

Appendix B

Region of Waterloo Strategic Plans

Introduction

The strategic planning process included an inventory and review of major plans and strategies at the Region of Waterloo, to identify strategic focus areas, targets and initiatives currently underway. The review ensured the new strategy reflected on the work currently underway and will serve as a baseline to identify which plans will need calibration in light of the new strategic plan over the coming years. The following is a list of plans included in the review.

Region-affiliated Plans

| Plan Title | Description |
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| Community Safety and Wellbeing Plan | <p>The Community Safety & Wellbeing Framework aims to improve safety and wellbeing for all through solidifying a process for action, recognizing that outcomes will evolve, change, and grow with the needs of the community. The Framework is intended to be a shared vision of safety and wellbeing that articulates the core elements and conditions to grow, create, and explore, along with barriers to achieving this vision. The framework itself is meant to be dynamic with ongoing collaborative engagement and action taking place. The Region of Waterloo is required by legislative amendments to Ontario's Police Services Act to develop a Community Safety and Wellbeing Plan.</p> <p>The Region of Waterloo & Lura. (2022). <i>Building a safe and well community for all:</i></p> <p><i>A journey towards transformational change.</i> Region of Waterloo, Building a safe and well community for all: A journey towards transformational change (regionofwaterloo.ca)</p> |
| Transform Waterloo Region | <p>Transform Waterloo was developed in collaboration between the 8 municipalities, local organizations, and community members. Understanding that Waterloo Region needs to take action on the climate crisis to achieve the Paris Agreement objectives, this plan outlines the long-term strategy to achieve an 80% local greenhouse gas emission (GHG) reduction target by 2050 (based on 2010 levels), and identifies local action needed to reduce our emissions by 30% by the year 2030. More than 1600 community members informed this work through events, workshops, interviews, focus groups, and surveys.</p> <p>ClimateActionWR. (2021). <i>Transform Waterloo Region: Waterloo Region's transition to an equitable, prosperous, resilient low carbon community.</i> ClimateActionWR, TransformWR – by ClimateActionWR</p> |

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| <p>Immigration Partnership— Building Community Through Engagement Community Action Plan, 2020-2025</p> | <p>Immigration Partnership is a collaboration of community service, business, municipal and post-secondary organizations and Waterloo Region residents. They work together to create conditions for immigrants to reach their full potential and contribute to a thriving, prosperous community for everyone. The 2020-2025 Community Action Plan is intended to facilitate the successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.</p> <p>Immigration Partnership. (2020). <i>Building community through immigration: Community action plan 2020-2025</i>. Immigration Partnership, Building Community Through Immigration - Community Action Plan 2020-2025 (immigrationwaterlooregion.ca)</p> |
| <p>Children and Youth Planning Table</p> | <p>The Children and Youth Planning Table (CYPT) is a community-wide partnership that includes over 800 service providers, researchers, planning bodies, and funders serving children, youth, and families in Waterloo Region. Together, they work to improve the well-being of children and youth and to move the needle on nine dimensions of child and youth well-being. Data in Action identifies key areas for change in the Region’s communities based on input gathered through the Youth Impact Survey (YIS).</p> <p>Children and Youth Planning Table of Waterloo Region. (2021). <i>Data in Action: Youth Impact Survey</i>. Children and Youth Planning Table of Waterloo Region, Data In Action Report - Children and Youth Planning Table</p> |

Regional Plans

| Plan Title | Description |
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| <p>Service Transformation Strategy</p> | <p>The Service Transformation Strategy lays out the Region’s vision for a Service Transformation program. It is designed to leverage modern digital capabilities to help the Region respond to increased community expectations for easy-to-use, available 24/7, from anywhere services and respond to current and future challenges.</p> <p>Perry Consulting Group. (2023). <i>Service transformation strategy: Final report</i>. Regional Municipality of Waterloo, ON, Perry-Group-Consulting---Region-of-Waterloo---Service-Transformation---Final-Report.pdf (regionofwaterloo.ca)</p> |
| <p>10 Year Housing and Homelessness Plan</p> | <p>As designated by the Province, the Region of Waterloo is responsible for program planning, service delivery, resource distribution, compliance, quality assurance, and needs and demand analyses in the areas of housing and homelessness. The 10 year Housing and Homeliness Plan has two core purposes:</p> <ul style="list-style-type: none"> • To revise strategic directions, actions, and targets to increase housing affordability and expand supports to help low and moderate-income households find and maintain appropriate housing. |

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| | <ul style="list-style-type: none"> To introduce the affordable housing target for Waterloo region for 2019-2041. <p>The Ontario government requires the region to develop a 10-year plan for housing and homelessness. This plan is guided by the provincial goal that 30 per cent of all new residential development between 2019 and 2041 will be affordable for low and moderate-income households.</p> <p>Region of Waterloo Community Services. <i>10-year housing and homelessness plan</i>. Regional Municipality of Waterloo, ON, Five-Year-Review-of-the-Waterloo-Region-10-Year-Housing-and-Homelessness-Plan-access.pdf (regionofwaterloo.ca)</p> |
| Waterloo Region Housing Master Plan | <p>The Waterloo Region Housing 20-year Master Plan provides a vision and strategy to revitalize housing communities through future redevelopment and growth, and to maintain the current affordable housing stock Waterloo Region Housing offers. The plan also explores how and when potential divestment strategies are invoked to either replace existing units or generate revenue through potential partnership opportunities. The impact of the Master Plan is intended to ensure the continued support and improvement of services for all tenants.</p> <p>Waterloo Region Community Services. (2019). <i>Waterloo region housing master plan (2020-2024)</i>. Regional Municipality of Waterloo, ON, Waterloo Region Housing Master Plan (2020 – 2040) (regionofwaterloo.ca)</p> |
| Affordable Housing Framework | <p>The Region works with partners and funders to build healthy, thriving communities that are accessible to everyone regardless of income level or life circumstances. The Affordable Housing Framework creates a sustainable, strategic pipeline of affordable housing projects to increase the number of affordable homes we develop each year.</p> <p>Waterloo Region Community Services. (2019). <i>Affordable housing framework: Region of Waterloo, Building a better future for all</i>. Regional Municipality of Waterloo, ON, Affordable Housing Framework Building a better future for all (regionofwaterloo.ca)</p> |
| 2022-2026 Early years and Child Care Service Plan | <p>The Early Years and Child Care Service System Plan is a multi-year plan designed to support the creation of a vibrant, inclusive, and high-quality Early Years and Child Care system and world-class community for children and families. The plan includes priorities and actions for the next four years and is based on input from parents, service providers, child care operators, and researchers. The intention is to create a more accessible, affordable, high quality, equitable and inclusive early learning and child care system. As the Consolidated Municipal Service manager, the Region of Waterloo Children’s Services is required to engage in system-wide planning to ensure services align with community needs.</p> <p>Waterloo Region Children’s Services. (2022). <i>Region of Waterloo children’s services: Early years and child care service system plan, 2022-2026</i>. Regional Municipality of Waterloo, ON, EYCC Service System Plan 2022 to 2026 (adobe.com)</p> |

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| Seniors' Services Strategic Plan | <p>The Senior's Services Strategic Plan lists a number of key actions to be achieved from 2019-2023. Their mission is to serve with the highest quality of service and care, engage to create an inclusive, thriving, and welcoming community, and inspire people to live hopeful, happy, and healthy lives.</p> <p>Waterloo Region Community Services. (2019). <i>Region of Waterloo seniors' services strategic plan, 2019-2023</i>.</p> |
| Paramedic Services Master Plan | <p>The 10-year Paramedic Services Master Plan serves as a strategic planning framework for operational, capital, and organizational decisions related to the delivery of paramedic services to 2027.</p> <p>Apexpro Consulting inc. (2019). <i>Region of Waterloo paramedic services master plan update</i>.</p> |
| Waste Management Master Plan | <p>The Waste Management Master Plan documents the current status of the Region's waste management practices, programs, operations, and facilities; provides projections of future diversion rates and residual waste generation volumes; and establishes a strategy to guide waste management services over the next 20 years.</p> <p>Serrati, D. (2013). <i>Waste management master plan: final study report</i>. Regional Municipality of Waterloo, ON, P&W Agenda - November 12, 2013 (regionofwaterloo.ca)</p> |
| Wastewater Treatment Master Plan | <p>The Wastewater Treatment Master Plan is a current, comprehensive, cost-effective and feasible strategy to address the anticipated wastewater treatment needs of the Region over the next 35 years. Recommendations have been developed to accommodate future population growth, meet level of treatment needs, enhance operations, and reduce energy use. In addition to facility-specific recommendations, recommendations benefitting all Regional wastewater facilities were also identified.</p> <p>Region of Waterloo. (2018). <i>Region of Waterloo 2018 Wastewater Treatment Master Plan</i>. Regional Municipality of Waterloo, ON, Region of Waterloo 2018 WWTMP Report</p> |
| Water Supply and Distribution Operations Master Plan | <p>The Region is responsible for supplying potable water throughout the Tri-Cities and surrounding area through the Integrated Urban System (IUS) and various individual rural systems. The Water Supply Master Plan guides short and long-term strategies for optimizing the operating efficiency of the integrated Urban System to ensure the availability of a sustainable water supply.</p> <p>Stantec. (2015). <i>Water supply and distribution operations master plan final report</i>. Regional Municipality of Waterloo, ON, Water Supply and Distribution Operations Master Plan Final Report (regionofwaterloo.ca)</p> |
| Water Resource Protection Master Plan | <p>The Water Resources Protection Strategy has been historically created to minimize the risk of historic, existing, and future land uses on municipal water supplies. The purpose of the Master Plan update was to develop a municipal water protection implementation plan that builds on previous initiatives undertaken by the Region as well as to incorporate new</p> |

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| | <p>initiatives and policies developed by the Province of Ontario in the wake of the Walkerton Inquiry, including the Clean Water Act and related regulations. The report provides an overview of both the status and the proposed technical and policy or program initiatives needed to protect municipal drinking-water supplies.</p> <p>Region of Waterloo. (2008). <i>Water resources protection master plan</i>. Regional Municipality of Waterloo, ON, DOCS_ADMIN-#468792-v1-WRPMP_EXECUTIVE_SUMMARY.DOC (regionofwaterloo.ca)</p> |
| <p>Biosolids Master Plan</p> | <p>While biosolids management systems are currently keeping up with the Region’s need, preparing for projected demand to 2051 and beyond requires planning for new biosolids management processes and infrastructure today. The Biosolids Strategy takes a critical look at today’s practices, considers all applicable technologies, and develops a way to manage biosolids within the Region to the year 2051.</p> <p>Region of Waterloo. (2018). <i>Region of Waterloo 2018 biosolids master plan</i>. Regional Municipality of Waterloo, ON, Region of Waterloo 2018 Biosolids Master Plan</p> |
| <p>Community Climate Adaptation Plan</p> | <p>The purpose of the Community Climate Adaptation Plan is to continually improve Waterloo Region’s resilience to extreme weather and climate change impacts through increased local adaptive capacity and collaboration among community stakeholders. A list of objectives and actions outline an action plan for the community as a whole to adapt to a changing climate in Waterloo Region.</p> <p>Region of Waterloo Planning, Development And Legislative Services. (2019). <i>Community climate adaptation plan for Waterloo Region</i>. Regional Municipality of Waterloo, ON, Community Climate Adaptation Plan for Waterloo Region (regionofwaterloo.ca)</p> |
| <p>Airport Business Plan and Master Plan</p> | <p>The 20 Year Airport Master Plan ensures that the airport can:</p> <ul style="list-style-type: none"> • Meet the travel needs of our own growing community; and • Respond to capacity challenges at Toronto Pearson International Airport. <p>A pre-set passenger volume is required for each of the five development stages to make the most of existing infrastructure while managing financial risk and responding to industry changes without compromising customer service. The Region is currently in Stage 1 of the Airport Master Plan.</p> <p>Region of Waterloo International Airport. (2017). <i>Region of Waterloo international airport master plan</i>. Regional Municipality of Waterloo, ON, YKF-2017---20-Year-Master-Plan-Executive-Summary---March-2017.pdf (waterloairport.ca)</p> <p>Region of Waterloo International Airport. (2017). <i>Region of Waterloo international airport (YKF) business plan 2017-2022</i>. Regional</p> |

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| | <p>Municipality of Waterloo, ON, Region of Waterloo International Airport Business Plan - 2017-2022 (waterlooairport.ca)</p> |
| Regional Transportation Master Plan | <p><i>Moving Forward</i> is the 2018 Transportation Master Plan for the Region of Waterloo. It is a strategic document that outlines the needs for active transportation (cycling and walking), public transit, and Regional roads to the year 2041. It includes a series of Regional policies to encourage and shape sustainable travel and economic growth, support land-use planning, and support the Region as “a community where people matter and ideas grow.”</p> <p>Region of Waterloo. (2019). <i>Moving forward 2018 transportation master plan</i>. Regional Municipality of Waterloo, ON, Moving Forward – 2018 Transportation Master Plan (regionofwaterloo.ca)</p> |
| GRT/Specialized Transit Business Plan | <p>The Region strives to be a prosperous, sustainable, and healthy community, with viable transportation choices for people of all ages and abilities, and for the goods supporting our economy. The GRT Business Plan 2017-2021 identifies the transit network changes and service level improvements required to attain the 2010 Regional Transportation Master Plan transit ridership target of 28.1 million annual passenger trips for 2021. This supports the Regional Official Plan growth and urban intensification goals, and seamless integration of ION LRT and BRT, and conventional bus services.</p> <p>Region of Waterloo. (2018). <i>Grand River Transit business plan 2017 - 2021</i>. Regional Municipality of Waterloo, ON, GRT-Business-Plan-2017-2021.pdf</p> |
| Central Transit Corridor Community Building Strategy | <p>The Central Transit Corridor Community Building Strategy recommends how our community should grow around rapid transit stations, such as the types of buildings and uses, their design and their connections to the surrounding community, while remaining sensitive to the need for compatibility with adjacent areas, like established neighbourhoods. The Community Building Strategy also provides valuable information to investment and development interests about the many opportunities that exist in these station areas and beyond.</p> <p>Region of Waterloo. (2013). <i>The Region of Waterloo central transit corridor community building strategy</i>. Regional Municipality of Waterloo, ON, GRT-Business-Plan-2017-2021.pdf</p> |
| Regional Official Plan | <p>The Regional Official Plan is the Regional Municipality of Waterloo’s guiding document for directing growth and change for the next 20 years. The vision of this plan is that “Waterloo Region will be an inclusive, thriving, and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations”. This vision embraces sustainability and ‘liveability’ as central concepts and provides the foundation for the policies and future actions set out in this Plan. The four related elements of sustainability – cultural, economic, environmental and social - need to be balanced. The underlying philosophy of this Plan is that land use planning is a shared responsibility between the Region and Area Municipalities.</p> |

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| | <p>Region of Waterloo. (2015). <i>Regional official plan 2031</i>. Regional Municipality of Waterloo, ON, Planning and development - Region of Waterloo</p> |
| Asset Management Plan | <p>The Region of Waterloo owns and manages physical assets such as roads, traffic signals, buses and related facilities, water and wastewater treatment plants and pumping stations, groundwater wells, water storage facilities, water mains and sewers, an airport, administrative and cultural buildings, community housing, and a fleet of vehicles. The Region relies on these assets to deliver services to residents in partnership with local municipalities. Properly managing its assets ensures the Region can deliver services safely and reliably and provide value for money and long term financial sustainability. The purpose of the Asset Management Plan is to support the Region’s stewardship of its assets.</p> <p>Region of Waterloo. (2020). <i>Region of Waterloo asset management plan</i>. Regional Municipality of Waterloo, ON, 2019 Asset Management Plan.pdf (regionofwaterloo.ca)</p> |
| Regional Accommodation Master Plan | <p>The Regional Accommodation Master Plan provides recommendations on how to optimize space for current and future needs within existing corporate-owned and/or leased buildings. The Plan assesses and identifies potential options for the Region to reduce space requirements for staff while continuing to effectively and efficiently deliver its services to the community.</p> <p>Region of Waterloo. (2022). <i>Corporate accommodation master plan strategy and implementation plan</i>. Regional Municipality of Waterloo, ON,</p> |
| Region of Waterloo Multi-Year Accessibility Plan 2023-2027 | <p>The 2023-2027 Multi-Year Accessibility Plan outlines how the Region will continue to identify, prevent and remove barriers for people with disabilities. The plan is organized around the five standards of the Accessibility for Ontarians with Disability Act, 2005 (AODA):</p> <ul style="list-style-type: none"> • Design of Public Spaces • Customer Service • Information and Communications • Employment • Transportation <p>AODA requires the Region of Waterloo (the Region) to review and update its Multi-Year Accessibility Plan (MYAP) at least once every five years.</p> <p>Region of Waterloo. (2022). <i>Region of Waterloo multi-year accessibility plan 2023-2027</i>. Regional Municipality of Waterloo, ON, Microsoft Word - Multi Year Accessibility Plan 2023-2027 (regionofwaterloo.ca)</p> |