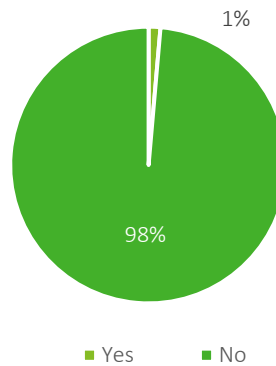
D4. Do you identify as someone with a visible or invisible physical or mental health condition?

Figure 38: Respondents who identify as someone with a visible or invisible physical or mental health condition (N=471)



D5. Do you identify as Indigenous to North America? Indigenous here is defined by First Nations, Inuit, and Métis.

Figure 39: Respondents who identify as Indigenous to North America (N=477)



Appendix D: Online Public Engagement - Engage Waterloo

Objectives

The City of Waterloo is working towards developing a strategic plan to help guide the Municipality in its decision making and planning processes for 2023-2026. The purpose of this survey was to identify community challenges, aspirations, and opportunities to inform the City's strategic planning process. The survey was hosted on the City's public engagement platform, Engage, from November 28, 2022 to February 10, 2023, and received 341 responses. These responses do not include the diversity, equity and inclusion responses or the hard copy surveys submitted by IARAE.

Key Findings

Below are some of the key findings from the responses to the survey, and detailed results are shown in the section that follows.

Visions for the future – When asked about their vision for the community of Waterloo in 5-10 years, respondents most commonly mentioned that they hoped for a walkable/accessible City (31%). Respondents also noted more green spaces and improved parks/trails (28%), and affordable housing (27%).

Top Challenges – Community members most frequently stated a lack of affordable housing (24%) and poor infrastructure and City planning (20%) as top challenges to achieve their future vision of Waterloo.

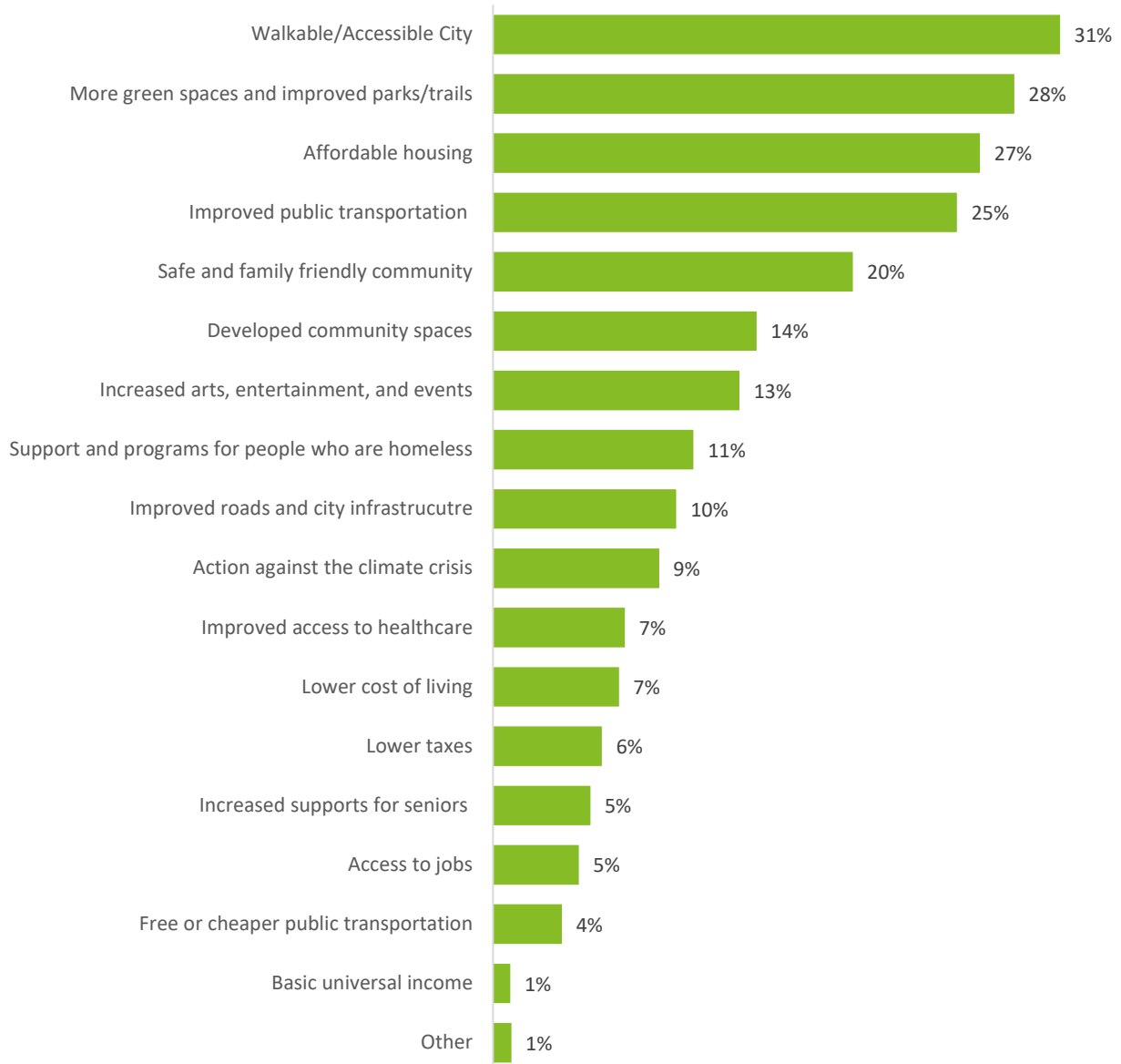
Priorities – When asked about their top priorities for the City, respondents commonly mention public transit and pedestrian infrastructure (31%) and affordable housing (30%).

Detailed Findings

Q1. Thinking ahead 5-10 years from now, what do you want the community of Waterloo to be like?

In 5-10 years, respondents most commonly envisioned a more walkable/accessible City (31%), more green spaces improved parks/trails (28%), and more affordable housing (27%).

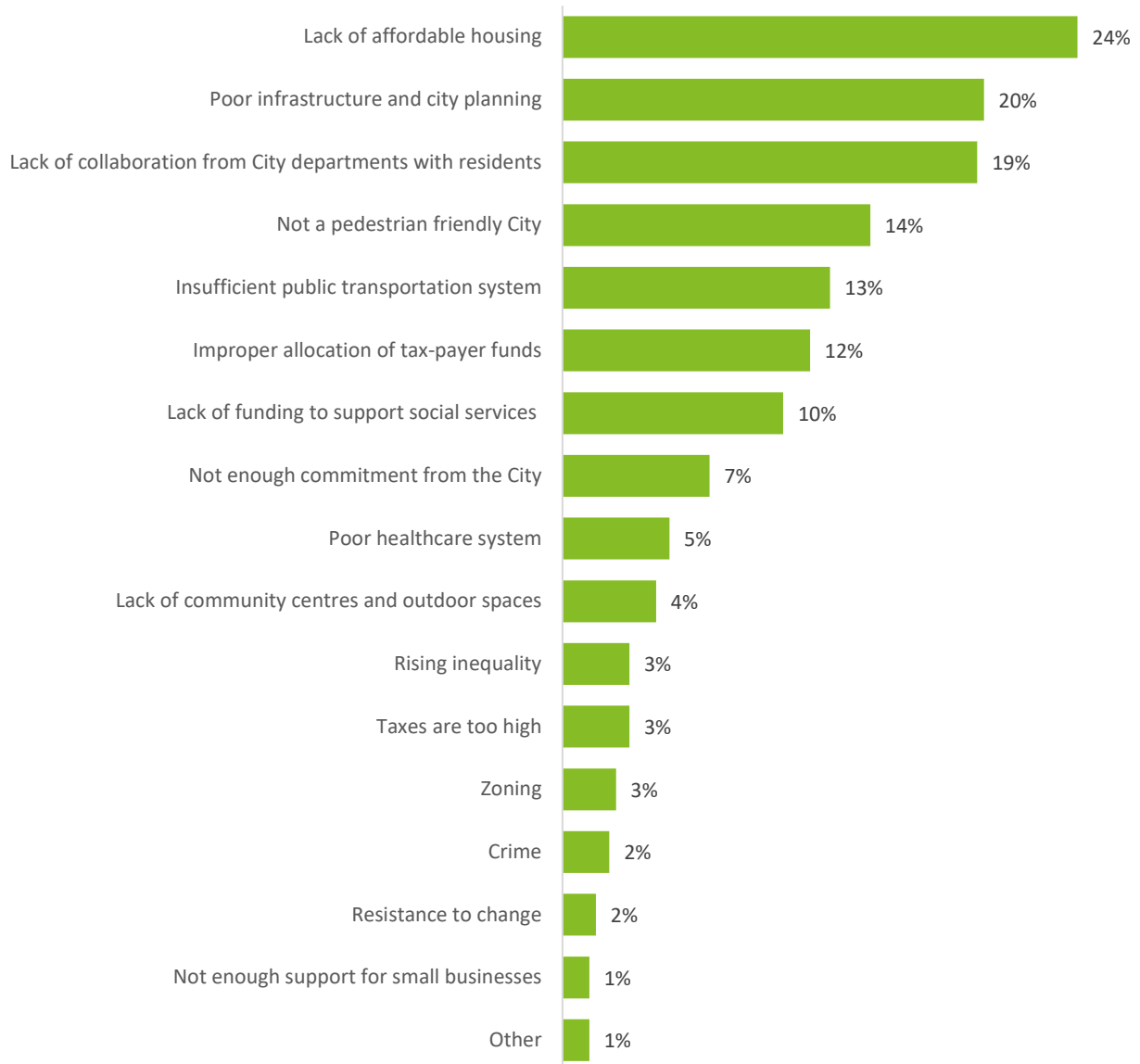
Figure 40: Future vision for the community (Open text coded, N=341)



Q2. What are the 3 biggest challenges to achieving your vision for Waterloo? Are there other challenges facing the City that need to be considered?

The top challenges mentioned by respondents included a lack of affordable housing (24%), poor infrastructure and City planning (20%), as well as a lack of collaboration from City departments and residents (19%).

Figure 41: Top challenges to achieving future vision of Waterloo (Open text coded, N=318)

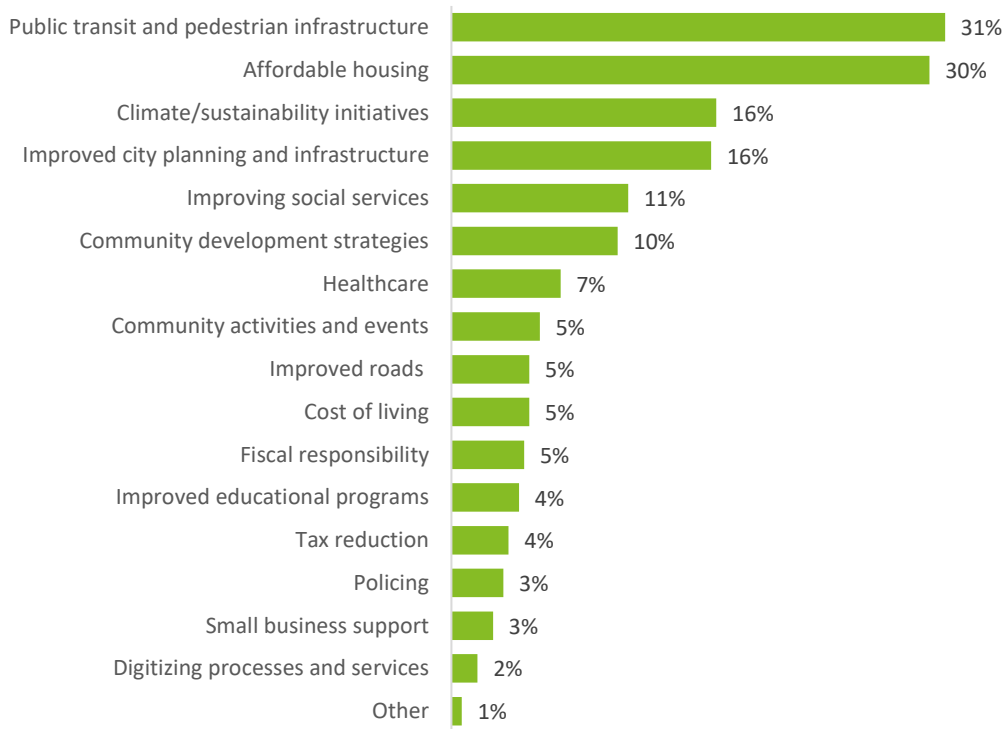


Other responses include Bill 23 and Waterloo being a transient City.

Q3. Considering your vision for Waterloo and potential challenges, if you were pitching your top 3 priorities for the next few years to the City, what would they be?

The most common top priorities for the next few years include public transit and pedestrian infrastructure (31%) and affordable housing (30%).

Figure 42: Top three priorities for the City (Open text coded, N=311)

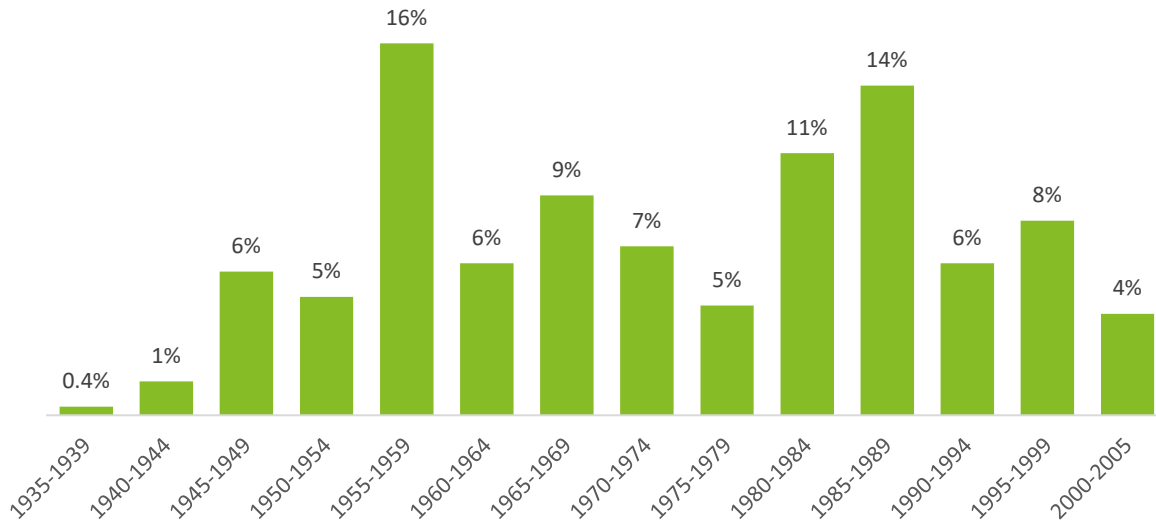


Other responses include more waste bins and off-leash dog parks.

Q4. What year were you born?

Respondents represented a wide range of age groups within the City of Waterloo.

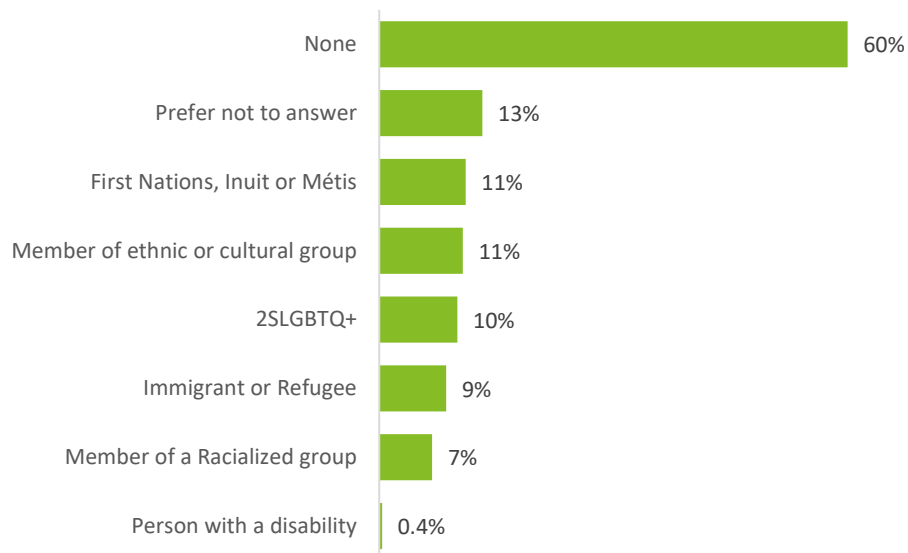
Figure 43: Birth year (Open text coded, N=280)



Q5. Do you identify as a member of any of the following groups? Select all that apply.

Respondents represented various demographic groups within the City of Waterloo.

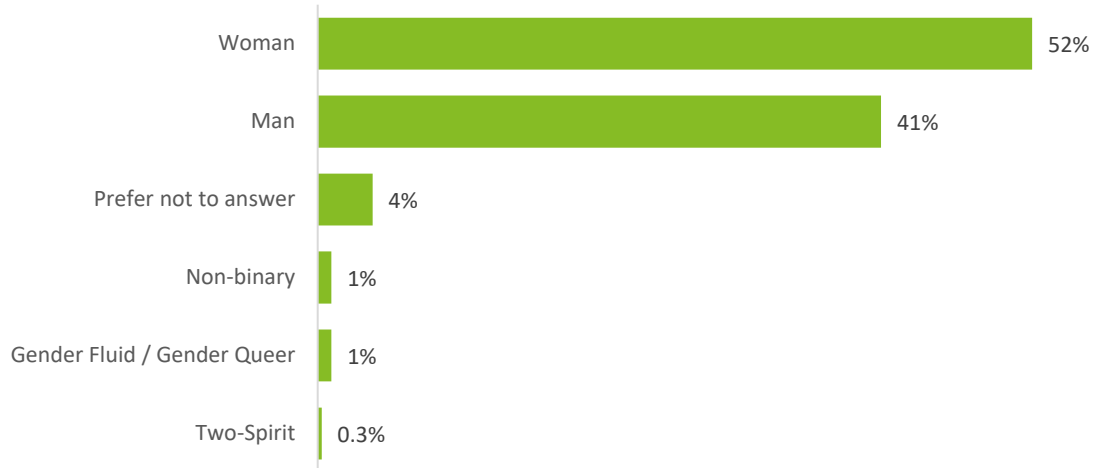
Figure 44: Membership in marginalized groups (N=280)



Q6. Which of the following best describes your gender identity? Select all that apply.

52% of respondents identified as women, 41% identified as men, and less than 3% identified as non-binary, gender fluid/gender queer, or Two-Spirit. No respondents surveyed identified as transgender.

Figure 45: Gender identity (N=280)



Appendix E: Partner Targeted Outreach and Engagement - Interviews

This section summarizes the interview responses from Waterloo’s community partners and collaborators. Many partners and collaborators that were interviewed are primarily located in Waterloo, while some are geographically located in surrounding municipalities, but provide services to the broader community. Partner representatives include:

- Local post-secondary institutions - the University of Waterloo, Wilfrid Laurier University, and Conestoga College
- Arts and culture organizations such as the Canadian Clay and Glass Gallery and Pat the Dog Theatre
- Regional municipalities and support organizations such as, Uptown Waterloo BIA, City of Kitchener, Township of Woolwich, Township of Wilmot, Waterloo Economic Development Corporation (WEDC), and the Region of Waterloo
- Organizations serving equity-deserving communities including Adventure4Change, Canadian Mental Health Association Waterloo Wellington, KW Habilitation, Spectrum and Healing of Seven Generations
- Collaborators - the Perimeter Institute, CIGI, and Explore Waterloo Region.

These interviews gathered feedback on strengths and opportunities to better understand areas where the City could improve. This feedback will also inform the City’s mission, vision, values, objectives, and priorities. Common themes that emerged from the partner engagement include:

- Waterloo is best known as a technology driven innovative city
- The most prominent concern of partners and collaborators is housing availability and affordability
- Waterloo should invest in social, physical, and economic infrastructure that is equitable
- To respond to future growth, stronger transportation options are required for connections with other regional municipalities and within the city limits
- There are concerns regarding the lack of diversity, equity, and inclusion throughout many aspects of life within Waterloo, as well as a lack of action on Reconciliation

Below is a summary of themes and common topics that emerged from the conversations with community partners and collaborators.

When you think of the community of Waterloo, what comes to mind as the top strengths and challenges?

Strengths

The top strength of Waterloo that was mentioned by community partners and collaborators was the technology and IT sector within the city, and the ability to attract talent and businesses in these sectors. Supporting this strength is the proximity to the world-class post-secondary institutions that exist in Waterloo and its neighboring communities.

Additional strengths that community partners and collaborators discussed are the upgrades to the Waterloo Memorial Recreation Complex and events such as the Lumen Festival, which make Waterloo an appealing City for the recreation and arts and festival amenities offered to residents and visitors. Some of the community partners spoke of Waterloo as a great place to raise a family for its affordability compared to the Greater Toronto Area. Additionally, the diversity of artists in the city was identified by partners and collaborators as a strength for the city.

Challenges

Numerous challenges were identified by community partners and collaborators. The most repeated topic was the lack of availability and the affordability of housing in the city. There is an extreme lack of accessible housing that can accommodate people with physical disabilities in a safe and inclusive way. Some adults with disabilities continue to live with aging family members because other appropriate housing options do not exist. This lack of accessible housing is paired with the isolation that comes from a lack of visitable housing (people with physical disabilities cannot easily visit homes with steps, without elevators). While the City policy framework (one of the first in the province) is in place for visitable housing the actual volume of properties built with this requirement remains limited. Conscious inclusive design is needed to also assist everyone to age in their dwellings. Tenant supports are lacking in the City, and many community members are left on their own to address issues with their housing when dealing with an unresponsive landlord. In addition, community partners discussed how more supports are needed for people who can potentially lose their housing, such as harm reduction, supports for people experiencing mental health challenges or addictions and supports for 2SLGBTQ+ people who have lost their housing because they are not accepted by their families.

The high cost of living has been particularly hard on populations such as seniors, people living on low employment income or social assistance, students, and newcomers to the city. Community partners would like the City to support community-wide issues like food insecurity, housing affordability, affordable transportation, and childcare affordability – any aspects that influence the cost of living. Community partners and collaborators spoke of a 'Not in My Backyard' attitude in Waterloo, and of how it is negatively impacting the City's ability to meaningfully and positively address issues concerning the cost of living and equity.

Community partners serving Indigenous communities discussed how the City needs to demonstrate commitment towards Reconciliation. For example, Indigenous communities have expressed the need for municipal-owned property to support social and ceremonial needs as there is very little outdoor space available to support these uses. During the engagement process, Indigenous-led community partners spoke of a lack of respect towards Indigenous communities demonstrated in the very limited to no resulting actions for funding of services specifically designed for these communities compared to mainstream organizations doing this type of work.

Community partners discussed their concern with the City's limited investment in equity-deserving communities, which has resulted in these communities feeling unwelcome in City-owned facilities and spaces and processes. A prominent example is the centralized approach Waterloo takes with 'community centres' being part of large recreation facilities. In other communities decentralized community centres are attractive particularly to families since they typically offer free services like internet, computers, phones, and programs and services offered by organizations experienced in serving equity-deserving communities. The lack of these community spaces in Waterloo results in equity-deserving communities not being able to afford programs and services offered by the city and feeling that their needs are not prioritized. Further to this is that equity-deserving community members do not see themselves represented in the composition of staff at the City.

A lack of investment is also felt amongst some of the community partners interviewed, including Indigenous-led organizations and organizations serving Black and racialized communities and those serving people with disabilities to fund staffing resources and workspaces.

Disinvestment in social and economic infrastructure and a lack of inclusivity has been cited by community partners as main reasons for the "brain drain" currently occurring in Waterloo; where groups like students and members of

the 2SLGBTQ+ community are left to look to other communities to feel welcome and a sense of community. Related to this is a sense from partners that the City could do more to support the needs of students as they are residents even though some are temporary.

Community partners discussed the increasing occurrences of hate crimes, particularly towards Indigenous communities, faith communities, Black communities, and the 2SLGBTQ+ communities. The City is being asked to help address events of racism and hate.

In addition, community partners spoke of a lack of visibility of equity-deserving communities outside of the Uptown core where there the City has installed symbols of inclusion like the Rainbow crosswalk. To help support this, some would like to see more opportunities for residents to take place in events outside of Uptown; this could be in parks or in connection with neighbourhood associations to increase awareness of 2SLGBTQ+ people.

Being explicit in mentioning the 2SLGBTQ+ community beyond just ‘equity and inclusion’ in communications and policy is also important to community partners and collaborators as the language can be used to attract people from this community and show that Waterloo is a safe place for them to live, work, play, and learn. Community partners also discussed how communication about programs, services and employment opportunities by the City such as social media are not readily available for all community members. In addition, information that is posted in City facilities like Albert McCormick Community Centre (AMCC) is not used by racialized and other equity-deserving communities because they feel unwelcome to enter those spaces.

Community partners and collaborators also mentioned that there is poor funding for arts and culture within Waterloo. To continue providing a high quality of life for its residents the community requires additional funding for arts and culture organizations and projects throughout the city.

Transportation in and out of Waterloo was also identified by community partners and collaborators as a challenge. The most common city that partners and collaborators would like better transportation connections with is Toronto, and more specifically, Toronto Pearson International Airport. Ensuring that transit is accessible to people with disabilities and that it is available outside Waterloo City limits such as Elmira and St. Jacobs is important, as is consistent snow clearance to allow sidewalk users to move around the city safely.

Partners and collaborators also mentioned that the city has physical growth constraints which limit its ability to meet growth targets for the city set by the province.

How might the City of Waterloo support current community challenges through this Strategic Plan?

Key to the implementation of this strategic plan and future projects at the City is accountability. Community partners interviewed stressed the importance of the City acting on the feedback that has been provided on this and previous opportunities for engagement, and on continuing conversations and opportunities for decision-making for people with lived experience. The City is being called by partners to work on developing respectful and reciprocal relationships with community partners in order to build trust.

Community partners offered solutions to address the challenges that the community is facing. One of the most common points made is that addressing any issue in the City will require appropriate collaboration with entities across the City and region. One potential area for collaboration is community engagement. Some of the community partners and collaborators spoke of how they have received requests for engagement from Kitchener, Waterloo, and the Region of Waterloo around the same and/or for similar questions. To reduce overburdening the community, it is requested that area municipalities and the Region of Waterloo collaborate on engagement. Community partners discussed how they envision the City as a community hub or connector to help bring sectors

and systems together to address challenges rather than working in silos, especially for involvement in the implementation of the strategic plan.

In regard to engagement and decision-making, community partners spoke of how the City needs to lean in to community members using services to ask how the City can best address their needs, and remunerate them for their expertise. In particular, Indigenous-based methodology should be acknowledged and appropriately resourced by the City. To demonstrate a commitment to Reconciliation, the City should promote and support Indigenous-led organizations, and City liaisons should advocate alongside Indigenous communities for their identified needs.

To help support individuals and families with the high cost of living, community partners would like the City to prioritize investment in equity-deserving communities and the organizations that serve them. One example of this is partnering with community organizations to provide mentorship and employment opportunities at the City for people with intellectual disabilities. Resources the City can provide to organizations like funding for staff supports and programs and workspaces free of charge and partnering with community organizations to provide programming that is affordable and tailored to the needs of each community. For example, community partners shared their desire for programs that are for people with similar learning styles rather than categories of people. As an example, a community partner serving people with disabilities discussed programming that benefits people whose primary language is not English. Community partners serving Indigenous communities have spoken of the importance of multi-generational programming; this was echoed by other community partners who discussed building communities with people across the lifespan in mind.

Community partners encouraged the City to invest in making City facilities welcoming and inclusive, such as gender-neutral facilities, and to help increase visibility of equity-deserving communities by, for example, installing and maintaining symbols like the rainbow crosswalk, raising the pride flag, and other symbols of inclusion that make equity-deserving communities feel safe and welcome. In order to provide inclusive services, community partners recommended training for City staff on matters of Reconciliation, accessibility, and appropriate service to equity-deserving communities. Community partners also stressed the importance of City staff being representative of the people that are being served; strategies to address the lack of representation is to partner with community organizations serving equity-deserving communities to share information about job postings, to support community members in skill building and mentorship opportunities at the City, and to support community members with intellectual disabilities to apply for job and volunteering opportunities at the City. In relation to employment, community partners would like the City to focus on attraction and retention of equity-deserving staff. Initiatives like Affinity Groups can help equity-deserving staff feel a sense of belonging in the workplace.

Fostering a safe, healthy, and active community was important to community partners and collaborators. Community partners spoke about the importance of neighborhood pride and strong connections between neighbours. To support strong, connected neighborhoods, community partners encouraged the City to work more on neighborhood associations, consider how programs, services and city infrastructure can build communities beyond those of white, privileged backgrounds and to be thoughtful about the long-term impacts of decisions on neighborhoods. Community partners also shared how community building at the neighborhood level can result in programs like community markets and other ways to bring people together, and build natural, informal networks between neighbors. Building infrastructure that can help address climate change and support an active community is important to community partners and collaborators; actions identified to help address this include supporting LRT connections within the tri-city area, communicate the benefits of intensification, and better and responsive snow clearance. Some community partners and collaborators also mentioned that funding to arts and cultural organizations have stagnated over the past several years and increasing funding for them can help support a more vibrant city and increase the quality of life for its residents. In order to demonstrate commitment to Reconciliation, it is important for the City to provide Indigenous artists with a platform.

Some community partners and collaborators also identified that the City could become more business friendly, adopt faster permitting processes, attract higher value-added businesses and help existing companies scale.

What role do you think quality of life should play in the City’s future planning? What can the City do to support/facilitate this?

Partners and collaborators generally agreed that quality of life should be considered in the City’s future planning since it impacts the attraction and retention of its businesses and labour pool. To support this, some partners and collaborators would like to see Waterloo become carbon neutral and address sustainability in the City’s existing physical infrastructure. To help support the increase in quality of life, partners and collaborators would like to see the continued development of recreation amenities such as expanding the trail system to help facilitate the transition to bikes and scooters from motor vehicles to reduce vehicle emissions, continue to develop community infrastructure such as the cricket pitch to support EDI and inclusion, and continue to develop strong events such as the Lumen Festival. All amenities that are developed should reflect the community that is living in Waterloo so that everyone feels included.

Beyond developing additional recreation amenities and community programming, partners and collaborators would like to see Waterloo take on affordable housing initiatives, link public transportation to neighboring communities in a more comprehensive manner, and for the City to plan and build ‘15-minute’ communities to decrease the reliance on motor vehicles throughout the city.

Considering the community’s anticipated economic growth, what is needed to support the business and development community in Waterloo?

Partners and collaborators had a wide array of ideas to support the business and development community in Waterloo as the city anticipates future economic growth. Encouraging densification within appropriate areas of the City is important to partners and collaborators and is particularly pronounced as many also mentioned that Waterloo is out of land to expand. Partners and collaborators also identified increasing the coordination of strategic planning and collaboration between Kitchener, Waterloo, and Cambridge as a crucial factor when planning for future economic growth. Partners and collaborators would also like to the City be responsive to the unique needs of businesses and organization that exist within the city and to prioritize investment attraction. Ensuring sufficient tax incentives and matching grants was identified by partners and collaborators as other considerations to help attract new entrepreneurs to Waterloo and support in continuing to build the entrepreneurial ecosystem.

Protecting green spaces, beautifying streetscapes and the public realm, and supporting and building capacity to support the newcomer population to Waterloo were also identified as important considerations for future economic growth by partners and collaborators. In addition, some would like to see support for local campaigns run by the City and have additional programming in Waterloo Public Square.

What community-based services or activities are most needed to respond to the future growth needs of Waterloo?

The most common community-based service or activity that is most needed to respond to the future growth needs of the community was further developing transportation connections with outside communities and within Waterloo itself. This included enhanced service to Toronto. Partners and collaborators also would like to see an improved healthcare system in and around Waterloo, this includes building ‘15-minute’ communities so that all residents have easy access to doctors and medical facilities, so residents do not have to leave their community. Additionally, developing stronger minimum housing standards for rental units for low-income residents was identified as a key consideration for the City.

Providing additional services that reflect the needs of minority communities is also important as there has been more racism coming forward within schools. Support provided should reflect all four economic quartiles and meet the needs of diverse cultural and religious groups. Language programming was mentioned by partners and

collaborators and includes either translation services so that City materials are provided in all residents' first languages or additional first language programming for residents (ex. yoga that is provided in Japanese). Others would like to see the City create opportunities where residents are not dependant on paid staff and instead be better connected with others in their own neighbourhood when they need support.

How can the City best support the efforts of partners in serving constituents of Waterloo?

To best support the efforts of partners within and around the City of Waterloo, the City should ensure that there is access and communication from councillors for residents and businesses to voice their concerns and suggestions. Improving the advocacy from the City to other partners such as the provincial government or other funders was also identified as a crucial action that the City can do to support its local partners. Partners and collaborators would also like to see the City be adaptable and transparent when adjusting policies and become a faster moving organization that allows more outside influence in its decision-making.

The City of Waterloo should ensure that they understand the strengths of all their partners to facilitate stronger collaboration within the City and the Region. It is understood that not all partners will be open to collaborating immediately, so it is important for the City to create trust between organizations so that partnerships can be formed to meet their mutual goals and objectives. Partners and collaborators would also like the City to take a lead role in addressing homelessness as it is a complex issue and requires strong collaboration from many partners.

Are there ways you and your organization wish to further foster a relationship with the City of Waterloo?

Many organizations and individuals that were interviewed indicated that they had a strong pre-existing relationship with the City of Waterloo and would like to continue to foster and build upon their relationship into the future. Maintaining alignment between the City and its partners is crucial when furthering the development of these partnerships. Some identified that sometimes the processes within the City get in the way of finding appropriate solutions and that they would like to see the City take an approach that prioritizes solutions where possible. Some would like to develop stronger partnerships and communication between the City and community organizations, and have the City take a holistic approach rather than silo-like nature for partnership and think of the City like a hub, or a connector for the community.

It is also important for the City to develop further understanding with its municipal neighbours and develop a single plan and vision for growth along the borders of the jurisdiction. The City should also strive to continue building strong relationships with businesses around Waterloo. Developing further partnerships with local schools is also a gap that the City can fill to help address the community service gaps where a new community centre may not be feasible.

Thinking ahead 10 years, if Waterloo is the place to be, what are we known for?

Partners and collaborators held a wide range of aspirations of what they would like Waterloo to be known for in 10 years. Most commonly, they wanted Waterloo to be known as an innovation, education, research, and technology hub where its innovators and researchers develop solutions that solve issues across many impact areas. One area that was important to many was the sustainability of the environment and they wanted Waterloo to be known for taking significant climate action to protect the future. Partners and collaborators also wanted Waterloo to be known as a wonderful place to raise a family that provides strong cultural amenities and be a destination for tourism. Becoming an economically diverse city beyond just the technology and innovation was important to many, while also understanding the unique role that the world-class universities have here. Partners and collaborators would like to see the City of Waterloo work in lockstep with its universities to develop new partnerships to create a stronger community that is inclusive and welcoming for all. Partners and collaborators would like to see Waterloo become a city where people want to live, work, play and learn while continuing to grow with affordable and attainable housing. Partners and collaborators also envision Waterloo as a city where everyone belongs.

Appendix F: Engagement Workshops

Five workshops were completed jointly by Deloitte and the City of Waterloo with community groups and residents to inform them on the development of the Strategic Plan and to gather a stronger understanding of how they view the community, what services work well, and what their vision for Waterloo is over the next 5-10 years.

Below are the questions that were asked and the key themes that emerged from the conversations.

When you think of the community of Waterloo, what comes to mind as our top strengths?

- Neighbourhood supports. There could be more consideration from the City for health care, mental health supports on a neighbourhood level, follow up services.
- Care supports such as mobile unit to assist with snow clearance, companionship, as an alternative addition to physical places / centres, occasional support when needed.
- HCCS – Meals on Wheels offer some services, but more can be offered to those who are needing services in other places such as the hospital.
- Reduced fees on set days for community facilities for senior residents
- Transit system. Waterloo is a small metro region to have an LRT system and is a great system to support movement of people.
- Post-secondary educational opportunities.
- Diversity in the community and sense of community amongst various areas that make up Waterloo.
- Waterloo as an innovative community
- A safe community.
- Ability to be in proximity to various services in a walkable range.
- Diversity both culturally and generationally within the City of Waterloo, particularly given the small nature of the city.
- Efforts made by the City with respect to sustainability.
- Has a notable presence of a tree canopy.
- Waterloo Park.
 - Nice trails and various pathways to enjoy
 - Various activities
 - Proximity to universities
 - Reflective of the community
 - Mature trees in the park

When you think of the community of Waterloo, what comes to mind as our top challenges?

- Encampment and housing issues. Some people leave the hospital and have no housing, and their family may not be able to provide care.
- Lack of housing options.
- Disability supports limited if residents do not have savings.
- Transportation.
- More affordable public transit with longer transfer allowance.
- Increase wages for staff to address ongoing costs of living.
- Removal of snow for pedestrians.
- How the city is being developed for the future.
 - Going about development for density but does not seem to be well planned.
 - Ongoing construction causes disruption and noise to neighbourhoods.
 - Need to consider how the future will look.
 - High density towers near the universities seem haphazard and are not visually appealing.
 - Demolition of older homes to make way for new homes seems careless and problematic.
- Student housing continues to be scarce and unavailable.
 - Student housing should be more spread out for even distribution to avoid increasing heights of towers.
- Development is our biggest challenge.
 - Emissions caused by development.
 - Housing costs continuing to climb.
 - Development should be made along transit lines rather than expanded to support 15-minute city concept.
 - Ensuring there is a variety of housing options - not just one bedrooms or large homes.
- Government relations - having effective relationships with the province and municipalities, specifically following provincial legislation such as Bill 23.
- Challenges resulting from Bill 23 and 39 and impacts to the environment - restriction of guidance from authorities like Grand River Conservation Authority.
- There is no clear definition for what affordable housing is. An inventory of affordable housing stock in Waterloo should be created.
- City budgetary challenges that will come with expansion of the City.
- Sense that developers appear to have control rather than the city/residents.

What is your experience using City of Waterloo services and programs?

- Some learn of services of the City from posters, radio, television, neighbourhood associations, web searches, or through word of mouth.
- Schools, universities, and other organizations use community centres, churches, libraries, and secondary schools to host events and programs.
- There are opportunities for external service providers to provide programming in other locations
- Some would like to see buddy funding for support persons to attend services and programming with disabled individuals. Kitchener has a program similar to this that could be implemented.
- It was challenging to initially register with recreation centres and get used to the online system they use.
- Getting a library card was simple and received support from staff on how to use the system.

- People who run services and programs are generally friendly and helpful.
- There is a preference for the City website to be the primary source of information. Not everyone uses social media.
- There could be a weekly email blast with a summary of what is going on in the City for its residents.
- The payment portal for taxes and similar items was easy to navigate.
- Notable level of safety in bike lanes compared to other larger municipalities. There have been some concerns during winter specifically with snow clearing efforts.
 - There could be improved connectivity of bike lanes as there is a lack of linkage amongst the lanes.
 - Pedestrian walkways alongside cycling lanes feel safer than sidewalks near streets - concerns with drivers and safety.
- Appreciation for recreation facilities such as the WMRC pool.
- A greater network (such as the Spurline Trail) to provide connectivity across the City and neighbouring municipalities.
- Appreciation for Waterloo Public Square activities and events.
- Appreciation for drop in programming though demand seems to be outpacing capacity.
- Snow clearing improvements - doing well compared to others but needs to continue to see improvement (specifically in Uptown, and crossings/pedestrian heavy areas of the city).
 - Efficiencies in ticketing during snow events - fair application to all regardless of rental developments/condo developments.
 - Utilizing less salt for snow clearance given environmental impacts.
- Noted reduction of garbage cans in public spaces has resulted in an increase in littering.
- There is a need for improved transit for seniors to the pavilion and WMRC - to address accessibility needs (closest stop is Westmount/FDB drive)

In 5-10 years, how would you describe an ideal life in Waterloo? Consider your ideal situations for work, life, and play, help us understand your vision.

- Improved urban transportation.
 - Improved urban life with a walkable core neighbourhood.
 - Improved access to transit to get to other nearby cities such as Kitchener and avoid using personal vehicles.
 - Improve airport connections to major Canadian hubs.
 - Improve high speed rail connections to London and Toronto.
 - Utilize electric buses to improve environmental sustainability.
 - Universities and other major assets contribute to walkability of the City.
- More walkable areas that are safe for pedestrians/cyclists/those with accessibility challenges.
 - Safe and accessible pedestrian walkways.
- Embracing sensible intensification of development within neighbourhoods.
 - Look to medium density across the city rather than high density in select areas
- Improve natural assets of City.
 - Improvements to Waterloo Park such as adding trails in wooded areas or the creek.
 - Increase and improve hiking spaces and trails, along the river with connections to St. Jacobs.
 - Increase in community gardens around the city.
 - Greater protection for trees, specifically mature trees.
- The city is an affordable place to live.

- With affordable housing that can bring people back to Waterloo that moved away due to costs.
- Environmental sustainability.
 - Look at sites that need redevelopment and determine how to keep them as environmentally sustainable as possible.
 - Renewable water – e.g., catchment for grey water on large buildings
 - Create rooftop green spaces.
- Be a quiet city that does not embody the hustle and bustle of major cities.
- A place to call home with stable employment, enjoy life and ample recreation opportunities.
- Stronger awareness of holistic health, physical, mental, financial, etc.
- Stronger use of school infrastructure such as bilingual services in gyms or art galleries.
- Improved health services and access to health care professionals.
- Greater diversity in public art that is beyond metal and brick.
- Improved City infrastructure - roadways, water lines, and septic lines.
- More pedestrian only streets - especially less heavily utilized streets.
 - Turn King Street into a pedestrian only area during summer months.
- Continuing feeling of safety.
- Stronger neighbourhoods and neighbourhood associations and improved connectedness/interactions.
- A city that is more supportive of those with accessibility challenges.
- More complete communities within the city.
- Greater connectivity to the Waterloo Airport.
- Enhanced plans to protect our water/monitor our water safety and cleanliness.

Appendix G: Internal/Corporate Input – Staff and Leadership (OLT and CMT)

Workshops were completed by Deloitte with leadership teams within the City of Waterloo to inform them of the development of the Strategic Plan and to gather a stronger understanding of how they view the community, what services work well, and what their vision for Waterloo is over the next 5-10 years.

Operational Leadership Team Meeting

A workshop was completed with members of the OLT. Five questions were posed in a virtual group workshop setting. Below is a summary of the key themes that emerged from each of the questions.

How might we reach out to City staff for their input into the strategy? What has worked well in the past?

- Surveys.
 - Digital survey.
 - Online survey.
 - Participation could include prizes.
- The City has 120 full time employees that do not have email addresses. Their input will need to be captured in-person.
 - Small group engagement.
 - Ensure anonymity in inputs.
 - Workshops.
 - Town Halls.
- Email and follow up with a phone call.
- Several in-person contact points- staff meetings and offer some incentive.
 - Through divisional meetings, distribute questionnaire or face to face.
 - Have time during team meetings.
- Reach out to supervisors and managers to ensure that after hours staff can participate.
- Host a discussion and provide lunch for participants.
- Email outreach.

How might the strategic plan be introduced to staff to generate excitement and ownership within the City?

- Launch party.

- Begin with an overview at a general staff meeting and then directors can dig into it during their divisional meetings. Work plan development templates should show connection to strategic plan.
 - Have senior leaders share this feedback.
 - Delivered by CAO.
 - Video presentation that can be played at staff meetings.
 - Group presentation with simple terms that can relate their day-to-day work.
 - Share what we heard overall, things that we could not include and why. Make them feel their opinions were important.
- Poster or other swag can be posted within offices or locations as a constant reminder of the vision.
 - "Paint chip" model of the last strategic plan. Always easy to have at your desk.
- Engage a group from all areas of the corporation to learn about and present the strategic plan to all staff.

When you think of the community of Waterloo, what comes to mind as our top strengths?

- Great place to live, work and play.
 - Great neighbourhoods.
 - Good quality of life vs cost.
 - Nice Uptown.
 - Vibrant.
 - Walkable.
- Close to Toronto without the hassle/cost.
- The three post-secondary institutions and their openness to work together. This generates employment, innovation, etc.
- Knowledge and education level.
 - Highly educated workforce.
 - Intelligent.
 - Innovative.
- Conscious of sustainability, housing crisis, need for inclusion - very socially responsible.
- Creating solutions and demanding we do better.
- Engaged.
- Progressive.
- Resilient.
- Collaborative.
- Stable economy.
- High tech center.
- Barn builders.
- Public Transit Options.

When you think of the community of Waterloo, what comes to mind as our top challenges?

- Affordability
 - Becoming more expensive to live here
- Widening gap between "haves" and "have nots".

- Not everyone is riding the prosperity.
- Internal challenge: We are a lean organization, which limits capacity to do innovative, creative work.
- Meeting the needs of everyone.
- Provincial and municipal governments do not always address issues in a complementary manner.
 - Multi-tier level of government is a pro and a challenge both internally and externally at the same time.
- Some who work in Waterloo live elsewhere.
- Increased crime.
 - Hate has increased.
- There are many priorities, and some are conflicting, so there is not always cohesion in the City's response.
- Keeping the identity of the city.
- Losing green spaces.
- Alignment with the Region.
- Lack of sense of belonging.
 - Isolation.
- Sustainable growth.

In 10 years, how would you describe an ideal life in Waterloo?

- A welcoming, inclusive, and safe community.
 - Ability for everyone to participate in civil society.
 - The ability to be openly, and comfortably you, knowing you are accepted, belong, and feel safe.
 - More inclusive.
 - Equity with services.
- Affordable
 - Affordability in core.
 - Homes are affordable for all.
 - One that offers opportunity for housing to most.
- Ability to enjoy a wide variety of choice in many different aspects - transportation, recreation, arts, culture, etc.
 - Variety of food choices based on culture.
- Healthy.
 - New world class hospital.
- Better transportation.
 - Go Train.
 - 3x flights out of Breslau Airport.
 - Less car dependent, more transit connections to GTA.
 - High speed transit to Toronto.
 - Easier to bike.
 - Walkable city.
- Small town feel. Big city amenities.
- Diverse recreation options.
 - Recreation programming for all ages. Understanding that age based on year born is different than age based on ability

- New venue for concerts.
- Sufficient green spaces.

Corporate Management Team (CMT) Meeting

A workshop was completed with members of the CMT. Six questions were posed in an in-person group workshop setting regarding the City of Waterloo’s previous vision, mission, and guiding principles. Below is a summary of the key themes that emerged from each of the questions.

In what ways has the existing vision served us well to guide departmental planning and operations?

- Rooted in being a post-secondary city and boasts strengths of these organizations.
- A focus on keeping vision simple.
- EDI focus (equitable and caring).
- Speaks to program development, accessibility etc. at recreation centers and other public amenities.
- Access to transportation – transit/active transport etc.
- Major infrastructure investments – recreation complex, library.
- Connection to strategic pillars e.g., Sustainability.

What has changed since the previous vision was created? What concepts might be included in a new vision statement?

- City has improved on certain aspects. ex. understanding what EDI means and sustainability targets. There are more conversations happening around these topics.
 - Community awareness of EDI (EDI community and community without these lived experiences).
- IIRAE team has been formed and the process has started to build on and work on this area.
- The pandemic has affected how people want to live and work and play in a community and expectations on servicing.
 - ex. Outdoor spaces.
- Progress on GHG goals and sustainability awareness at large has increased.
- Finances – Macro trends, global trends, inflation.
 - Connections to affordable housing.

In what ways has the existing mission statement served us well to guide departmental planning and operations?

- Financial – balancing how to achieve some of these points in a fiscally responsible manner.
 - Gave general sense of priorities (it was specific) – helped with balancing.
- Personal leadership – connecting what people do and how it matters.
 - Staff and council.
 - Helped a lot during COVID.
- Need to consider partnership when looking at the mission.

What has changed since this mission was created? What concepts might be included in a new mission statement?

- The need to really dive deeper into priorities.
- Human capital – talent attraction and recruitment.
 - Health and safety coming out of the pandemic.

- Change of workplace (remote work and hybrid) – how do we manage connections among teams and the public.
 - Change in connectedness – needing something small done (teamwork, booking meetings vs a quick connection).
 - Not all jobs can be remote.
 - Still in discovery phase.
- New council and mayor.
- Think balancing fiscal responsibility, EDI, and sustainability.
- A focus on transparency.
- Housing and homelessness will continue to be top of mind – partnership with private sector and other levels of government.
 - Respond to provincial and federal changes.

In what ways have the existing guiding principles served us well to guide departmental planning and operations?

- Change language from citizen to resident (community member). Pivot to a community centered approach.
- Corporate service relies on these when bringing items to council.
 - Many project-oriented discussion do not always fit into strategic pillars.
- Resident center of discussion when discussing fiscal issues and affordability, digital etc.

What do we need from the new Vision, Mission, and Guiding Principles to support our work over 2023-2026?

- Sustainability
- Evaluate the cultural piece. Culture supports the economy and there is a need to foster this understanding
 - Culture – who are we as a community – sense of place and what makes us unique will need to be considered.
- Economic pillars consideration.



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STAFF REPORT
Information Management & Technology Services

Title: Microsoft Enterprise Enrollment Agreement
Report Number: CORP2023-014
Author: Teresa Soulliere, IMTS
Council Date: April 3, 2023
File: N/A
Attachments: N/A
Ward No.: City Wide

Recommendations:

1. That Council approve staff report CORP2023-014.
2. That Council approve entering into a new three year agreement between Microsoft, CDW Canada and the City of Waterloo for the provision of the Enterprise Enrollment Agreement.
3. That Council authorize the Mayor and City Clerk to sign the Microsoft Enterprise Enrollment Agreement and any related documents subject to the satisfaction of the City Solicitor.

A. Executive Summary

Microsoft enterprise products are used by the City of Waterloo. These products support users in daily business requirements including communication, creating and storing documents, accessing email and the internet. These products are used on desktops, laptops, tablets, smartphones, and backend servers and server applications.

The Enterprise Enrollment Agreement allows the City to use, maintain, and update Microsoft products as needed. There are two primary components to this agreement being user applications and server licensing. The current Enterprise Enrollment Agreement expires March 31, 2023. A new three year Enterprise Agreement is required for the term April 1, 2023, through March 31, 2026.

Council approval authorizing the Mayor and Clerk to sign this agreement is required by Bylaw 2018-034, a bylaw to Delegate Authority to Execute Documents and Purchasing in accordance with Bylaw 2019-026, a bylaw to Establish Policies for the procurement of Goods and Services.

B. Financial Implications

The estimated total value of this three year agreement is \$1,259,706 or \$419,902 annually. This three year agreement will create a net pressure of approximately \$70,000 on IMTS annual operating budgets which will be brought forward for consideration through the 2024-2026 Budget process. For 2023, the additional costs will be covered through existing budgets.

The standard suite of products for each user includes Outlook (email), Word, Excel, PowerPoint, OneNote, Publisher, Access, Windows and Microsoft Teams. Initial funding for new users for the standard suite of products is covered by the department. At the time of each new Microsoft Enterprise Enrollment Agreement, the number of new users over the previous three year term is added to the corporate requirement. 100% of the corporate requirement for the standard suite of products is funded from the approved operating budget within Information Management and Technology Services.

Specialty products for approved City of Waterloo users include Visio, Project, Power BI, and Visual Studio. These products are limited to the desktop or laptop. Specialty requirements are funded by the requiring department / division operating budget.

Corporate server licences are funded from the approved operating budget within Information Management and Technology Services. Department specific server licenses are funded from the approved operating budget of the requiring department / division.

C. Technology Implications

There is no new or additional technology hardware required.

D. Link to Strategic Plan

(Strategic Objectives: Infrastructure Renewal)

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Effective Engagement; Service Excellence)

E. Previous Reports on this Topic

CORP2020-007, approved by Council March 9, 2020
CORP2014-021, approved by Council March 24, 2014
CS-IMTS 2011-015, approved by Council March 3, 2011
CORP/IS 2008-006, approved by Council June 23, 2008



Microsoft Enterprise Enrollment Agreement CORP2023-014

The Microsoft Enterprise Enrollment Agreement provides a simple, flexible and more affordable way for municipalities to access, maintain and upgrade existing licenses.

Microsoft introduced subscriptions for Office products to corporate users in late 2011 with benefits of easy scalability, cross collaboration tools, automatic updates, increased security (through message encryption, advanced threat analytics, mobile device management tools and data loss prevention), flexibility to mix and match products, and increased business productivity.

In 2018 Information Systems and Technology Services (IMTS) initiated a pilot project for a hybrid solution moving email to the subscription base model. Other products remained with their current licensing model, with a new Microsoft Enterprise Enrollment License Agreement approved on Staff Report CORP2020-007.

Steps in the pilot project:

1. A necessary upgrade to the email servers was completed in 2019.
2. A small group of high functioning users finished testing Outlook 365 in 2020.

The pilot project was successful and rollout to the remainder of the organization followed. All 768 users were moved to the subscription based product by early 2021.

During the pilot project, several other Microsoft subscription products were tested and deployed including Microsoft Teams, Power BI, Microsoft Project and Intune.

The move to the remaining subscription products is the logical next step. The move needs to coincide with the next Enterprise Enrollment License agreement. The current Microsoft Enterprise Enrollment License Agreement expires March 31, 2023. A new three year agreement is required for compliance.

Section 18 of Purchasing By-Law 2019-026 allows the City to participate with other government agencies or members of the Broader Public Sector in co-operative purchasing initiatives where it is in the best interests of the City to do so.

The City of Waterloo is a member of the Kinetic GPO cooperative purchasing organization. Kinetic GPO's membership includes over 250 municipalities including the City of Cambridge and Region of Waterloo.

RFSO Contract #21-12 (Information Technology Solutions) awarded by Kinetic GPO to CDW on October 1, 2022 contains provisions for the Microsoft Software included in the Enterprise Enrollment Agreement requested for approval by this report.

Meetings with CDW began mid 2022, with IMTS confirming the successful testing of the trialed subscription products and looking into pricing for two scenarios:

1. Remaining in the current hybrid model for another three year term.
2. Transitioning to the subscription licensing model for user software.

The subscription licensing model meets our requirements as an organization while costing less than the existing hybrid model. Additional benefits include: flexibility for users to have apps concurrently installed on desktops, tablets and mobile devices; user licensing can be easily added and removed; and increased business productivity through a number of new apps and tools.

The subscription licensing includes Microsoft 365 products required by our users: Outlook, Word, Excel, PowerPoint, OneNote, Publisher, Access, Windows and Microsoft Teams. Specialty products are added by business subscriptions to Visio, Project, Power BI, and Visual Studio. Corporate server license requirements remain the same, based on CPUs.

License requirements have increased from 768 user licenses to 825 user licenses (since the 2020 agreement) for Microsoft 365 products. Business subscription licenses for specialty products has increased slightly and server licensing has decreased slightly.

IMTS plans to complete this migration over the term of this new agreement. Remaining with the hybrid model would have created a net pressure of approximately \$122,000 on IMTS annual operating budgets. However, it will cost approximately \$157,000 less over the three year contract to move to the subscription model, versus the hybrid model. As such, the net pressure on IMTS annual operating budgets is \$70,000, which will be brought forward for consideration through the 2024-2026 Budgets. For 2023, the additional costs will be covered through existing budgets.



STAFF REPORT
Facility Design & Management Services

Title: Waterloo City Centre – Lease Renewal with Catherine Fife,
 Member of Provincial Parliament

Report Number: COM2023-008

Author: Liz Badley, Real Estate, Leasing & Service Contract
 Specialist

Meeting Type: Council Meeting

Council/Committee Date: April 3, 2023

File: N/A

Attachments: None

Ward No.: Uptown Ward 7

Recommendations:

1. That Council approve report COM2023-008
2. That Council approve the Lease Renewal with Catherine Fife, Member of Provincial Parliament for space at the Waterloo City Centre according to the terms and conditions as outlined in report
3. That the Mayor and Clerk be authorized to sign the necessary documents.

A. Executive Summary

The City of Waterloo has received a written notice to renew the lease from the Catherine Fife, Member of Provincial Parliament for space at Waterloo City Centre for a three (3) year term, on the following terms and conditions:

Space: 1,598 sq. ft.

Terms: March 1, 2023 – February 28, 2026

Use: Office

B. Financial Implications

Loss of rental revenue should tenancy not be approved.

C. Technology Implications

None

D. Link to Strategic Plan

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

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

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

E. Previous Reports on this Topic

CORP2015-115 Waterloo City Centre – Offer to Lease the Catherine Fife, Member of Provincial Parliament



**STAFF REPORT
Planning**

Title: Zoning By-law Amendment Z-23-02, Waterloo Infant Toddler Daycare Association, 372 Erb Street West
Report Number: IPPW2023-017
Author: John Vos
Meeting Type: Council Meeting
Council/Committee Date: April 3, 2023
File: Z-23-02
Attachments: Map 1 – Location Map
Appendix A – Site Specific By-law C28
Appendix B – Public, Agency, and Staff Comments
Appendix C – Concept Plan

Ward No.: Central-Columbia, Ward 6

Recommendations:

1. That Council approve staff report IPPW2023-017.
2. That Council approve Zoning By-law Amendment Z-23-02, Waterloo Infant Toddler Daycare Association, 372 Erb Street West in accordance with Section 7 of staff report IPPW2023-017.

A. Executive Summary

Waterloo Infant Toddler Daycare Association (the “Applicant”) is proposing to amend Zoning By-law 2018-050 (“ZBL2018-050”) for the lands addressed as 372 Erb Street West (the “Site”) to permit a child care centre within the existing office building by amending the current site-specific zoning provision (re: Zoning Exemption C28). The Applicant currently operates a child care centre on the adjacent property (368 Erb Street West) and is planning to extend the operation onto the Site.

Based on Integrated Planning & Public Works’ review of the application, staff support Zoning By-law Amendment Z-23-02 as set out in Section 7 of this report, for the reasons outlined in Section 6 of this report, and as follows:

- The application is consistent with the 2020 Provincial Policy Statement.
- The application conforms to the 2020 Growth Plan for the Greater Golden Horseshoe.

2 Integrated Planning & Public Works

- The application conforms to the policies of the Regional Official Plan.
- The application conforms to the City of Waterloo Official Plan (2012).
- The intent of the Zoning By-law is maintained, with minor amendments tailored to the existing building and site layout.
- The application creates additional child care capacity, which is an important community use.

B. Financial Implications

Staff is not aware of any financial implications to the City with respect to this application. Should the application be appealed, potential costs related to an Ontario Land Tribunal (OLT) hearing may be incurred.

C. Technology Implications

None.

D. Link to Strategic Plan

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

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

The recommendations in this report support the 'Healthy Community & Resilient Neighbourhoods' Strategic Objective by creating a new (expanded) childcare facility in an established neighbourhood.

E. Previous Reports on this Topic

None



**Zoning By-law Amendment Z-23-02, Waterloo Infant Toddler Daycare Association, 372 Erb Street West
IPPW2023-017**

SECTION 1 – SUBJECT SITE

Location: 372 Erb Street West

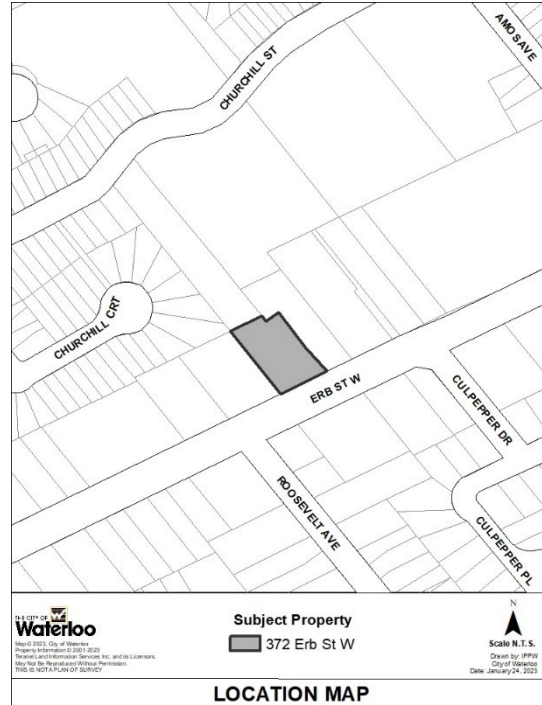
Ward: Central-Columbia, Ward 6

Size: 0.2212 hectares

Owner/Applicant: Waterloo Infant Toddler Daycare Association

Existing Land Use: Law office

Proposed Land Use: Child Care Centre



Public Input:

The mechanism utilized for gathering input in regards to Z-23-02 are as follows:

Mechanism	Date	Results
Agency and Staff Circulation	January 24, 2023	Agency and staff comments are attached as Appendix 'B'
Advertise that an application was received	February 2, 2023	Advertised in Waterloo Chronicle and a letter was mailed to all property owners within 120 metres of the subject property
Sign posted on the property	February 8, 2023	The applicant provided photos of the sign, verifying it was installed
Informal Public Meeting	N/A	Staff have waived the requirement for an informal public meeting due to the nature and scope of the application

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Mechanism	Date	Results
		to all property owners within 120 metres of the subject property
Formal Public Meeting	April 3, 2023	Council consideration of application

1.1 Site Description and Neighbourhood Context

The Site is located in the Beechwood neighbourhood, fronting on the north side of Erb Street West, between Roosevelt Avenue and Culpepper Drive. The existing building was converted from a single detached dwelling to a law office in 1988 following amendments to the Official Plan and Zoning By-law. The surrounding lands are developed with low-rise apartment buildings, townhouses, semi-detached dwellings, and the Applicant’s current Child Care Centre at 368 Erb Street West.



(Figure 1: Subject Lands and Surrounding Area)

SECTION 2 – PROPOSED DEVELOPMENT (see Appendices ‘C’)

The Applicant is proposing to renovate the interior of the existing building to convert it from a law office to a child care centre. A new outdoor play area will be created in the side yard, and three (3) additional parking spaces will be added to the front yard. In the future, the Applicant plans to redesign the front yards of the Site and their current facility to accommodate a safer pick-up/drop-off area for families, and a consolidated parking area for staff.



(Figure 2: Front façade of the existing building)

SECTION 3 – APPLICATION DETAILS

Application Z-23-02 proposes to amend site-specific Zoning Exemption C28 to permit a child care centre, and to legalize the front yard setback. The Residential Mixed-Use 20 (RMU-20) zone will continue to apply, thereby maintaining the long-term planning framework of Mixed-Use Medium Density Residential in accordance with the City's Official Plan.

SECTION 4 – POLICY EVALUATION

4.1 Provincial Policy Statement

The 2020 Provincial Policy Statement (the "PPS") establishes the vision and policy framework for matters of provincial interest related to land use planning and development in Ontario. Collectively, the policies aim to focus growth within existing settlement areas and to create healthy, liveable, and safe communities sustained by accommodating institutional uses to meet the long-term needs of the community.

In staff's opinion, the proposed Zoning By-law Amendment is consistent with the PPS because it will result in additional child care services within an established community.

4.2 A Place to Grow: Growth Plan for the Greater Golden Horseshoe

The 2020 A Place to Grow: Growth Plan for the Greater Golden Horseshoe (the “Growth Plan”) provides a framework for managing growth, protecting resources, and promoting economic investments within the Greater Golden Horseshoe to the year 2051. Building on the policy foundation of the PPS, the Growth Plan provides more specific land use planning policies for managing growth. The following policies in the Growth Plan are most applicable:

1.2.1: Guiding Principles

- *Support the achievement of complete communities that are designed to support healthy and active living and meet people’s needs for daily living throughout an entire lifetime.*

4.2.9 A Culture of Conservation

- *1.d.iii. Promotion of building conservation and adaptive reuse, as well as the reuse and recycling of construction materials*

In staff’s opinion, the proposed development conforms to, or does not conflict with, the Growth Plan for the following reasons:

- The proposed child care centre will contribute towards a complete community.
- Renovating the existing building, rather than demolishing it, will conserve materials and retain carbon embodied within the building structure.

4.3 Region of Waterloo Official Plan

The Regional Official Plan (ROP) provides a land use policy framework that implements the PPS and Growth Plan in the regional context. The lands are located within the Urban Area Boundary and designated Built-Up Area (as shown on ROP Map 3a, Urban Area). In staff’s opinion, the proposed zoning by-law amendment conforms to the ROP for the following reasons:

- Contribute to the creation of a complete community by providing for a mix of land uses in a residential neighbourhood;
- Support the use of existing transit, walking and cycling routes;
- Respect the scale, physical character and context of the surrounding neighbourhood.

4.4 City of Waterloo Official Plan

The City of Waterloo Official Plan designates the lands as follows:

- Schedule ‘A’ (Land Use Plan):
 - Mixed-Use Medium Density Residential

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- Schedule 'B' (City Structure):
 - Minor Corridor:
- Schedule 'B1' (Height and Density):
 - Medium Density, 20 metres
- Schedule 'B3' (Designated Greenfield Areas):
 - Built Up Area
- Schedule 'B4' (Source Water Protection Areas):
 - Wellhead Protection Sensitivity Area 8
- Schedule 'C' (District Boundaries):
 - Beechwood District
- Schedule 'E' (Road Classification System):
 - Regional Arterial (Erb St W)
- Schedule 'F' (Active Transportation Network):
 - City-Wide Cycling & Multi-Use Routes (Erb St W)

The City's Official Plan designates the Site as *Mixed-Use Medium Density Residential* which contemplates medium density, mixed-use, primarily residential development with a maximum height of 20 metres and a density of 450 bedrooms per hectare. The designation also contemplates ancillary and complementary uses including 'community uses', which the Official Plan defines as:

Places, facilities, amenities and services to support the health, educational, recreational, social and cultural needs of the community, and include:

- a. *Public schools;*
- b. *Municipal facilities;*
- c. *Open space;*
- d. *Government and public services;*
- e. *Temporary farmers markets; and,*
- f. *Community gardens*

The proposed child care centre supports the educational and social needs of the community by providing care and lessons for infants and toddlers. As such, Staff are satisfied that the proposed development conforms to the Official Plan.

4.5 City of Waterloo Zoning By-law 2018-050

The Site is zoned Residential Mixed-Use 20 (RMU-20), Parking Overlay Area F, and site-specific Zoning Exemption C28. The RMU-20 zone permits a child care centre as an ancillary use within a multi-unit residential building, up to a maximum of 15% of

the building floor area. The Applicant has requested site-specific provisions to permit the child care centre to occupy 100% of the existing building, and to legalize the location of the building on the property. Specifically, this relates to the building setback from the street line. These amendments are analyzed in 'Section 5 – Planning Evaluation'.

Should Council support application Z-23-02, a by-law will be required, to amend ZBL2018-050 with site specific provisions as described in Section 7 of this report and Appendix 'A' of this report.

SECTION 5 – PLANNING EVALUATION

Staff have reviewed Zoning By-law Amendment Z-23-02 and provide the following comments:

5.1 Add Child Care Centre as a Primary Use

The RMU-20 zone permits child care centres as an ancillary use within a multi-unit residential building, up to a maximum of 15% of the building floor area, and no larger than 465 square metres. The proposed child care centre will occupy 100% of the building floor area (a total of 343.7 square metres).

The existing building was converted from a single detached dwelling to a law office in 1988. The office continued to operate in the building until mid-2022. The child care centre will extend the non-residential use of the existing building until such time as the lands are redeveloped. Any comprehensive redevelopment on the property will need to comply with the planning framework in effect.

5.2 Front Yard Setback

The RMU-20 zone requires that at least 75% of the building façade be located within 7.5 metres of the street line so all new buildings are constructed closer to the street. The existing building is setback 32 metres from the street line. A zoning provision will be added to recognize the existing setback for the existing building. Any new development on the Site will need to comply with the maximum 7.5 metre setback requirement.

5.3 Parking

Child care centres require a parking rate of 4.0 parking spaces per 100 square metres of building floor area. The building has a total floor area of 343.7 square metres, so 14 parking spaces are required. The Applicant is proposing to add 3 new parking spaces in the front yard to comply with the required parking rate. This will be implemented through an addendum to the site plan.

5.4 Pick-up and Drop-off Area

The Applicant has indicated they intend to redesign the front yards of the properties so that both child care centres function comprehensively and to improve safety for the families and staff. The Applicant will pursue the driveway modifications through a future site plan application.

5.5 Record of Site Condition (“RSC”)

Converting the building from a commercial use to a more sensitive institutional use will trigger a requirement for a Record of Site Condition (per Ontario Regulation 153/04). The RSC is not required as part of this zoning amendment application, but will be required as part of a building permit application. The Region of Waterloo has confirmed this in their comments which are available in Appendix B.

SECTION 6 – CONCLUSION

Based on Integrated Planning & Public Works review of the application, staff support Zoning By-law Amendment Z-23-02, in accordance with Section 7 of staff report IPPW2023-017, for reasons including:

- The application is consistent with the 2020 Provincial Policy Statement.
- The application conforms to the 2020 Growth Plan for the Greater Golden Horseshoe.
- The application conforms to the policies of the Regional Official Plan.
- The application, as recommended by staff, conforms to the City of Waterloo Official Plan (2012).
- The intent of the Zoning By-law is maintained, with minor amendments tailored to the existing building and site layout .
- The application creates additional child care capacity which is an important community use.

SECTION 7 – RECOMMENDATIONS

- A. That Staff Report IPPW2023-017 be approved.
- B. That Council approve Zoning By-law Amendment Z-23-02, Waterloo Infant Toddler Daycare Association, 372 Erb Street West, as follows:
 1. That Zoning By-law No. 2018-050 is hereby amended by replacing Site Specific Exception ‘C28’ in Schedule ‘C’ of Zoning By-law 2018-050 with Site Specific Exception ‘C28’ as set forth in Appendix ‘A’ attached to IPPW2023-017.

Submitted by:


John Vos
Planner, Planning Approvals

Map 1 – Location Map



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THIS IS NOT A PLAN OF SURVEY

Subject Property

 372 Erb St W

N



Scale N.T.S.

Drawn by: IPPW
City of Waterloo
Date: January 24, 2023

LOCATION MAP

Appendix A – Site Specific By-law

Exception	Address	Zoning	File Reference
C28	372 Erb St W	RMU-20	By-law 1988-099 Z-23-02

Location: 372 Erb St West, Part Lot 32, GCT, Part 2, 58R-2236
as shown on Schedule 'C1' to this BY-LAW.

Site Specific Regulations:

- a) The following USES are hereby added to section 7.10.1.1 for the lands known municipally as 372 Erb Street West only:
 - i. OFFICE
 - ii. CHILD CARE CENTRE

- b) Notwithstanding anything to the contrary, the following regulations shall apply to the OFFICE specified in a) above:
 - i. An OFFICE shall only be permitted in the EXISTING BUILDING.
 - ii. PARKING SPACES (minimum): 3 per 100 square metres of BUILDING FLOOR AREA

- c) Notwithstanding anything to the contrary, the following regulations shall apply to the CHILD CARE CENTRE specified in a) above:
 - i. A CHILD CARE CENTRE shall only be permitted in the EXISTING BUILDING.
 - ii. PARKING SPACES (minimum): as specified in Table 6A of Zoning By-law 2018-050

- d) Notwithstanding anything to the contrary, the STREET LINE setback (maximum) requirement in Table 70 shall not apply to the EXISTING BUILDING on the lands known municipally as 372 Erb Street West.

Appendix B – Public, Agency, and Staff Comments

PUBLIC COMMENTS

One comment was submitted through the project webpage on EngageWR:

“This is a very close development to me, and it seems like a very reasonable change in use! More childcare is great in my books. I would encourage the Council to support this change.”

STAFF AND AGENCY COMMENTS

No comments or concerns:

- City of Waterloo Engineering Services
- City of Waterloo Fire Department – Fire Prevention Division
- City of Waterloo Transportation Services
- Grand River Conservation Authority
- Ministry of Transportation
- Waterloo Region District School Board
- Waterloo Catholic District School Board
- Waterloo Advisory Committee on Active Transportation

Region of Waterloo (February 24, 2023)

Community Planning

Region staff have reviewed the report entitled ‘Planning Justification Report, Zoning By-law Amendment, 372 Erb Street West’, dated December 2022, and authored by MHBC Ltd.

Consistency with Provincial Legislation

The proposed development aims to make efficient use of an existing building and urban parcel to support the expansion of an institutional land use (child care centre) in this area. Given the site is within the Built-Up Area as identified in the Growth Plan, with good access to transit and public service facilities, the proposed development aligns with the policy direction of the Provincial Policy Statement and Provincial Growth Plan.

Regional Official Plan

The subject lands are designated “Built-Up Area” in the Regional Official Plan (ROP). This ROP designation permits a full range of urban uses, institutional land uses. The

Region supports intensification and redevelopment in “Built-Up Areas” as long as the proposed development satisfies the general and any applicable specific ROP policies and Regional guidelines.

Record of Site Condition (RSC)

Region Staff acknowledge that a Record of Site Condition (RSC) is not required according to the Region’s Implementation Guideline for Site Contamination.

Region Staff would note that as per Ontario Regulation 153/04 the proposed change in use from commercial to a more sensitive institutional use would trigger the requirement for an RSC. Region Staff note that in this circumstance, the requirement and timing is at the discretion of the City of Waterloo.

Hydrogeology and Water Programs

Region staff have no comments nor concerns with the submitted application. Region staff acknowledge that a valid Section 59 Notice has been provided.

Water Services

Engineering and Planning staff have no comments nor concerns with the submitted application.

Housing Services

Housing services staff have no comments nor concerns with the submitted application.

Corridor Management

Environmental Noise:

Regional staff have reviewed the noise study entitled " Environmental Noise Assessment for the for the proposed development at 372 Erb Street West in Waterloo, Ontario" dated November 22, 2022, authored by SLR Consulting (Canada) Ltd. This report has been prepared in support of a Zoning By-law Amendment (ZBA) application.

The transportation source with the potential to produce significant road traffic noise at the proposed development is Erb Street West, directly adjacent to the Site. Erb Street West is a four-lane road with a 60 km/h speed limit. Road traffic noise from Erb Street West has been predicted at the Site to identify façade, ventilation, and warning clause requirements for the proposed development.

Plane-of-Window:

Forced air heating with provisions for future installation of central air conditioning, and an MECP Type C warning clause, is recommended for where façade sound levels from road and rail traffic that are between 56 and 65 dBA during the daytime, or between 51 and 60 dBA during nighttime hours. As the proposed daycare building can be considered a single unit, and the predicted sound level of most-affected façade assessment point falls within these ranges, the warning clause applies to the whole building.

A site visit by SLR staff found that central air conditioning was already installed.

Outdoor Living Area (OLA):

The OLA sound levels predicted at the northeast assessment point (i.e. the proposed outdoor play area) are between 56 dBA and 60 dBA. Physical noise mitigation measures are not included in the current Site design and a Type A warning clause is recommended for the development.

The report concluded that the noise levels would exceed the noise level limits, and various noise attenuation measures in the form of provision for installation of central air conditioning and Noise Warning Clauses (NWCs) will be required.

Conclusions and Recommendations:

Should a future application, (e.g. consent/condominium) be submitted, the owner/developer will be required to enter into a registered agreement with the Region of Waterloo for the development, and the below noise warning clauses shall be included in agreements of Offers of Purchase and Sale, Lease/Rental Agreements, and the Condominium Declaration (as applicable):

A) Daycare Centre:

NOISE WARNING TYPE A:

"Dweller/Occupants are advised that sound levels due to increasing road traffic may occasionally interfere with some activities of the dwelling occupants as the sound levels exceed the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks."

NOISE WARNING TYPE D:

"This dwelling unit has been supplied with a central air conditioning system which will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the sound level limits of the Region of Waterloo and the Ministry of the Environment."

Stationary Noise Assessment:

No stationary sources of noise were audible above the background/ambient acoustic environment, but small outdoor air conditioning units were located on nearby properties. Impacts from these units, which may operate in summertime, are expected to be negligible compared to road traffic noise.

NPC-300 limits are expected to be met at the much closer and existing residential buildings, therefore adverse impacts are not expected at the Site. A detailed assessment for this commercial land use was not completed.

Conditions of Approval for a Future Site Plan Application:

Road Widening Dedication:

The Region's Official Plan identifies Regional Road Erb Street West (RR #09) with a designated road width of 30.480 metres. We estimate that an approximate road widening of 2.0 metres will be required along the Erb Street West frontage of the subject property. The Owner/Applicant must engage an Ontario Land Surveyor (OLS) to prepare a draft reference plan, which illustrates the road widening, prior to registering the reference plan; the OLS should submit a draft copy of the plan to the Transportation Planner for review. The land must be dedicated to the Region of Waterloo for road allowance purposes, and must be dedicated without cost and free of encumbrance. This will be deferred to Site Plan.

Access Permit/TIS/Access Regulation:

Please note that no access modification have been proposed for this development from Regional Road Erb Street West (RR #09). A Regional Access Permit (\$230 fee) will be required for the existing access modification (if any) to Regional Road 09 (Erb Street West) <https://forms.regionofwaterloo.ca/ePay/PDLS-Online-Payment-Forms/Commercial-Access-Permit-Application>. The access must comply with the Regional Access Policy in design i.e. minimum width 7.6 metres; 6.0 metres turning radii. This will be deferred to Site Plan.

Application Fees:

A \$300 Preliminary Site Plan consultation fee and a \$805 Site Plan review fee will be required for a Site Plan Application. This fee shall be provided to the Region of Waterloo directly. This will be deferred to the Site Plan Application Stage.

General Comments:

Please accept the above as comments from the Region on the proposed Zoning By-law Amendment application. **Regional staff have no objection to the proposed Zoning**

By-law Amendment. Regional Staff note that in this circumstance, the timing of the RSC requirement is at the discretion of the City of Waterloo.

Regional staff acknowledge receipt of the required \$3,000 Zoning Review Fee in accordance with the Regional Fees and Charges By-law 19-037.

Any future development on the lands subject to the above-noted applications will be subject to the provisions of Regional Development Charges By-law 19-037 or any successor thereof.

Appendix C – Concept Plan

