

# Setting the Context Regional Strategy Refresh

*Building an equitable, sustainable  
and thriving Region of Waterloo*



Region of Waterloo

# 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

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# Opportunity to revisit our strategy

**REGION OF WATERLOO Strategic Focus 2019-2023**

**Our vision** (What we aspire to)  
Waterloo region: an inclusive, thriving and sustainable region of connected rural and urban communities with global reach, fostering opportunities for current and future generations.

**Our mission**  
We serve with caring and responsible public service.  
We engage by listening and responding to community needs.  
We inspire by conducting ourselves with openness to enhance public trust and confidence.

**Our values** (How we work)  
Service: Satisfy and build confidence  
Integrity: Instill trust  
Respect: Value and recognize  
Innovation: Make ideas happen  
Collaboration: Involve and engage others

To view the detailed 2019-2023 Strategic Plan or request alternate formats, visit [www.regionofwaterloo.ca](http://www.regionofwaterloo.ca)

Region of Waterloo  
Call: 519-575-4400  
For deaf and/or hearing of hearing (TTY): 519-575-4808

**Thriving economy**

- 1.1. Create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region.
- 1.2. Ensure an adequate and strategic supply of employment lands in the Region.
- 1.3. Support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region.
- 1.4. Grow passenger air service and aviation related activities at the Region of Waterloo International Airport.

**Sustainable transportation**

- 2.1. Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public.
- 2.2. Improve and better integrate roads and rail transportation services to and from Waterloo Region.
- 2.3. Increase participation in active forms of transportation (bicycling and walking).
- 2.4. Improve road safety for all users – drivers, cyclists, pedestrians, horse and buggies.

**Environment and climate action**

- 3.1. Reduce greenhouse gas emissions.
- 3.2. Improve resilience to climate change and/or severe weather.
- 3.3. Direct more waste away from the landfill, improve recycling and better manage organic waste.
- 3.4. Protect our water resources (drinking water and wastewater treatment).
- 3.5. Promote the efficient use of urbanland, and protect and enhance agricultural and natural areas.

**Healthy, safe and inclusive communities**

- 4.1. Improve child and youth wellbeing in Waterloo Region.
- 4.2. Make affordable housing more available to individuals and families.
- 4.3. Promote and enhance equity in policies, planning, services, and decision-making in order to positively impact community wellbeing.
- 4.4. Prevent and reduce problematic substance use and its consequences.
- 4.5. Enhance community safety and wellbeing in Waterloo Region.

**Responsive and engaging public service**

- 5.1. Enhance opportunities for public engagement, input and involvement in Region of Waterloo initiatives.
- 5.2. Provide excellent citizen-centred services that enhance service satisfaction.
- 5.3. Attract, support and retain skilled, engaged and diverse employees.
- 5.4. Ensure the Region provides value for money and long term financial sustainability.

**Our people**

- 6.1. Let the Regional Values of Respect, Integrity, Collaboration, Innovation and Service guide our behaviour.
- 6.2. Foster opportunities for employees to be engaged, recognized and valued for their work.
- 6.3. Provide opportunities for learning and development that support all employees abilities to build and grow their career at the Region.
- 6.4. Create an environment that supports and promotes an inclusive and diverse workforce that is representative of the communities we serve.
- 6.5. Build a healthy and safe work environment that supports individual wellness and creates the capacity for all employees to be and do their best.

**What matters to the community**

Waterloo Region is a vibrant and diverse place with different needs. Throughout 2021, we asked the community what matters to them. Here's what they said.

**“ Sustainable transportation, bike lanes, great services for those less fortunate, vibrant, clean and safe downtown cores. ”**

**“ Good roads, efficient transportation, clean air and water, quality health care. ”**

**“ Security for all members of community - from the most advantaged to those vulnerable. ”**

**“ Would like to see more advancement in dealing with climate change issues. ”**

**“ Efficient transportation network, properly maintained roads, sidewalks and multi-use trails. ”**

**“ We love the arts. We appreciate that most in our community can find work in many fields. Transportation and access to parking are important. ”**

**“ We would like to see more work to find shelter for those who are homeless and opportunities for more affordable housing. ”**

**“ Good transportation infrastructure that offers alternatives to driving. Transit, cycling and walking are very important for a vibrant, liveable community. ”**

**“ We have so many wonderful things here. We have great educational facilities, great employment opportunities. ”**

**“ More support for advancing anti-racism and under-represented groups within the region, across all services; support for new immigrants to get settled and integrate into the region. ”**

**“ Housing, transit, supporting active transportation, museums and other cultural experiences, creating a community where people feel supported, valued and safe. ”**

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# 2023 - Strategic Collaboration



- Strategic process to set key strategic goals and objectives for next 4 years
- Collaboration with area municipalities and our many shared partners
- New draft Strategic Plan by end of Q2 of 2023
  - To guide the 2024 Plan and Budget process
- New evaluation and performance framework

# Thinking Globally, Planning Locally

*Building an equitable, sustainable  
and thriving Waterloo Region*



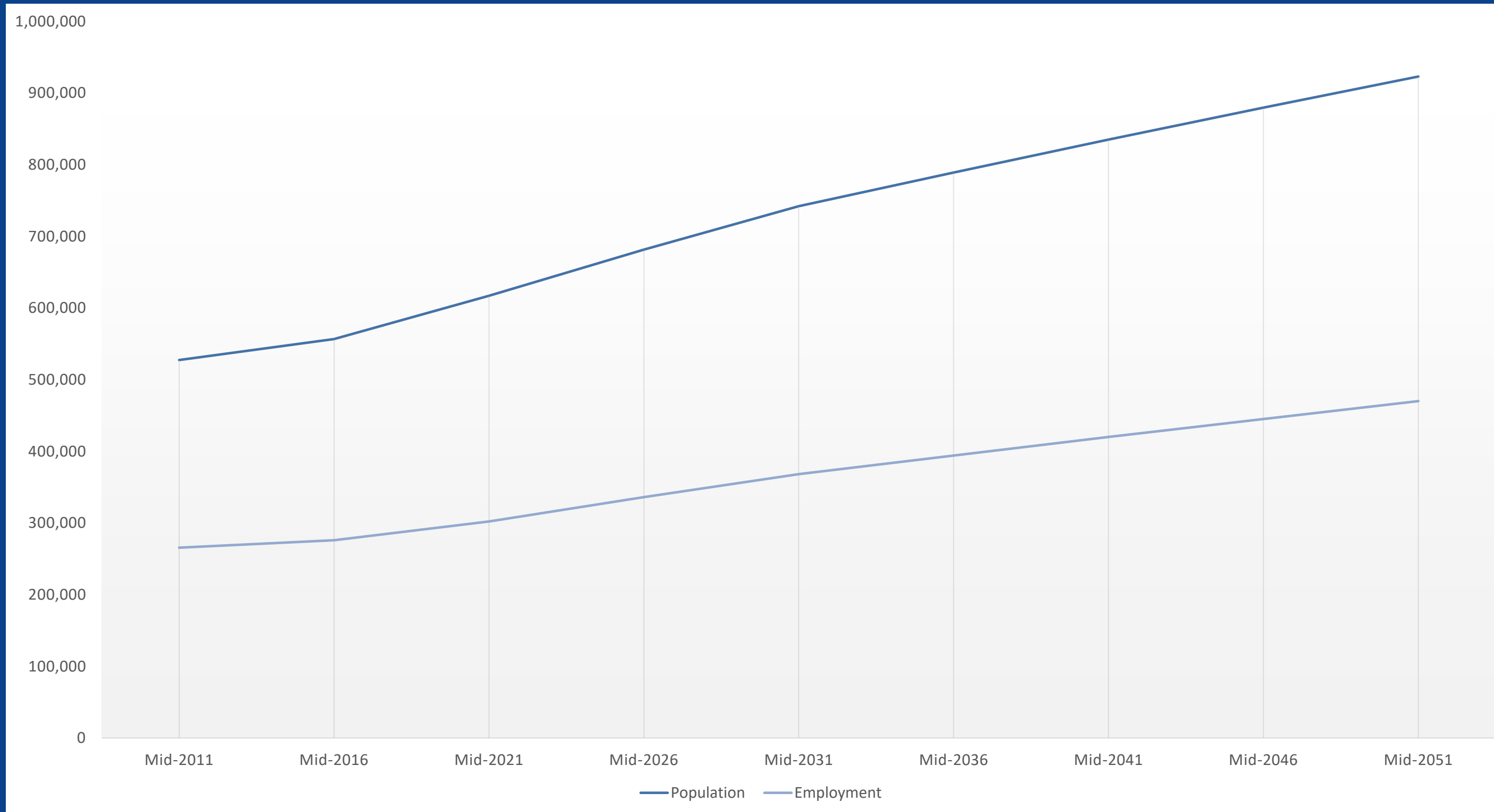
Region of Waterloo



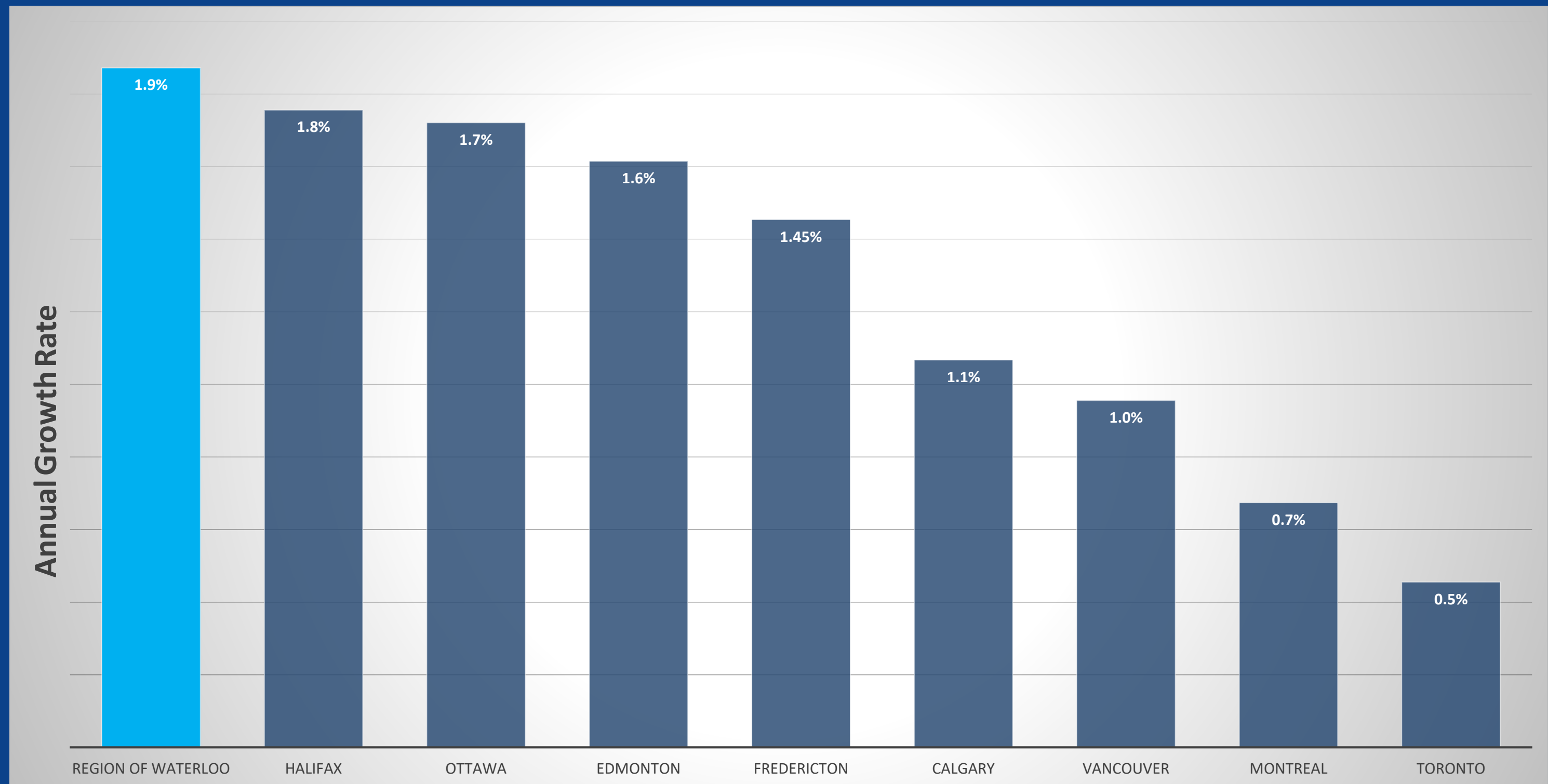
# Regional & global context

- Forecasted regional growth
- Greenhouse gas emissions growth
- Global income and wealth inequality
- United Nations
  - Sustainable Development Goals framework
  - Declaration on the Rights of Indigenous Peoples

# Waterloo Region is growing



# Waterloo Region is growing





# Greenhouse Gas Emissions

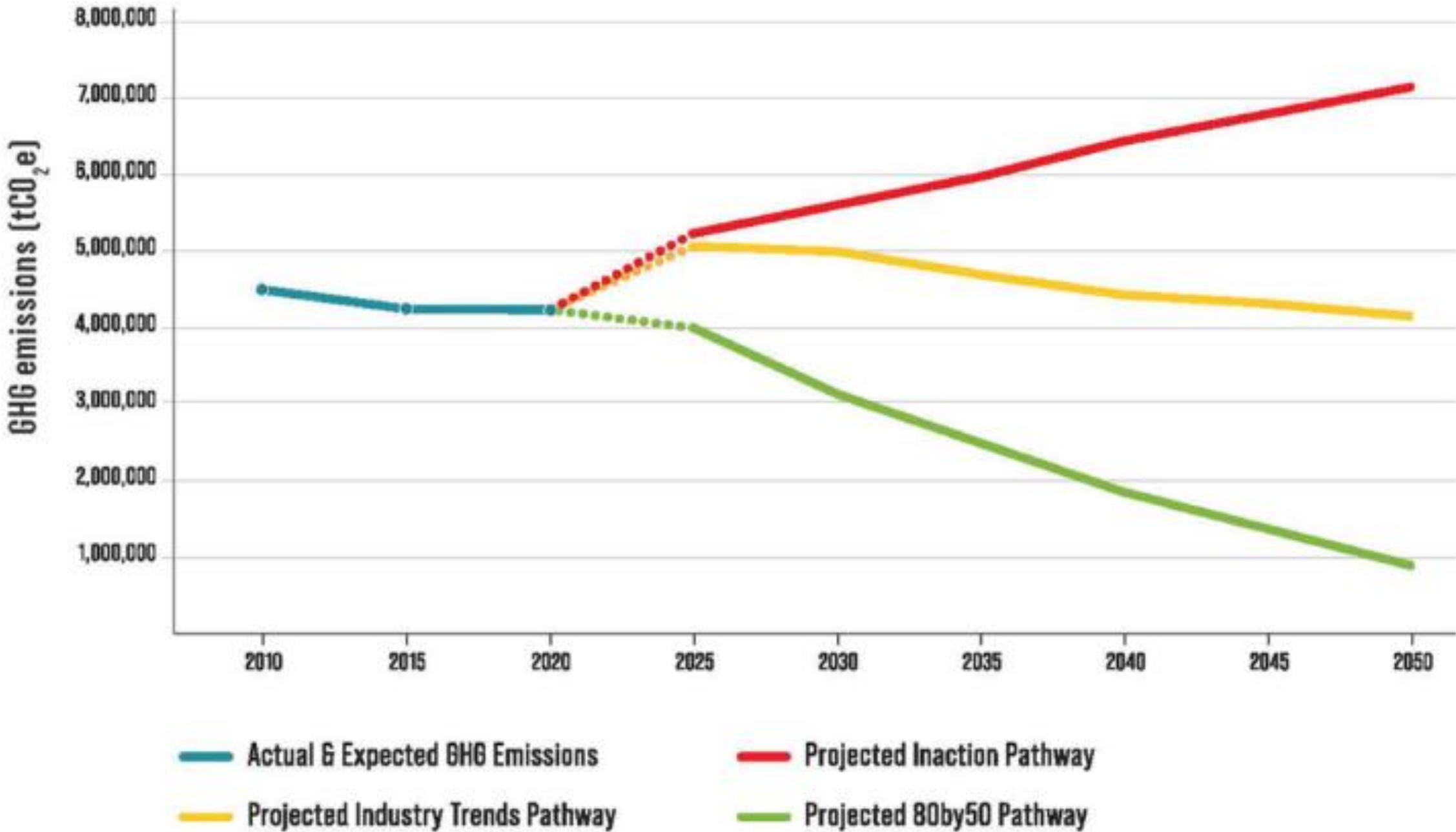
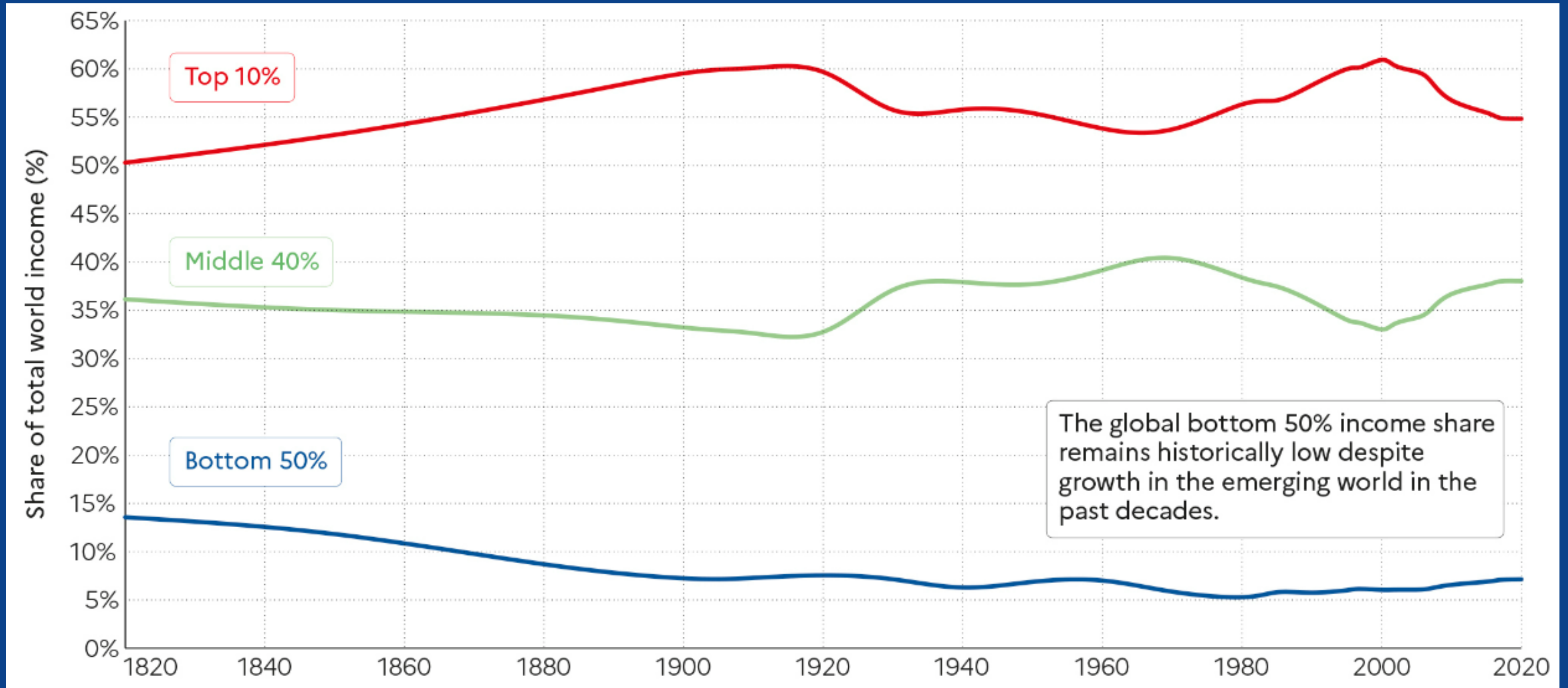


Figure 2: Actual and expected Waterloo Region total GHG inventories meeting the 3 projected pathways: inaction, industry trends and our '80by50' pathway with an interim 30% GHG reduction by 2030

# Global Income & Wealth Inequality



# United Nations SDGs

**1** NO POVERTY



**2** ZERO HUNGER



**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**6** CLEAN WATER AND SANITATION



**7** AFFORDABLE AND CLEAN ENERGY



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**10** REDUCED INEQUALITIES



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION



**14** LIFE BELOW WATER



**15** LIFE ON LAND



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**17** PARTNERSHIPS FOR THE GOALS





**The United Nations  
Declaration on the Rights  
of Indigenous Peoples**

# Changes in the ROP based on First Nations Consultation & Indigenous Engagement

Added a new Territorial Acknowledgment to recognize the unique and enduring relationship that exists between Indigenous peoples and their traditional territories.

Introduced objectives for integrating and respecting Indigenous values, history and cultures in planning for growth and change through respect, trust, and meaningful dialogue.

Recognition of the cultural significance of the Grand River, groundwater, local landscapes, natural features and biodiversity, and the importance of ecosystem health and opportunities for people to connect with nature.

A Manual for National Human Rights Institutions



ASIA PACIFIC FORUM  
ADVANCING HUMAN RIGHTS IN OUR REGION



UNITED NATIONS  
HUMAN RIGHTS  
OFFICE OF THE HIGH COMMISSIONER

The background of the slide is a blue-tinted architectural drawing or blueprint. It features various lines, rectangles, and circles, representing a technical drawing of a building or infrastructure. Some handwritten labels like 'BED 2' and 'BED 1' are visible, along with arrows and other technical notations.

# Building a more sustainable, equitable and thriving community

- 15-minute neighbourhoods
- Affordable housing
- Diverse economic infrastructure
- Protection of
  - agricultural resources
  - natural heritage systems
- Understanding cultural heritage
- Transformational climate action

# 15-Minute Neighbourhoods



Compact, well-connected places with a clustering of a diverse and appropriate mix of land-uses, including a range of housing types, shops, services, local access to food, schools and day care facilities, employment, greenspaces, parks and pathways

Complete communities that enable people of all ages and abilities, at all times of year, to conveniently access the necessities for daily living with a 15-minute trip by walking, cycling, and rolling, and to meet other needs by taking direct, frequent, and convenient transit, wherever this service is possible

# Affordable Housing

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# Diverse Economic Infrastructure

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# Protection of agricultural resources

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# Protection of natural heritage

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# Understanding cultural heritage

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Archaeological excavation of a Late Woodland Middle Ontario Iroquoian village site (AD 1400-1600) (Fischer-Hallman)



Onondaga, Chert Brewerton Cluster Point,  
Middle Archaic 6000–2500 BC (found at YKF)

# Transformational Climate Action

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Thank you.

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