

# **2023-2027 Strategic Plan**

## **Setting Council's Vision & Strategic Direction**

Administration and Finance Committee

December 6th, 2022



# Growing Together: Making Critical Choices

- Close to one million people will call Waterloo Region home by 2051. This is incredible growth, the equivalent of adding a city the size of Vaughan to our community.
- It is exciting growth, and it will put pressure on our essential services.
- We will have many questions to face:
  - How will we meet these new demands?
  - Where will we choose to invest?
- We have faced some of these challenges before and know that through meaningful partnerships, we will find solutions.
- We have a talented, committed workforce eager to deliver on community priorities and build a thriving home for future generations.

## GROWING TOGETHER



The Region of Waterloo provides essential services to residents across the tenth largest community in Canada.

We are known for being an ambitious, forward thinking community and we continue to attract new residents, with close to one million people expected to call this area home by 2051.

This is dramatic and exciting growth – the equivalent of adding a city the size of Vaughan to our community.

Thanks to strong leadership and solid partnerships, we have achieved great things to support residents and to take control of our future through deliberate and thoughtful planning.

We have a defined countryside line, we are the only community of its size in North America with a light rail system and our collective innovation is now allowing us to imagine a future where all of our residents can thrive.

We know that a growing population will put heightened pressure on our essential services and we know that we will face difficult questions.

How will we meet new demands? Where are investments needed most? How will we fund these investments? How will we balance short-term challenges and longer-term strategic goals?

We have faced some of these questions before and we know that through meaningful collaboration with partners from many sectors, we will find solutions.

**A**t the Region of Waterloo, we are committed to building the best community in Canada, a community where every resident feels like they belong, a community that all people are proud to call their home.

Growth brings challenges and difficult questions – particularly in times of economic instability – but one million people can open one million doors and so many new possibilities.

As we welcome a growing population, we are committed to working together to deliver on community priorities. This includes increased access to housing, advancing equity and truth and reconciliation and prioritizing climate action, sustainable transportation and a vibrant economy.

We look forward to building this community together and to shaping the future through decision-making that will provide a welcoming home for our kids and grandkids.



### Regional responsibilities

Who does what in government

### Sample of services provided by the Region of Waterloo:

- Housing and Shelter
- Transit
- Region of Waterloo International Airport
- Water and Wastewater Services
- Arts, Culture and Heritage
- Public Health and Emergency Services
- Waste Management

### Find out more:

Strategic Focus 2019-2023  
Council Calendar  
Media Releases



# Region's Strategic Planning Framework – time to recalibrate

Strategic Plan

Long term goals (outcomes) and objectives

4 year horizon (overlaps with Council terms)



Annual Business Plan (Plan and Budget)

Shorter term goals (outcomes) and objectives

12-18 month horizon



Performance tracking, reporting & improvement

# Objectives



Explore and redefine our mission, vision and values



Set strategic priorities to shape service levels, financial and resourcing decisions – with longer term in mind



Encourage new thinking/challenge and reflect changing forces and trends



Build accountability through a foundation of performance and evaluation (KPIs and metrics)



Embed equity in resident engagement and build trust and credibility through intentional and meaningful relationship building



Build strong partnerships and alliances with external partners

# Principles

- Show connections: Strategic plan process to knit all the pieces together, build on existing plans and strategies
- Build focus: Strategy should guide prioritization
- Find balance: Existing vs new initiatives
- Help clarify: Our roles, mission & vision
- Build strong partnerships and alliances: Strategic connections to external partners which emphasize mutual benefit and build synergy to amplify results
- Engage staff broadly: Help them see themselves in the plan and values and leverage their lived experiences and identities to build the plan
- Embed equity: Centre the voices of those often not included
- Build trust and credibility: Engagement must be authentic and intentional and take the time to build relationships while being responsive to community identified needs. (community led)
- Be accountable: Sharing our progress in a transparent, relatable and engaging way that focuses on what matters to community

# Meaningful Community Engagement

## Whole community approach

- Diversity of representation
- Indigenous groups
- Community across the region
- All sectors; academic, businesses, Not-for-Profits, community grass roots, health and other institutions
- Staff from across the organization

## Variety of tactics

- Accessible and equity based
- Digital and in-person
- Community Connectors
- Access through networks and build relationships
- Community advisory: Community Round table; Youth Advisory Group
- Events and workshops
- Surveys and results of other engagement



# How everything fits together – a phased approach and timelines

