



BUILDING more
**EQUITABLE
FUTURES**

2022 ANNUAL
BUSINESS PLAN
summary



Region of Waterloo



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Chief Administrative Officer

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Message from
Bruce Lauckner,
Chief Administrative Officer



On behalf of thousands of employees at the Region of Waterloo, I'm honoured to share some of the goals we're working towards this year to support our vision of a world-class community for all.

A world-class community is about people, and helping to create a place where everyone can thrive.

This is why I am incredibly proud that our Plan and Budget for 2022 represents significant investments in the needs of residents today, tomorrow, and for future generations, including more than \$375 million in upstream-related programs and services.

This year's plan will:

- Accelerate the creation of affordable housing and support those facing the greatest housing barriers.
- Invest in the social and economic health and wellbeing of First Nation, Metis and Inuit communities, African,

Caribbean and Black communities and other racialized and marginalized communities.

- Build critical capacity for climate action.
- Support businesses and local economic growth, maintain service levels for critical regional services, and more.

Our plan for 2022 builds on the success of 2021 and was created by listening to residents and prioritizing their greatest needs to build the foundation for a more equitable future.

Simply put, this represents the largest investment in improving equity in the Region's history.

It is an honour to serve the people of Waterloo Region and we're excited to help bring the community's vision to life for every single person who lives here.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bruce Lauckner'.



Waterloo Region
is a vibrant and
diverse place
with different
needs.

Message from
Karen Redmen,
Chair of the Region of Waterloo



On behalf of Regional Council, I am thrilled to support the Region of Waterloo 2022 Annual Business Plan.

The Annual Business Plan is the blueprint for important initiatives that help to meet the needs of the community. It shows us where we are headed in 2022 and how we will get there.

Waterloo Region is a vibrant and diverse place with different needs. We are investing and delivering high-quality programs and services that help to improve the lives of all 630,000 people in the region.

This summary reflects what the community told us matters in 2022. We are excited to see the outcomes of the plan in all seven local municipalities.

Regional Council will continue to listen to the needs of residents, engage in meaningful dialogue and make decisions that matter.

Sincerely,

Karen Redmen



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.

“ 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. ”

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

“A world-class community is about people, and helping to create a place where everyone can live their best life.”

Key initiatives

The Region of Waterloo delivers programs and services that improve people's lives.

Key initiatives in 2022 include continuing and starting work that:

- Accelerates **affordable housing**
- Improves **equity**
- Increases **climate action**
- Improves **mental health, safety** and **social determinants of health**
- Fosters **wellbeing** for children and youth
- Expands **sustainable transportation**
- Grows the **economy**
- Modernizes **services**
- Advances **Truth and Reconciliation**





Region of Waterloo
INTERNATIONAL
AIRPORT



Thriving economy



“A thriving economy is part of the fabric of a prosperous and equitable community.”

Thriving economy

A thriving economy is part of the fabric of a prosperous and equitable community. The Region and its community partners are working to achieve a shared vision for Waterloo Region's economic prosperity that is locally rooted, internationally competitive and globally recognized.

In 2022, the Region is attracting business and talent, supporting the tourism industry as the world recovers from the COVID-19 pandemic, and improving our connection to the Greater Toronto Area.

Actions:

- Invest \$40 million to **double the size of the Region of Waterloo International Airport** to accommodate increased passenger traffic, add jobs and attract businesses and talent
- Continue to plan the construction of the King Victoria Transit Hub with Metrolinx to **connect people along the Toronto-Waterloo Innovation Corridor**
- Help to plan and develop a **new GO station in Breslau**
- Attract visitors to Waterloo Region and enrich the lives of residents with **vibrant public art in community spaces**

building
**INFRA-
STRUCTURE**

adding
JOB

attracting
**BUSINESS
and TALENT**

supporting
TOURISM





Sustainable transportation



● “ Good transportation infrastructure that offers alternatives to driving. ”

Sustainable transportation

Physical infrastructure, ease of getting around the community and options for active and safe transportation are important to Waterloo Region residents and our local economy.

In 2022, the Region is investing \$191 million to maintain and offer more travel choices to residents, and ensure that our transportation system is affordable, sustainable and supports the Region's climate action goals.

Actions:

- **Expand active transportation infrastructure** throughout the region, such as multi-use trails
- Implement an **Automated Speed Enforcement program** to improve road safety
- **Rehabilitate** aging road infrastructure
- Start operations at the Grand River Transit bus maintenance and storage facility in Waterloo to **accommodate a growing fleet of GRT buses**
- Continue to **plan for the construction of Stage 2 ION** to complete light rail transit that will connect Cambridge, Kitchener and Waterloo



Environment and climate action





We would like to see more advancement in dealing with climate change issues.”

Environment and climate change

The environment is very important to residents living in Waterloo Region. Residents understand the impact that growth and other factors have on the environment and recognize that a healthy natural environment is essential to wellbeing. Climate change also impact residents inequitably.

In 2022, the Region is investing \$119 million to make progress on its commitment to reduce greenhouse gas emissions, improve climate change resiliency and deliver an efficient waste management program.

Actions:

- Continue to **implement the TransformWR strategy** with our partners to reduce greenhouse gas emissions by 80 percent by 2050
- Run a pilot for **electrifying Grand River Transit vehicles** to reduce emissions
- **Upgrade facilities and invest in infrastructure** to be more efficient and resilient to climate change
- **Create a corporate climate action strategy** to reduce the Region's carbon footprint in the delivery of services
- Use technology to **track the emissions of Regional fleet** and find efficiencies
- **Expand the active transportation network** and increase participation in active transportation
- Divert more waste from the landfill, **improve recycling** and manage organic waste
- Continue to **protect our water resources**
- Explore upstream food waste management to **sustainably reduce food waste**





Results of Waterloo Region's 2010 and 2015 GHG inventories

show a local GHG reduction of 5.2%. To achieve our long-term 80 percent reduction target, significant collaborative efforts will need to be made over the next 30 years.

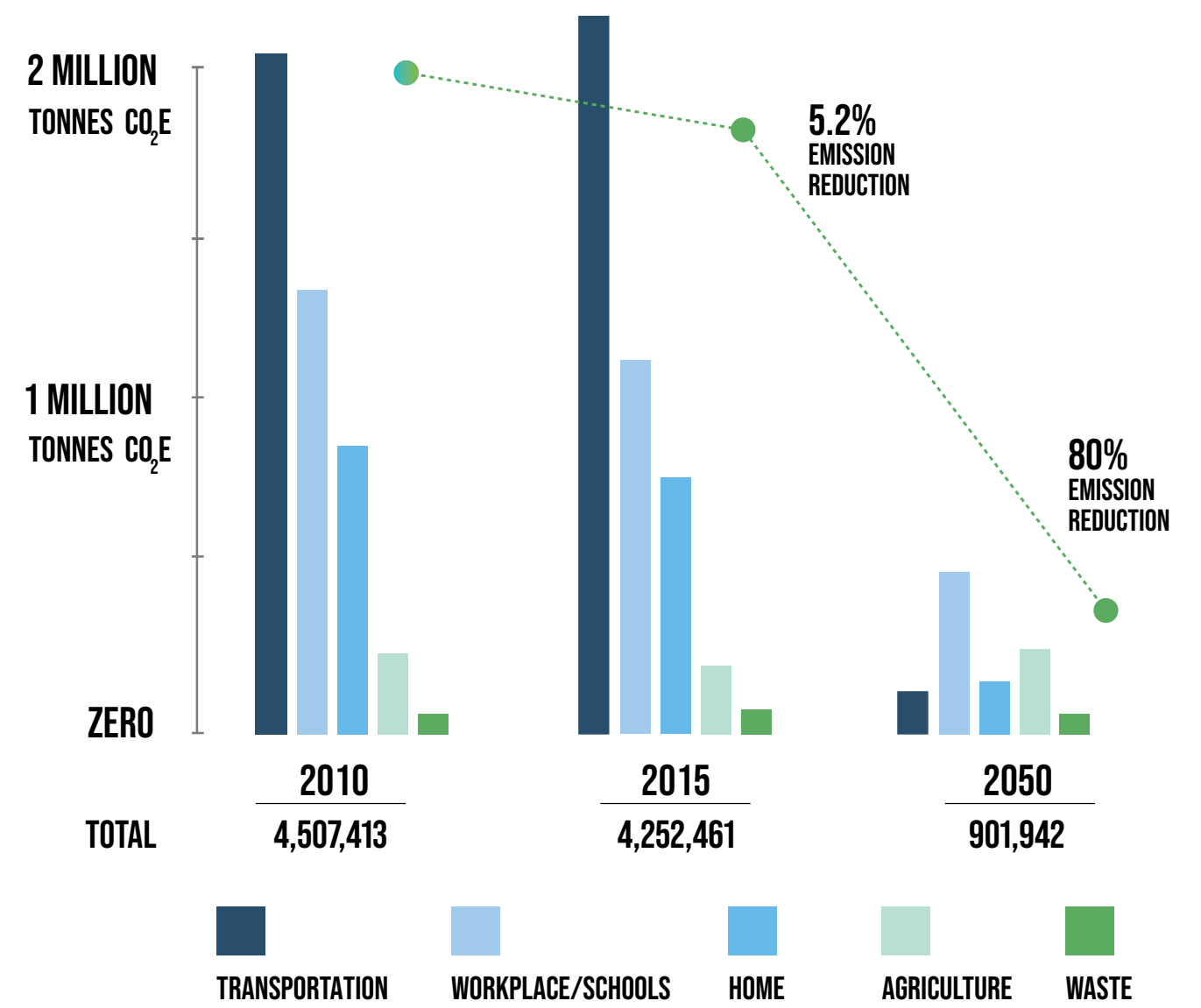


Image from the TransformWR community climate action strategy, developed through the ClimateActionWR collaborative of municipalities and non-profits



Healthy, safe and inclusive communities



“The Region is helping to build a place where everyone has what they need to succeed.”

Healthy, safe and inclusive communities

Healthy, safe, inclusive and equitable communities are important to residents.

The Region is helping to build a place where everyone has what they need to succeed.

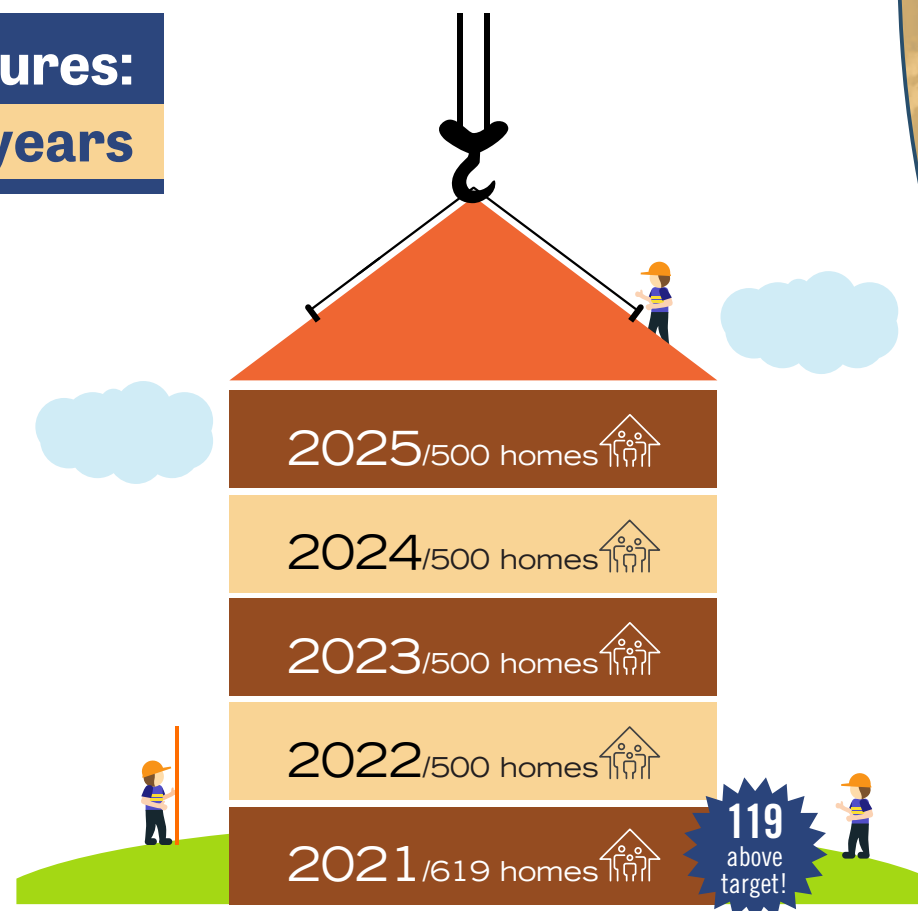
In 2022, the Region is investing over \$300 million in regional services that promote community wellbeing.

We're continuing to work with community partners to ensure people can reach their full potential, while improving the social and economic health and wellbeing of Indigenous, Black, African, Caribbean, racialized and other marginalized communities who face systemic barriers.

Building better futures: 2,500 homes in 5 years

Our affordable housing plan aspires to develop up to **2,500 new homes in five years**, increasing affordable housing we generate from an average of 50 units per year to an average of 500 units per year.

For more information, visit regionofwaterloo.ca/AffordableHousingPlan





Healthy, safe and inclusive communities

Actions:

- Invest \$152 million in 2022 to help every Waterloo Region resident have a place to call home. This includes **expanding shelter services and creating 500 new affordable homes**
- Provide \$3 million in funding to **help build 30 affordable homes for Indigenous People**, 16 of which will be dedicated to Indigenous women and their children
- **Expand the equity-based rent assistance program** to help a total of 200 families from Indigenous, Black, African, Caribbean, racialized and other marginalized communities who face systemic barriers afford rent
- Work with residents and community partners to **implement the Community Safety and Wellbeing Plan** focused on addressing community identified needs, priorities and barriers
- Use data and technology to help the Smart Waterloo Region initiative **improve equity for children and youth**
- Improve equity in child care by **providing opportunities for caregivers with diverse first languages** other than English to deliver licensed child care
- **Deliver culturally appropriate child and family health supports** for Indigenous families with young children
- Invest an additional \$2.1 million in upstream supports to **address root causes affecting people's wellbeing**





Responsive and engaging public service



“The Region of Waterloo takes pride in delivering responsive and engaging public services”

Responsive and engaging public service

In 2022, we're investing an additional \$2 million annually to modernize our services to make them better for residents to use and enjoy. We're also embedding equity in our services to ensure they benefit everyone.

Actions:

- **Introduce online chatbots** to quickly respond to resident inquiries and help staff provide information more quickly
- Use technology to **improve maintenance services at Regional facilities**, such as Waterloo Region Housing
- Find new ways to work with community partners to help **deliver quality services more effectively**
- **Create an Office of Reconciliation and Equity, Diversity and Inclusion** to help strengthen reconciliation with Indigenous communities, address the impacts of systemic racism, and advance equity, diversity and inclusion in everything the Region does





Our people





● “We’re building a healthy and safe work environment”

Our people

The Region of Waterloo employs thousands of dedicated people who are passionate about Waterloo Region. Like our residents, they want the best for the community and work every day to deliver high-quality services that make a difference in people’s lives.

In 2022, we’re building a healthy and safe work environment that represents the communities we serve.

Actions:

- Develop a Talent Management Program to **foster world-class leadership at the Region** to improve the quality of services delivered to the community
- **Implement a hybrid way of working** for Regional staff to better meet their work needs and enable them to provide the highest levels of service to the community
- Implement the recommendations of the Anti-Racism Advisory Working Group to **help eliminate systemic racism** within the Region of Waterloo
- Review and address systemic issues in recruiting staff to **increase diversity, equity and belonging at the Region**



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

— community response



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For more information about the Region of Waterloo's Annual Business Plan,

visit regionofwaterloo.ca/AnnualBusinessPlan

For more information about the Region of Waterloo's 2019-2023 Strategic Plan, visit regionofwaterloo.ca/StrategicPlan