At the beginning of each term, Regional Council works with the public and Regional staff to develop a set of strategic priorities that will guide its work during the four year term of Council. Earlier this year, we began an extensive public consultation process including online and telephone surveys, social media forums and focus group sessions. The response has been tremendous and the input received from the community and staff has informed and is reflected in our new plan.

We are pleased to present the Strategic Plan for the 2015-2018 Regional Council term. Each member of Regional Council has been involved in creating this plan that will guide us as we work together to attain our vision of a “community where people matter and ideas grow.”

With this refreshed vision and mission that reflects a community poised for continued success, our plan sets out strategic priorities under the five focus areas that were developed through the consultation process – Thriving Economy, Sustainable Transportation, Environment and Sustainable Growth, Healthy, Safe and Inclusive Communities and, Responsive and Engaging Government and Services. This is what we heard is important to the citizens of Waterloo Region over the next few years and this is what will guide Council and staff over the next few years as we work for you.

Waterloo Region is a thriving community with an energy and spirit of collaboration that is unparalleled. It is important that we continue to plan carefully and work in partnership with the community to ensure that it remains a place we are all proud to call home.

Sincerely,

Ken Seiling, Regional Chair
Regional Council

Regional Council is elected by the residents of Waterloo region to establish policies, priorities and oversee the many services provided by the Region of Waterloo. Regional Council is the policy-forming and decision-making body of regional government.

Regional Council is comprised of:

- 16 Councillors of which eight are directly elected at large from the urban municipalities as follows: Cambridge (2); Kitchener (4); and Waterloo (2).
- Seven area municipality mayors automatically sit on Regional Council, as elected from within their lower-tier municipality.
- The head of Regional Council is the Regional Chair who is elected at-large across the entire region.

Regional Councillors for 2015-2018

Term of Council:

Ken Seiling
Regional Chair

Sue Foxton
North Dumfries Township

Sandy Shantz
Woolwich Township

Les Armstrong
Wilmot Township

Joe Nowak
Wellesley Township

Doug Craig
City of Cambridge

Karl Kiefer
City of Cambridge

Helen Jowett
City of Cambridge

Berry Vrbanovic
City of Kitchener

Tom Galloway
City of Kitchener

Geoff Lorentz
City of Kitchener

Karen Redman
City of Kitchener

Elizabeth Clarke
City of Kitchener

Dave Jaworsky
City of Waterloo

Jane Mitchell
City of Waterloo

Sean Strickland
City of Waterloo
Waterloo Region – The community at a glance

Waterloo Region includes the three cities of Cambridge, Kitchener and Waterloo, and the four townships of North Dumfries, Wellesley, Wilmot and Woolwich, providing a unique blend of urban and rural centres.

Comprised of seven area municipalities

Waterloo region’s 2014 total population (including students) was 568,500.

Median age of Waterloo region’s population is 37.7 years. The Ontario average is 40.4 years.

88% of residents live in cities.

12% of residents live in townships.

Region’s population has grown on average 1.2% each year, or 6,700 people per year over the past five years.
There are two levels of municipal government in Waterloo Region:

1. Regional level of government – Regional Municipality of Waterloo (Region of Waterloo).

2. Local area levels of government for the City of Cambridge, City of Kitchener, City of Waterloo and the Townships of North Dumfries, Wellesley, Wilmot and Woolwich.

The Region of Waterloo and the local area municipalities (cities and townships) are responsible for different services. The Region of Waterloo is responsible for providing approximately 60 per cent of municipal government services in this community and provides a range of services through six departments and a Chief Administrator’s Office.

### Public Health and Emergency Services

<table>
<thead>
<tr>
<th>Services</th>
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<tbody>
<tr>
<td>- Clinics - Immunization (e.g. influenza, Hepatitis B, HPV), HIV testing, sexual health, sexually transmitted Infections, dental health, tuberculosis</td>
</tr>
<tr>
<td>- Disease surveillance and health status reporting to the public</td>
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<tr>
<td>- Communicable disease control and environmental health (management of cases, outbreaks, health hazards and the human health impacts of environmental problems)</td>
</tr>
<tr>
<td>- Food and water safety (inspections and promotion)</td>
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</tbody>
</table>

- Health promotion and awareness initiatives e.g. vaccination, injury prevention, tobacco use prevention, healthy eating and active living, preconception health, healthy child development, community engagement, policies to prevent illness and promote health

- Healthy Babies Healthy Children

- Paramedic Services (land ambulance)

- Preparedness and response for public health emergencies e.g. pandemic influenza planning

- Providing emergency food, shelter and clothing during a disaster

- Emergency Management Office- coordination of mitigation, response, recovery activities
**Community Services**

- System planning for early learning and child care service system
- Five Children’s Centres and Home Child Care program
- Support services for children with special needs
- Financial assistance with child care costs
- Administer funding to licensed early learning and child care operators
- Sunnyside Community Alzheimer’s Program
- Young onset dementia Association (YODA) program
- Sunnyside Supportive Housing and Assisted Living Program
- Sunnyside Long Term Care Home
- Sunnyside Wellness Centre
- Sunnyside Volunteer Program
- Homemakers and Nursing Services Program
- Housing services plans and strategies
- Housing Services funding: Homelessness Partnering Strategy (HPS), Community Homelessness Initiative (CHPI) and Investment in Affordable Housing (IAH)

- Administer Regionally owned and community housing through Waterloo Region Housing
- Community Housing (WRH, non-profits and cooperatives) and the community housing wait list
- Housing Programs: new supply initiatives, affordable home ownership, Ontario Renovates and housing assistance programs
- Homelessness Programs: prevention and outreach programs, emergency shelters and supportive housing
- Financial Assistance (Ontario Works)
- Waterloo Region Energy Assistance Program (WREAP)
- Emergency Assistance through Ontario Works and persons with low income
- Employment Resource centres
- Employment Ontario Service provider
- Employment services and supports for Ontario Works participants
- Administer Social Development Programs including Community Outreach/Counselling Collaborative
## Planning, Development and Legislative Services

- Growth forecasting and planning for growth management
- Regional Official Plan
- Review and approve area Municipal Official Plans
- Review and approve various development applications
- Region of Waterloo (Township) libraries
- Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus, McDougall Cottage
- Public art
- ION Community Building Strategy implementation
- In-house legal and real estate services and Provincial Offences Act prosecutions
- Council and Committee support
- Information and document access, management and archives
- Design, print and mail services
- Provincial Offences Court administration
- Licensing and enforcement services
- Environmental sustainability office
- Regional economic development
- Region of Waterloo International Airport
### Region of Waterloo – the organization’s programs and services

<table>
<thead>
<tr>
<th>Transportation and Environmental Services</th>
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<tbody>
<tr>
<td>• Water Supply (including operations, engineering and planning, water conservation, source water protection)</td>
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<tr>
<td>• Wastewater treatment</td>
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<tr>
<td>• Water distribution and wastewater collection in Wellesley and North Dumfries</td>
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<tr>
<td>• Waterloo landfill site and transfer stations, blue box, green bin and materials recycling, and garbage</td>
</tr>
<tr>
<td>collection</td>
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<tr>
<td>• Grand River Transit operations</td>
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<tr>
<td>• Grand River Transit fleet maintenance</td>
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<tr>
<td>• MobilityPlus</td>
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<tr>
<td>• Transportation planning and corridor control</td>
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<tr>
<td>• Grand River Transit planning</td>
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<tr>
<td>• Transportation demand management</td>
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<tr>
<td>• Rapid Transit / ION project</td>
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<tr>
<td>• Transportation operations</td>
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<tr>
<td>• Transportation engineering</td>
</tr>
<tr>
<td>• Design and construction of road projects</td>
</tr>
<tr>
<td>• Design and construction of environmental projects (wastewater, water, waste management)</td>
</tr>
<tr>
<td>• Design and construction surveys, inspections and CAD</td>
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</tbody>
</table>
## Corporate Services

- Corporate budgeting and financial reporting
- Accounting, accounts payable/receivable and payroll
- Inventory and materials management
- Procurement
- Risk management/insurance services
- Cash, investment and debit management
- Development charge policy and administration
- Reserve and reserve fund management
- Regional property tax policy
- Corporate fleet management

- Information technology infrastructure and support services
- Information technology planning and project delivery
- Geographic information systems
- Regional facilities management
- Energy management
- Voice radio system
- Corporate building security
- Facility accommodation planning
- Real-estate and lease management
Region of Waterloo – the organization’s programs and services

**Human Resources and Citizen Service**

- Attracting, developing and retaining effective and dynamic employees
- Human resources programs and services including return to work programs, benefits administration and compensation
- Organizational development and design
- Labour relations services
- Health and safety programming and consulting advice
- WSIB administration
- Employee fitness centres and employee wellness
- Citizen Service
- Service First Call Center
- Performance measurement and improvement programs
- Internal audit

**Chief Administrator’s Office**

- Corporate communications
- Strategic planning and strategic initiatives

Directly and indirectly the Region is also involved with community partners in economic development, community safety and crime prevention, heritage preservation and funding for the arts. The Waterloo Regional Police Service (WRPS) is responsible for providing policing services to the citizens of Waterloo Region. WRPS is funded by the Region of Waterloo, but governance of the WRPS is the responsibility of the Waterloo Regional Police Services Board whose members are appointed by Regional Council and the Province of Ontario.

For more information on Regional services contact the Regions’ Service First Call Centre at 519-575-4400.
About the Region of Waterloo’s Strategic Plan

The Region of Waterloo engages in a strategic planning process for each term of Council. The Strategic Plan describes a future view of what the Region of Waterloo is working to achieve. It provides a common focus for Council and staff over the next several years. It helps to guide priority setting and ensures that our programs and services address the changing needs of our community. Supporting the Strategic Plan are Department and service plans for the many services and programs the Region provides.

How the Strategic Plan was developed

The Region of Waterloo’s 2015-2018 Strategic planning process provided many opportunities for community members, partner organizations and customers of regional services to have a “Strat Chat” on the key issues and priorities that matter most to the community. Participants were invited to participate through a variety of channels including; Facebook and Weather Channel ads, bookmarks in all township and city libraries, bus advertisements and displays at local events (See Figure 1).
About the Region of Waterloo’s Strategic Plan

Conversations took place through focus groups, a telephone survey, online and paper surveys, community meetings and through a new online discussion forum. The Region also engaged staff to help identify actions that would have the most benefit and impact on community priorities and needs. Through the conversations the Region was able to connect with a diversity of residents while informing and educating participants on Regional programs and services. Through these methods over 3,000 members of the public participated in the process (See Figure 2) and provided detailed information and submissions about key issues facing the community. Also, over 5,000 people were unique visitors to the online forum which means that they shared or supported the ideas that were submitted on the discussion forum but did not necessarily register as an official participant.

Public participation

Figure 2

Total participants involved

- 164 Online surveys
- 223 Other methods (email, etc.)
- 273 Community events (five events)
- 296 Online discussion forum (878 ideas submitted, 5,392 unique visitors)
- 320 Community forums (three events)
- 687 Focus groups (31 groups)
- 1211 Telephone survey (statistically reliable)

Total participants involved: 3,174
The framework for the Region’s Strategic Plan includes the Vision, Mission, Values; and the Strategic Focus areas, objectives, actions and indicators to monitor progress.

**Our Vision:** (What we aspire to)

**Waterloo Region:**

a community where people matter and ideas grow.

**Our Mission:** (What we do)

**We serve**

with caring and responsible government

**We engage**

by listening and responding to community needs

**We inspire**

with new ideas and creative solutions

**Our Values:** (How we work)

**Service:** Satisfy and build confidence
We provide excellent public service and strive to understand and meet the needs of all those we serve.

**Integrity:** Instill trust
We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust.

**Respect:** Value and recognize
We create an environment where people are included, valued and treated with dignity.

**Innovation:** Make ideas happen
We foster an environment of leadership, excellence and creativity.

**Collaboration:** Involve and engage others
We build internal and external relationships to achieve common goals and resolve differences.
Strategic Plan Framework

Our Focus Areas: (Our priority areas of focus)

Five focus areas have been developed for the 2015 – 2018 term of Council. These five focus areas are highly interconnected and therefore the success in one focus area will be dependent on the progress in the other areas. The Region’s vision will only be achieved through the coordination and integration of objectives and actions associated with the various focus areas.

Thriving Economy
The Region will support the work of the Waterloo Region Economic Development Corporation to achieve a shared vision for our economic prosperity that is locally rooted, internationally competitive and globally recognized. The Region will plan for and provide the infrastructure and services necessary to create the foundation for innovation and economic success.

Sustainable Transportation
The Region will offer more travel choices to residents, and strive to ensure that our transportation system is affordable and environmentally sustainable. The transportation network will be integrated and accessible and will contribute positively to urban intensification and economic prosperity. The Region will encourage more active transportation by enhancing facilities that make it more comfortable and convenient to walk and cycle in our community.
Environment and Sustainable Growth
The Region plays a key role in protecting and enhancing the natural environment including, clean air, water and land, and protected green spaces and sensitive environmental features. The Region will work in partnership with the community and area municipalities to manage growth in environmentally sustainable ways and create spaces and places that enhance living, working and travelling experiences for the community.

Healthy, Safe and Inclusive Communities
The Region will work with the community to provide quality services and programs to improve access to the supports that contribute to a healthy, safe and inclusive community. The Region will continue efforts to improve population health, support healthy living, disease and injury prevention as well as enhance community safety and crime prevention. The Region will also increase the range of affordable and supportive housing options and mobilize efforts to reduce poverty.

Responsive and Engaging Government Services
The Region will strive to inspire public trust by engaging citizens and collaborating with community partners to foster meaningful and open conversations about Regional programs and services. The Region will attract, recruit and retain a skilled, engaged and caring workforce, that delivers excellent citizen-centered services to meet the diverse needs of the community. Organizational processes, facilities and resources will be reliable, cost efficient and effective, and will strive to provide excellent value to the community.
Strategic Plan Framework

Our Strategic Objectives
(What we are trying to accomplish)

For each focus area, strategic objectives have been identified in order to add clarity to the focus areas, describe the overall intent and direction of the focus areas, and help staff align their work to the focus areas. The strategic objectives define “what” the Region is trying to accomplish in that area of focus.

Our Actions
(How we will achieve the strategic objectives)

In order to move these strategic objectives forward, specific actions have been developed, which identify “how” the Region will achieve the strategic objectives. It is important to note that these actions are not intended to be an inclusive list of everything the Region does in the community. Rather, the actions identify new or ongoing initiatives that the organization needs to focus on in order to ensure it is responding to the priorities identified by Council and the community throughout the strategic planning process.

Progress Indicators
(How we know if we are successful)

It is important that progress indicators are defined and tracked in order to understand how the Region is doing with regards to the objectives set out in the plan. Meaningful progress indicators for each of the components within the focus areas have been developed in order to measure progress towards the strategic objectives. These progress measures come in the form of numbers as well as narrative comments. These indicators profile two levels of measurement which include:

1. Community indicators: broad measurements which the Region tracks and strives to contribute towards or influence. The Region will report on these indicators so we can better understand the trends of what is happening in the community over the Strategic Planning life cycle.

2. Region of Waterloo indicators: indicators for the actions identified in the Strategic Plan in order to measure how well the Region is progressing.
What did we hear?

The public provided a wealth of information to inform the development of the 2015-2018 Strategic Plan. When talking about life in Waterloo Region, most residents believe they have a good quality of life and that Waterloo Region is a safe place to live, as well as a good place to raise a family. Residents said the most appealing aspect of Waterloo Region is that it offers plenty of amenities, but maintains a small-town feel.

With regards to the services provided by the Region of Waterloo, the public reported high levels of satisfaction.

Seven overall priority areas with several sub themes were described as issues or unmet needs that the Region needs to take into consideration for the 2015-2018 Strategic Plan:

1. Economic development and prosperity
2. Growth management and vitality
3. Sustainable, safe and active transportation
4. Environmental protection
5. Healthy, safe and inclusive communities
6. Poverty reduction
7. Responsive and engaging government services

What are we doing?

The Region developed five focus areas with specific actions which are described on the following pages. The actions have been selected to have the greatest long-term impact on quality of life while providing the most value for tax-payers dollars.
The Region will support the work of the Waterloo Region Economic Development Corporation to achieve a shared vision for our economic prosperity that is locally rooted, internationally competitive and globally recognized. The Region will plan for and provide the infrastructure and services necessary to create the foundation for innovation and economic success.

<table>
<thead>
<tr>
<th>Strategic Objectives (What we are trying to accomplish)</th>
<th>Actions (How we will achieve the strategic objectives)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong> Support existing businesses and attract new employers and investments (to stay, grow, thrive and prosper).</td>
<td><strong>1.1.1</strong> Support the implementation and ongoing activities of the new Waterloo Region Economic Development Corporation including nurturing a rich entrepreneurial and innovative culture in Waterloo Region.</td>
</tr>
<tr>
<td><strong>1.1.2</strong> Work proactively to streamline Regional processes, and to improve the efficiency and effectiveness of Regional programs related to the attraction and retention of businesses.</td>
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<tr>
<td><strong>1.1.3</strong> Develop a Master Plan and associated Business Plan that guides the growth and development of the Region of Waterloo International Airport to provide a full-service, customer friendly facility which supports commercial, corporate and general aviation.</td>
<td></td>
</tr>
<tr>
<td><strong>1.2</strong> Plan for and provide the infrastructure and services necessary to create the foundation for economic success.</td>
<td><strong>1.2.1</strong> Advance new east side and other strategic employment lands toward development readiness.</td>
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<tr>
<td><strong>1.2.2</strong> Continue to implement and improve an asset management plan to optimize the use and availability of existing and new infrastructure.</td>
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<tr>
<td><strong>1.2.3</strong> Update and implement an Infrastructure Financing Plan to ensure short and long term infrastructure affordability.</td>
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</table>
### Strategic Objectives
(What we are trying to accomplish)

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<tbody>
<tr>
<td><strong>1.3</strong></td>
<td>Enhance arts, culture and heritage opportunities to enrich the lives of residents and attract talent and visitors.</td>
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</table>

### Actions
(How we will achieve the strategic objectives)

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<tbody>
<tr>
<td><strong>1.3.1</strong></td>
<td>Promote opportunities to support art, cultural and heritage activities at Regional facilities.</td>
</tr>
<tr>
<td><strong>1.3.2</strong></td>
<td>Develop a Regional Culture Plan that defines and strengthens the Regional cultural mandate and identifies and forges future initiatives and partnerships.</td>
</tr>
<tr>
<td><strong>1.3.3</strong></td>
<td>Develop a new policy and funding approach for Regional Public Art to help create additional Regional public art projects.</td>
</tr>
</tbody>
</table>
Sustainable Transportation

The Region will offer more travel choices to residents, and strive to ensure that our transportation system is affordable and environmentally sustainable. The transportation network will be integrated and accessible and will contribute positively to urban intensification and economic prosperity. The Region will encourage more active transportation by enhancing facilities that make it more comfortable and convenient to walk and cycle in our community.

<table>
<thead>
<tr>
<th>Strategic Objectives (What we are trying to accomplish)</th>
<th>Actions (How we will achieve the strategic objectives)</th>
</tr>
</thead>
</table>
| 2.1 Create a public transportation network that is integrated, accessible, affordable and sustainable. | 2.1.1 Complete and implement the Grand River Transit five year Business Plan.  
2.1.2 Complete construction of ION Stage 1.  
2.1.3 Complete the Environmental Assessment for ION Stage 2 and pursue funding from the Federal and Provincial governments.  
2.1.4 Develop and implement programs to educate and improve awareness of availability and benefits of transportation choices and options. |
<p>| 2.2 Improve inter-city rail transportation services to and from Waterloo Region. | 2.2.1 Advocate for improved passenger rail service to and from Waterloo Region e.g., GO, VIA, high speed rail. |</p>
<table>
<thead>
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</table>
| 2.3 Build infrastructure for, and increase participation in, active forms of transportation (cycling and walking). | 2.3.1 Update the Regional Transportation Master Plan integrating active transportation principles and facilities such as trails and sidewalks.  
2.3.2 Collaborate with community partners to facilitate actions to encourage active and safe routes to school. |
| 2.4 Optimize road capacity to safely manage traffic and congestion. | 2.4.1 Enhance and implement safety awareness and education programs for drivers, cyclists and pedestrians  
2.4.2 Implement traffic signals, adaptive signal technology and other technologies to optimize and manage road capacity/congestion. |
**Environment and Sustainable Growth**

The Region plays a key role in protecting and enhancing the natural environment including, clean air, water and land, and protected green spaces and sensitive environmental features. The Region will work in partnership with the community and area municipalities to manage growth in environmentally sustainable ways and create spaces and places that enhance living, working and travelling experiences for the community.

<table>
<thead>
<tr>
<th>Strategic Objectives (What we are trying to accomplish)</th>
<th>Actions (How we will achieve the strategic objectives)</th>
</tr>
</thead>
</table>
| **3.1 Increase the amount of waste diverted from the landfill.** | 3.1.1 Develop and implement the new waste collection contract to commence in March 2017.  
  3.1.2 Advocate and lobby Provincial and Federal governments to improve recycling opportunities and cost recovery.  
  3.1.3 Evaluate alternative waste (solid waste, biosolids and any other) disposal technologies (energy from waste). |
| **3.2 Protect the quality and quantity of our water resources.** | 3.2.1 Implement the provincially approved Source Protection Plan.  
  3.2.2 Update the Wastewater and Biosolids Master Plans. |
| **3.3 Enhance efforts to improve air quality.** | 3.3.1 Reduce emissions of greenhouse gases (GHGs) from Regional operations, activities and facilities.  
  3.3.2 Work with local stakeholders to continue to reduce emissions of greenhouse gases (GHGs) at a community-scale and consider establishing a long-term GHG reduction target.  
  3.3.3 Work with local stakeholders to facilitate the development of a Community Energy Investment Strategy. |
<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Actions</th>
</tr>
</thead>
</table>
| **3.4** Improve the Region of Waterloo’s resilience to climate change and/or severe weather. | **3.4.1** Develop an adaptation strategy to deal with the impact of climate change/severe weather events on the Region’s infrastructure, programs and services.  
**3.4.2** Collaborate with stakeholders to develop a community-wide Climate Adaptation Plan. |
| **3.5** Preserve, protect and enhance green space, agricultural and environmentally sensitive lands, and Regionally owned forests. | **3.5.1** Work with community partners to conserve the natural and cultural heritage to further realize the recreational and tourism potential of green space along the Grand River and its tributaries.  
**3.5.2** Implement Operating and Management plans for all Regionally owned Forests.  
**3.5.3** Forge partnerships with diverse community groups to promote appropriate recreation use and enjoyment of our publically accessible green space (e.g., off-road cycling groups, naturalists, walking groups). |
| **3.6** Improve environmental sustainability and livability in intensifying urban and rural settlement areas. | **3.6.1** Create additional features in the ION corridor to enhance place making, living, working, and travelling experiences.  
**3.6.2** Work with Area Municipalities and other key stake-holders to create a linked natural system in the ION transit corridor.  
**3.6.3** Explore opportunities with the area municipalities to improve the pedestrian/cyclist environment on Regional Roads (e.g. street furniture, shade, lighting, winter maintenance, etc.). |
### Healthy, Safe and Inclusive Communities

The Region will work with the community to provide quality services and programs to improve access to the supports that contribute to a healthy, safe and inclusive community. The Region will continue efforts to improve population health, support healthy living, disease and injury prevention as well as enhance community safety and crime prevention. The Region will also increase the range of affordable and supportive housing options and mobilize efforts to reduce poverty.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Actions</th>
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</thead>
</table>
| **4.1 Support early learning and child development.** | **4.1.1** Update the Early Learning and Child Care (ELCC) multi-year Service Plan in partnership with all licensed ELCC programs across Waterloo Region.  
**4.1.2** Through the work of the Children’s Planning Table collaborate with community service providers in the development of a central, virtual access point for families to locate, access and utilize all services for children pre-birth to school exit.  
**4.1.3** Ensure that children have a library card, and free access to early literacy resources through a collaboration with regional and area municipal partners. |
| **4.2 Mobilize efforts to reduce poverty and the impacts it has on Waterloo Region residents.** | **4.2.1** Collaborate with community partners to create broad based efforts to reduce poverty.  
**4.2.2** Explore options to enhance affordability and access to transit.  
**4.2.3** Enhance Ontario Works employment outcomes through broad collaboration with economic development, employers, Ontario College of Trades, Employment Ontario providers, Chamber of Commerce and other service partners. |
| **4.3 Increase the supply and range of affordable and supportive housing options.** | **4.3.1** Implement the Homelessness to Housing Stability Strategy.  
**4.3.2** Increase the number of affordable housing units by implementing the Affordable Housing Strategy.  
**4.3.3** Work with partners to identify new policies and potential incentives to leverage development of new affordable housing, particularly in intensification areas. |
<table>
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<th><strong>Actions</strong> (How we will achieve the strategic objectives)</th>
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</thead>
</table>
| **4.4** Promote and support healthy living and prevent disease and injury. | **4.4.1** Work with area municipalities and other community partners, to implement the provincially funded Healthy Kids Community Challenge to reduce childhood obesity (0-12 years of age).  
**4.4.2** Optimize Paramedic Services to improve service standards and response times by developing an updated Paramedic Services Master Plan.  
**4.4.3** Work with mental health and addictions service providers in the community to enhance access to these services for clients of Region funded programs. |
| **4.5** Enhance community safety and crime prevention. | **4.5.1** Work with the community to develop and implement actions to engage youth, particularly those who are currently disengaged or hard to reach.  
**4.5.2** Stimulate community interventions that decrease the risk factors for crime and victimization with a special focus on inequality, exclusion and stigmatization. |
### Responsive and Engaging Government Services

The Region will strive to inspire public trust by engaging citizens and collaborating with community partners to foster meaningful and open conversations about Regional programs and services. The Region will attract, recruit and retain a skilled, engaged and caring workforce, that delivers excellent citizen-centered services to meet the diverse needs of the community. Organizational processes, facilities and resources will be reliable, cost efficient and effective, and will strive to provide excellent value to the community.

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<th><strong>Strategic Objectives</strong>&lt;br&gt;(What we are trying to accomplish)</th>
<th><strong>Actions</strong>&lt;br&gt;(How we will achieve the strategic objectives)</th>
</tr>
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</table>
| 5.1 Enhance opportunities for public engagement, input and involvement in Regional decision making. | 5.1.1 Evaluate and implement a common e-engagement platform with online discussion forums, surveys, virtual town halls and other interactive features.  
5.1.2 Build staff capacity to plan and conduct effective public engagement processes by providing training and other tools.  
5.1.3 Upgrade the Region of Waterloo website to incorporate up-to-date online technologies that include applications to provide better opportunities for public engagement and accessibility on mobile platforms.  
5.1.4 Develop plain language tools, training and guidelines for employees to ensure that Regional information and materials are accessible and easy to understand. |
| 5.2 Provide excellent citizen-centered services. | 5.2.1 Explore initiatives that will improve access to services for key populations and in community settings such as rural areas and underserviced areas.  
5.2.2 Build local partnerships to deliver Regional staff training that improves access and service satisfaction for our diverse community.  
5.2.3 Enhance consumer protection, safety and security through a streamlined, modernized by-law and fees structure that governs all “vehicles for hire”.  
5.2.4 Continue to collaborate with the Immigration Partnership to improve accessibility and inclusion in regional programs and services.  
5.2.5 Implement the age friendly tool to ensure the Region’s programs and services are providing respectful age friendly services to older adults. |
| **Strategic Objectives**  
(What we are trying to accomplish) | **Actions**  
(How we will achieve the strategic objectives) |
|---|---|
| **5.3** Attract, support and retain skilled, engaged and diverse employees. | **5.3.1** Develop a strategy that identifies critical employee positions and long term recruitment strategies to ensure a depth of qualified candidates and good succession management to address demographic changes in the organization.  
**5.3.2** Build greater leadership skills within the organization to effectively manage the Human Resources of the corporation to meet the needs of clients and the community by engaging staff and ensuring quality client experience. |
| **5.4** Ensure regional programs and services are efficient, effective and provide value for money. | **5.4.1** Develop a customer feedback and complaints management system to ensure that citizens receive the best service possible from Regional programs and services.  
**5.4.2** Create an office of Corporate Performance to enhance the organization’s focus on performance measurement and performance improvement.  
**5.4.3** Look for opportunities to streamline service delivery with area municipalities.  
**5.4.4** Strengthen the Region of Waterloo’s capacity to innovate and develop new efficient and effective solutions to the changing needs of the diverse community. |
The Strategic Plan provides a framework for other Region of Waterloo plans and initiatives, guiding Council and staff in setting priorities and delivering programs to address the changing needs of our community. In order to continue to make the Strategic Plan meaningful and relevant during this term of Council, the following components will be implemented:

**Alignment and linkages with other corporate and department processes and plans**

The Strategic Plan will be directly tied to the annual budget process as well as other corporate initiatives to allow for informed decisions about resource allocation. This Strategic Plan also incorporates key elements from various Regional Master Plans (e.g. Transportation Master Plan). As Regional Master Plans are updated over the next several years there will be conscious alignment with the Strategic Plan (e.g. Waste Management Master Plan). The Strategic Plan also provides direction for other initiatives such as communications planning and program and service changes.

**Departmental Strategic Plans**

In parallel with the Corporate Strategic Plan, each Department is developing a Departmental Strategic Plan. The Department Strategic plans will identify additional priority actions needed to implement the vision and corporate strategic objectives as well as more detailed departmental actions specific to Departmental priorities.

**Orientation and Training**

The Region of Waterloo Strategic Plan will be a core component of staff training and ongoing development. It will also be a focus in the New Employee Orientation Program (NEOP).

**Partnerships**

Ongoing partnerships with area municipalities, community partners and other orders of government will be key to the Region’s success in the implementation of the Strategic Plan. Where possible and appropriate we will strengthen internal and external relationships to achieve common goals and resolve community issues.
Continued Community Engagement

The Region of Waterloo’s 2015-2018 Strategic Planning process provided a forum where citizens talked about what matters to them, what they like and value about Waterloo Region, what they want to improve, and what their aspirations for the Region are as it grows over the next several years.

Conversations have taken place across the region, through focus groups, a statistically reliable telephone survey, online and paper surveys, community meetings and online using social media tools. Continuing the community engagement process will enable the Region to collectively create and implement priorities that are clear, inclusive, sustainable and supported by the community.

While the framework and initial focus areas and objectives have been identified, the process remains ongoing, with annual benchmarking and implementation that will make this vision a reality. Continuing community engagement and regular communication of progress will ensure that the Strategic Plan moves from planning to implementation and achievement.

Communication of the Plan

Communication will be a key factor in the success of the Strategic Plan implementation. The Corporate Strategic Plan will be shared with the community and staff, area municipalities, community partners and other organizations. The communication will be an ongoing effort, and the plan and our progress will be shared on a regular basis. In order to effectively communicate the plan to a wide range of audiences, a number of vehicles and methods to involve and inform residents and staff will be created. In an effort to support environmental sustainability, we will minimize paper based communication and maximize electronic communication of the Plan.
From Planning to Implementation

Progress Monitoring and Reporting

An important element of our strategic planning process will be to measure the progress on our strategic objectives and actions. Regular reporting on the strategic planning process will demonstrate to Council, the public and staff how the strategic objectives are being achieved across the organization. Every six months the Corporate Leadership Team will review the progress on the Strategic Plan actions. Annual reports will be developed and distributed to the community to ensure citizens and community partners are aware of the progress.

Finally, the Region’s Strategic Plan is an ongoing process. Over the next several years it will be important to be conscious of new challenges and emerging issues. The Region will need to be flexible in order to respond to these changing directions and demands. Accordingly, the Plan will be reviewed in June 2017 to provide the opportunity to refine any of the objectives and/or add or delete priority actions in order to respond to any significant changes in circumstances.
Message from the Chief Administrative Officer

Services provided by the Region of Waterloo touch the community in many ways on a daily basis. The Region’s Strategic Plan provides a framework to ensure our programs and services are having the most impact on the community as efficiently and effectively as possible. Our Strategic Plan guides priority setting for Regional Council and staff and provides direction on specific actions we hope to accomplish during this term of Council.

One of the most rewarding aspects of developing this plan was the way in which citizens and Regional staff engaged in the process to help shape the future of our community. The public and staff conversations helped Regional Council define five areas of focus, 22 strategic objectives and 63 actions for the next several years. I would like to thank everyone who helped to shape the vision and priorities reflected in this plan. I would also like to extend a special acknowledgment to the Region’s Corporate Leadership Team and Senior Management Team for their vital role in the strategic planning and implementation process.

As we move forward with our Strategic Plan, we know that the journey will come with challenges. It will require that the Region lead by example and work diligently to:

Serve: With caring and responsible government.
Engage: By listening and responding to community needs.
Inspire: With new ideas and creative solutions.

By providing excellent service and value for money we hope to promote public trust and confidence in the Region, and help build a community where people matter and ideas grow.

Sincerely,

Mike Murray, Chief Administrative Officer
For more information

We invite you to stay in touch with the Region’s Strategic Plan. Visit our website, contact us by phone/e-mail or request your own copy of the Strategic Plan. The plan is available in other formats upon request. For information or alternative format please contact:

Chief Administrator’s Office
150 Frederick Street
Kitchener, Ontario N2G 4J3
Phone: 519-575-4758
Fax: 519-575-4440
TTY: 519-575-4608
www.regionofwaterloo.on.ca

Click on “Regional Government” to find the Strategic Plan.

To view the detailed Strategic Plan online visit
www.regionofwaterloo.ca

Call: 519-575-4400 TTY: 519-575-4608

Corporate Leadership Team (Department Contacts):

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Administrative Officer –</td>
<td>Mike Murray</td>
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<tr>
<td>Commissioner of Public Health and Emergency</td>
<td>Dr. Liana Nolan</td>
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<tr>
<td>Services and Medical Officer of Health –</td>
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<tr>
<td>Commissioner of Corporate Services/Chief</td>
<td>Craig Dyer</td>
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<tr>
<td>Financial Officer –</td>
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<tr>
<td>Commissioner of Human Resources and Citizen</td>
<td>Jane Albright</td>
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<td>Service –</td>
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<tr>
<td>Commissioner of Planning, Development and</td>
<td>Rob Horne</td>
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<tr>
<td>Legislative Services -</td>
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<tr>
<td>Commissioner of Community Services –</td>
<td>Douglas Bartholomew-Saunders</td>
</tr>
<tr>
<td>Commissioner of Transportation and</td>
<td>Thomas Schmidt</td>
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<td>Environmental Services –</td>
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