

Leadership for Waterloo

Jan d'Ailly for Mayor, Platform 2010



This policy platform was developed by Jan d'Ailly and the Jan d'Ailly Campaign team in support of Jan d'Ailly's City of Waterloo mayoral bid, October 2010.

Special thanks E. Taylor for her efforts in the organization and editing of this platform.

Dear Fellow Citizens:

In 2003, the Sills Inquiry investigated the RIM Park financing fiasco in regard to the involvement of the City of Waterloo in the exorbitantly costly scheme with MFP Financial. Reading about this scandal at the time, I knew that my professional background was well suited to resolving the ongoing issues facing the City as it moved from being a big small town to a small big city. Following my successful election to City Council, I became Chair of the Finance and Strategic Planning Committee. Throughout this tenure, I concentrated my efforts on understanding the extent of the RIM Park financing issues, and developed an action plan to address the consequences, in addition to making sure that processes were put into place to prevent these types of mistakes from happening again. As a result, the City was able to return to a more secure financial footing.

I learned that my corporate experience in strategic planning and management provided a sound basis for my work as a City Councillor. Over and over, this experience proved invaluable in solving problems and moving complex projects forward. But this wasn't the whole picture. I also learned that public sector management is quite different from the corporate world, the biggest difference being public engagement and accountability.

Being a City Councillor, I gained an appreciation of the fundamental accountability that City leaders owe to the citizens that they serve. I gained an appreciation of the importance of managing the public realm, and its direct contribution to quality of life in the City. I learned that there are a tremendous number of volunteers that devote their energy into making the City a better place to live: through participation on boards, in neighbourhood associations, sports and recreational groups, and through culture and the arts, to name a few; or by offering their ideas and expertise on policy or issues of concern. I learned about the critical role that City Hall plays in shaping who we are as a community and how we live.

With this Policy Platform, I have outlined my views on some key themes and directions I will pursue as Mayor, and how I want to manage the public realm. Please feel free to contact me with your questions and concerns. Together we can make Waterloo an even better place to live, work and play, a place we call home, and where we all live to our full potential.

Jan d'Ailly

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Leadership for Waterloo

Introduction

Waterloo is rapidly becoming an internationally recognized small City. We have world-class educational and research institutions, a burgeoning arts and music scene, a thriving high-tech sector, and an advanced manufacturing base alongside a well established financial and insurance industry.

I want to lead this City to embrace a broader vision, one which takes advantage of the tremendous opportunities before us. To be vibrant, innovative and diverse. To be a City that is people-oriented, characterized by a sense of history, distinctive architecture and open spaces, and based on a sustainable environmental and financial foundation. To be a place where each of us can thrive and be our very best.

The intent of this Policy Platform is to present key priorities and directions that I will pursue as Mayor beginning with the next term of Council. I will continue to reach out to all community members to collaborate and develop the partnerships we need to reach our collective goals.

Key Priorities

Sustainability—specific programs or initiatives to help manage our day to day growth

Community Development—development initiatives with citizens; recreation, arts and culture; and the strengthening of neighbourhoods to enhance our quality of life

Accountability—process oriented improvements in managing City Hall, public service and public engagement

The key priorities include additional issues as outlined below. In the Policy Platform document that follows, initiatives to be addressed are also provided for each issue.

Sustainability	Community Development	Accountability
Economic Development Environmental Sustainability <ul style="list-style-type: none"> ▪ Community Energy Plan ▪ Environmental Protection Rapid Transit Infrastructure Deficit	Arts & Culture Waterloo & Uptown Vision Strengthening Neighbourhoods <ul style="list-style-type: none"> ▪ Student Housing ▪ Age Friendly Communities 	Official Plan Process Improvements Fiscal Responsibility

Managing the Public Realm

It is important to understand that the decisions made at the City have a huge impact upon our day-to-day lives as citizens, communities and organizations.

It is the City's role to manage the public realm.

For example, the City:

- Manages all public and open spaces between office buildings, factories, stores and people's homes;
- Ensures that what gets built or managed by the private sector is also built and managed for the betterment of the entire community;
- Manages trails and roads, sewer and water systems, parks and open spaces;
- Directs where stores and businesses are located, their size, and the size and number of signs they can erect;
- What type of housing can be built, and where housing can be built;
- Makes sure there is a long-term plan, or Strategic Plan, in place to address population growth, and to encourage long term economic and environmental sustainability;
- Determines how waste is managed, and how public transit is to function;
- Establishes behavioural norms relating to noise, pets, parking and property standards so that we can all get along as members of our community;
- Manages public order and safety through police, by-law and fire services;
- Ensures there are recreational, cultural and social services available for everyone's well being, to keep one's body, mind and spirit active and healthy;
- Provides a sense of place, so that we can all feel part of a community; a place where we feel safe and secure today, and in the future; a place we can call home.

SUSTAINABILITY

Sustainability describes *what the City does* to promote and manage population growth, distribution of tax dollars, management of debt, ecological balance and public environments. Accessibility and the inclusion of all socio-economic groups are to be incorporated throughout the strategies presented below.

Economic Development

Economic development is presented from the perspective of the City of Waterloo, and the Region of Waterloo. Considerable change has occurred over the past 10 years, as Waterloo evolves from small town to a world-renowned City of excellence. It is important to know our identity. A branding process could identify how we present ourselves to the world.

From a City of Waterloo perspective: economic development builds upon our strengths: the growing high-tech sector; Universities, Colleges and research institutes; and well established financial and advanced manufacturing sectors.

A focus is needed for City-owned industrial land development to promote light manufacturing/commercial applications in campus style developments. Such developments should be environmentally sustainable, easily accessible to public transit and connected to the trails network.

From a Regional perspective: support is needed for Canada's Technology Triangle (CTT). The organization is a partnership between businesses in the Region, Regional Municipalities and the business community. CTT's primary function is to promote the Region's competitive advantages internationally, and to attract business organizations to the Region. Two additional agencies, Communitech and the Chambers of Commerce, complement the activities of CTT and the City's and Region's economic development activities; they are leading and vital business organizations.

Initiatives

- Ensure all sectors of the business community, educational and research institutes are represented on Waterloo Economic Development Committee (WEDC).
- Commence implementation of the industrial lands strategy as approved by Council.
- Establish a brownfield redevelopment strategy.
- Establish business retention and expansion programs.
- Brand the City of Waterloo in order to communicate the City's identity internationally; WEDC to take the lead in the branding exercise.
- Ensure that all key stakeholders in the Region's diverse economic base are properly represented in CTT activities.
- Promote collaborative initiatives between CTT, Chambers of Commerce, Communitech, and other business and institutional agencies, to ensure their needs are heard and are being addressed, i.e., Regional branding and governance issues.

Environmental Sustainability

The City of Waterloo has been a leader of environment-first policies, developed over the past 10 to 15 years. However, it is important to continue to “push the envelope” and act locally on the environment and long term sustainability. Cities are taking greater responsibility for the environment; and are challenged with how to pay for or finance costs to embrace these fundamentally sound practices.

Community Energy Plan

Waterloo owns approximately 40 acres of undeveloped residential lands near RIM Park, and approximately 100 acres of land for business structures. Any future development of these lands needs to utilize state-of-the-art sustainable practices. Two interesting applications are district-wide heating and cooling systems, installation of green roofs, and roof-top mounted solar systems.

Initiatives

- A Master Plan for City-owned lands should investigate the feasibility and cost of district heating and cooling systems (for industrial and residential areas), and consider incorporating them into planning projects.
- Waterloo North Hydro is positioned to take advantage of green energy initiatives, has a sound balance sheet, and is able to invest in projects that demonstrate stable long term returns on investment.
- A 10 year, 10,000 solar roof challenge within the Region of Waterloo, in conjunction with Regional hydro companies and local solar businesses. The goal is to achieve 5,000 solar roofs in Kitchener, and 2,500 solar roofs in Waterloo and Cambridge.



Environmental Protection & the Moraine

In 2006, 550 acres in the northwest corner of the City of Waterloo were removed from urban planning to protect environmentally sensitive areas from development. With the establishment of the Laurel Creek Environmentally Sensitive Landscape (ESL) in 2007, 5,058 acres, including the northwest sector of the City of Waterloo, Wellesley, Wilmot and Woolwich townships were given further protection from future development.

Initiatives

- At the City level, reinvigorate emphasis on environment-first policies.
- At the Regional level, ensure that stewardship programs (incorporated with establishment of the Laurel Creek Watershed ESL) meet their planned objectives.

Rapid Transit

A Rapid Transit (RT) system is a requisite for growth and prosperity to continue to flourish in the City of Waterloo. RT is consistent with sustainable growth policies and the creation of a pedestrian friendly, accessible, safe, vibrant and welcoming City.

RT is an essential tool to help us manage City and Regional growth and prevent gridlock on our streets as the Region grows from 500,000 to 750,000 persons over the next 20 years.

Just as we plan and construct our roads, we now have to introduce an efficient and effective mass public transportation system.

Conestoga Parkway was planned in the 1960s, was thought to be too expensive, too far from the City centre, and to be underused.

Imagine what the city would be like today if the Parkway was unavailable?

Imagine the gridlock and difficulty of getting in and out of town to access the 401?

More information about the RT proposal can be found at <http://rapidtransit.region.waterloo.on.ca>

Initiatives

RT is essential for future development and to serve generations to come. However, answers to the questions below are imperative before we are ready to “press go” on Rapid Transit.

- What is the impact upon taxes?
 - Are the ridership numbers used for financial planning consistent with Official Plan population growth projections for Waterloo, Kitchener, Cambridge and the Region?
 - What is the cost of integrating public transit?
 - Is public transit included as part of the overall cost of the project?
 - What are the consequences of delaying RT until greater density is achieved?
 - What are the other alternatives? e.g., GO train service to Toronto?
 - Is the proposed system faster than the iExpress and will the result be an increased level of service?
 - What are the consequences of a “go” or “no go” decision for the ability of Waterloo Region to manage its growth in an environmentally responsible manner?

Infrastructure Deficit

Our infrastructure is comprised of our roads, sewers, and buildings. The infrastructure deficit is the amount of money currently not budgeted or being set aside to keep this infrastructure in proper repair. The current infrastructure deficit is approximately \$160 million for the next ten years. This means that about \$160 million of additional funding is required to maintain our roads and buildings in a reasonable state of repair. If the deficit is fully funded from the municipal tax base, a one-time 32% tax increase is required, which is clearly not acceptable.

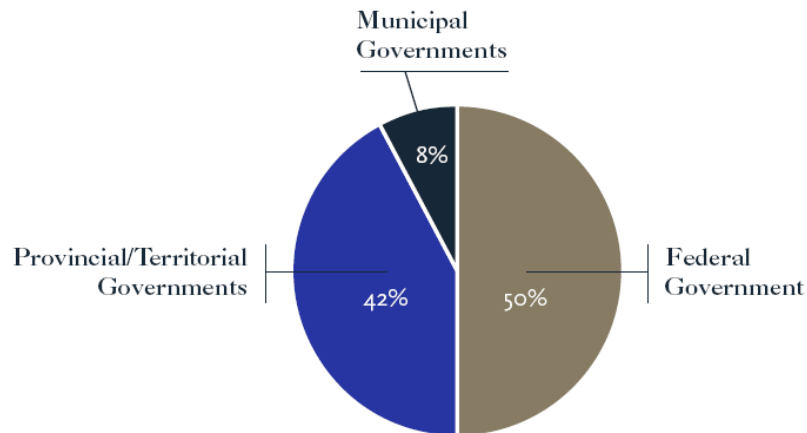
Waterloo is not alone in incurring an infrastructure deficit. In fact, compared to most municipalities across Canada, it is in a respectable position.

Municipalities are responsible for more than 50% of Canada's total infrastructure—up from 30% just forty years ago—but over the same time, the municipal share of total tax dollars has decreased. Discussions are underway at both the Provincial and Federal level, through the Association of Municipalities of Ontario (AMO) and Federation of Canadian Municipalities (FCM), to address the shortfall, but much work remains to be done.

Initiatives

- Develop a long-term plan to address the deficit in Waterloo.
- Work vigorously with AMO and FCM to develop a comprehensive funding strategy for municipal infrastructure repair and maintenance.

Municipal Government Share of All Tax Revenues



Municipal governments receive less than 10 per cent of existing revenues.

Source: FCM, 2006

COMMUNITY DEVELOPMENT

Community development enhances life, promotes accessibility, demonstrates what we want the City to look like, and addresses quality of life issues. Community development includes typical recreation and leisure activities.

There are a few fundamental underpinnings to community development. First, it should be inclusive and address all socio-economic groups. Supportive Housing and the “Age Friendly City” requirements of retiring baby boomers need to be included. There is also a need to address initiatives mandated within the Ontario Disabilities Act.

Arts & Culture

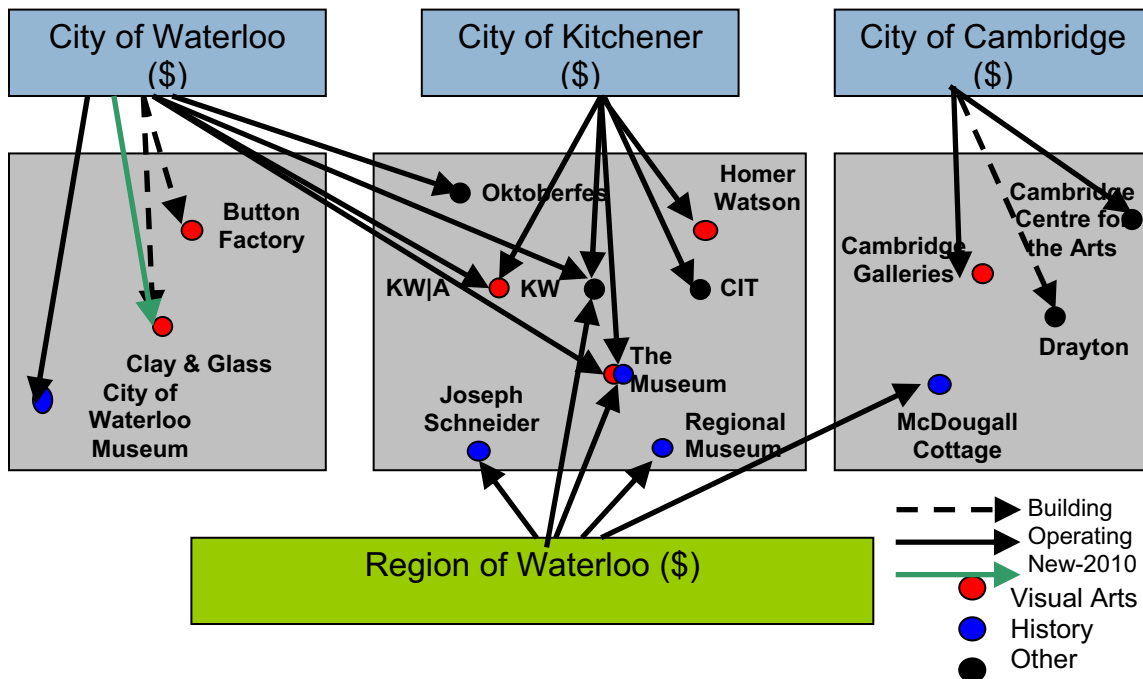
Arts and culture is a multifaceted area ranging from amateur play-with-clay activities, to performances provided by professionals, and festivals with multicultural themes. It is generally accepted that more needs to be done to increase the importance and relevance of arts and culture in our community.

Waterloo Region is blessed with many well established and publicly-accepted organizations associated with arts and culture, including post secondary institutions. The sector is endowed with local talent and expertise. A number of foundational arts and cultural groups form the core of arts and culture in the City and Region; they have a stable purpose and organizational structure.

Currently there is a mish-mash of strategies, funding and direction in arts and culture which need to be addressed. In addition, experimental and new events and groups are emerging. They “bubble up” as a result of the passion and dedication of individuals who want to try something new and different, and require a supportive structure and environment to encourage their endeavours.

Initiatives

- Provide every family with opportunities to send their children to drama or art class in the same manner that sports programs can currently be accessed; programs should be as readily available as traditional recreational programs.
- Well established and publicly-accepted organizations should:
 - (1) have programs to mentor and lead youth and adults as part of their operational mandate;
 - (2) have wide-ranging outreach programs into community and schools, and
 - (3) partner and co-operate extensively to make themselves available to the community on an as-needed basis.
- A Regional arts & culture strategy is required to acknowledge Regional and local responsibilities, in order to:
 - (1) Identify and nurture foundational arts and cultural institutions to ensure that outreach and mentoring are key responsibilities;
 - (2) Ensure office support is provided for foundational and emerging cultural entities;
 - (3) Promote and develop local talent and initiatives;
 - (4) Harness private sector enthusiasm with partnerships and collaboration for developing and supporting the arts, e.g., the Prosperity Council.



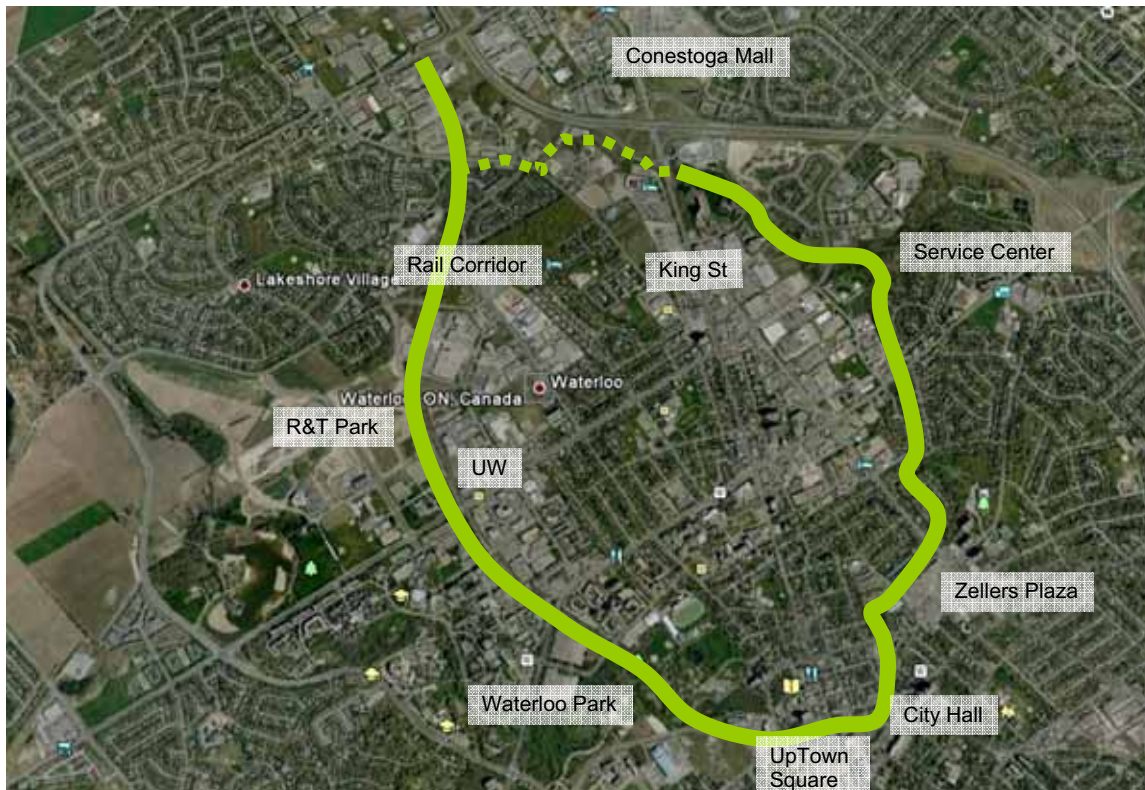
Municipal Funding of Major Arts and Culture Institutions in Waterloo Region

Waterloo & Uptown Community Vision

Uptown is the heart of Waterloo, and has the opportunity to reflect Waterloo as a vibrant and innovative place to live, work and play with a proud heritage and history. The Uptown should demonstrate diversity, have distinctive architecture, become a destination for shopping and entertainment, and have a thriving business community. It needs to be people-oriented, with parks, green spaces and rest areas, and trails that connect to neighbouring residential communities.

Initiatives

- Green the Public Square and move the Bell of Kepler.
- Explore methods to reduce the heat-island effects.
- Complete the water feature in the square.
- Plan to transform Laurel Creek (in the vicinity of City Hall) from a cement canal to a mixed-use waterfront and promenade area.
- Establish an "Innovation Trail" for pedestrians and cyclists to connect major elements of the City. Extend the current trail that loops through Uptown to link the Public Square, Perimeter Institute, Waterloo Park, Universities, the Research & Technology Park, and the City's east side (see below).



Conceptual Map of “Innovation Trail”

Strengthening Neighbourhoods & Community Groups

Strong and stable neighbourhoods form the foundation of safe and healthy communities. At the same time that we work with local associations it is critical that we not overlook cultural groups and those with low incomes; they should be integral to any development activities. Balancing heritage and community requirements remind us where we’ve come from.

Further, given that the City has two large universities, there is a need to deal with student housing issues in a comprehensive manner.

Student Housing

University Avenue between King Street North and University of Waterloo should be the second major node of development after the Uptown. The vibrant and thriving life within university perimeters needs to overflow from within the campus onto the streets that surround the universities. A comprehensive Land Use Study recognizes that Northdale Neighbourhood will always have a high proportion of students, but living there should also have an attractive vibrancy similar to that of the Uptown area.

As a result of considerable work already undertaken with regard to student housing, many initiatives have emerged.

Student Housing Initiatives

- Develop a long term strategy which recognizes that students are 25% of our population.
- Investigate and encourage alternative building types; develop trails and parks to enhance Northdale Neighbourhood as an urban community, attractive to a wide spectrum of people.
- Develop a comprehensive solution for student housing, with locations both nearby and at a distance from university campuses.
- Welcome and educate students to be responsible members in our City and neighbourhoods.
- Ensure a Rental Licensing Program to promote safe housing and enable the City to better enforce the legitimate use of housing, i.e., 6 or 8 independent residents will not be allowed to occupy a three-bedroom house. Such a program will ensure illegal lodging houses become compliant with by-laws.
- Apply policing and by-law enforcement as required.

Age Friendly Communities

As we begin to deal with the surge of baby boomer retirees, it will be important to partner with Gerontology Departments from our universities and organizations such as Lutherwood, in order to better understand the needs of an aging community.

There are three key requirements:

1. Housing, e.g., retirement centres and seniors' apartments;
2. Transportation, e.g., access to public transit; and
3. Health, e.g., community support and home care.

Age Friendly Initiatives

- The first task of the Waterloo Mayor's Advisory Committee on Age Friendly Communities should be to participate in a review of the Official Plan to ensure that the basic tenets of an Age Friendly City are addressed.

Other Initiatives

- Affiliation Program for cultural groups.
- Supportive Housing funding (Regional).
- Balancing Municipal Heritage with other community needs. There are many ways to protect heritage aside from preservation, including record keeping and documentation, incorporation of specific features, or symbolic recognition through plaques etc.

ACCOUNTABILITY

Accountability is related to the process oriented improvements required to manage City Hall, public service and public engagement. Accountability ensures that processes and checks and balances are in place to ensure proper decision-making, execution and community consultation.

Public Review of the Official Plan (OP)

The Official Plan is the major policy-setting tool from which Council makes decisions for the future. It outlines policies and strategies to guide and manage City growth within the Region, projected to increase from the current 500,000 residents to approximately 750,000 residents by 2030.

The OP affects zoning (i.e., what kinds of buildings can be built and where they can be built), the location of restaurants, entertainment places and businesses, how roads and trails can be structured to accommodate not only cars but alternative means of transportation (i.e., walking, bicycling, public transit), and how many parks and rest areas can be planned, etc.

The OP has linkages to both the Province and the Region. The City's OP must be consistent and comply with the Region of Waterloo's Official Plan, which, in turn, must be consistent and comply with the Provincial "Places to Grow" Strategy. It is thus a critical planning document.

The Provincial "Places to Grow" Act passed in 2005 provides a policy framework to:

- Revitalize city cores to become vibrant centres;
- Create complete communities that offer diverse options for living, working, shopping and playing;
- Provide greater choice in housing types to meet the needs of people at all stages of life;
- Curb sprawl and protect farmland and green spaces;
- Reduce traffic gridlock by improving access to a greater range of transportation choices.

Over the past few years extensive consultations were conducted by City staff with the development industry and Committees of Council. And the preceding year saw many OP-related reports brought forward to Council for information and discussion.

It is time to take a step back and let the community have an opportunity to review the plan in its entirety, and to make sure that it meets community needs. For example, does the OP:

- Meet our overall community objectives?
- Make Uptown Waterloo a more vibrant urban core?
- Consider accessibility and walk-ability requirements of our aging community?
- Balance the needs of vehicular traffic with pedestrians, bicycles and public transit?
- Encourage innovative and distinctive design?
- Reflect what we, as citizens, want today and in the future?

- Promote an urban lifestyle which is sustainable and compatible with our diverse economic underpinnings of universities, research institutes, innovation and rapidly growing high-tech/advanced manufacturing community, or our financial services industry?
- Reflect the creative community or creative class which we all read about?
- Encourage art and culture to thrive?
- Encourage a vibrant community full of dining, entertaining, shopping and other recreational activities?
- Is it environmentally sustainable?

The initiatives below will advance community knowledge and awareness of the Official Plan and promote operational excellence for the City.

Initiatives

1. **A series of public lectures** on “city-making” and how the proposed Official Plan affects “city-making”.
2. **A community forum** for interested stakeholders from the sectors below, to comment on the Official Plan and make sure sector concerns are met.

Citizens groups including seniors, women’s groups, environmental groups, etc.	Business groups
Social agencies and advocacy groups	Universities, Community Colleges and research institutions
Neighbourhood associations and cultural groups	Developers
Age Friendly City Initiatives	Interested & concerned Individuals

Process Improvements

Improvements in managing City Hall and public service are process oriented. Many initiatives need to be continued and/or implemented to promote effective decision-making and further the process of public engagement to improve efficiency at City Hall.

Initiatives

1 **A community-led strategic and business planning process.** A series of forums in which key stakeholders outline their strategic priorities and the key challenges they face in being able to achieve them. Stakeholders are universities, major business groups, service industries, social agencies, public services (e.g., public library), neighbourhood and cultural groups and individual citizens. The WEDC undertook one of these forums in the spring for the business community, with great success.

2. Continue three-year budgets. This strategy has proven extremely successful during initial implementation in 2007. The process greatly reduces costs and improves efficiencies by setting out stable and predictable funding for City activities. It eliminates costly yearly budget preparation time and review, and maintains enough flexibility to allow adjustments to priorities and project timing.

4. Increase public engagement. View the public as an asset in resolving issues; embrace public input, and involve citizens with the decision-making process in developing major policy and project initiatives. Implement the public engagement guidelines adopted by Council.

5. Shift how City Hall operates. Review the role of City staff on the Committees of Council. More project oriented personnel may be needed as the Committees of Council become more engaged in policy development and specific projects.

6. Provide training for Council-appointed boards and committees to inform and promote awareness of committee roles, and their responsibility and accountability to the Mayor and Council.

7. Review contracts for road construction (or any works that disrupt the public). There is a cost when roads are closed or under construction, such as inconvenience and time delay for the public, and loss of revenue for businesses. Imagine the difference if contractors were provided with meaningful incentives to complete projects in a timely manner, instead of the minor penalties applied now. Not only would the public and businesses be better served, but the workload of Project Managers at the City would be lessened.

Fiscal Responsibility

Financial stability is the hallmark of a growing and prosperous community. Tax rates need to be predictable and defensible, and kept to the absolute minimum needed to provide services demanded by the citizens.

Initiatives

- **Implement a Quality and Sustainability Office.** The Office will report to the Chief Administrative Officer, will include the Continuous Improvement, Quality Improvement and Environmental Sustainability Initiative into a single cross-functional coordinating office with a mandate to improve the overall efficiency, sustainability and effectiveness of City spending. This group would also be responsible for the Strategic Planning and Business Plan review.
- **Begin implementing a rotational cost review program.** A financial/program review of City operations was undertaken in 2004 and 2005 to deal with residual outcomes of the RIM Park financing. The program needs to be completed in an ongoing manner to address operational issues and cost saving opportunities.

Action Plan 180 

Following election as Mayor of Waterloo, the following initiatives demonstrate immediate action to be undertaken within 180 days to implement several key issues addressed in the Policy Manual.

- “Green” the Public Square and move the Bell of Kepler to more a suitable location. Future replacement with an interactive art piece in keeping with the function of the Square.
- Complete user-friendly “community check-in” on Official Plan. Hold public lecture to inform and educate citizens about what the Official Plan is and how it influences the way the City grows. Ensure Official Plan is consistent with goals and aspirations of the public.
- Commence “branding” of the City of Waterloo.
- Review the City’s role in enabling Arts and Culture to be viable and to flourish in our community. Ensure collaboration with the arts community, private sectors and other local municipalities to finalize the Arts and Culture Strategy.
- Ensure Northdale Land Use Study is well under way; establish time-line for Report.
- Provide professional training to members of Committees of Council to ensure their effectiveness. Training would include roles and responsibilities of members, committee chairs and staff members, and accountability to Council.
- Establish a Committee of Council to address multi-jurisdictional issues.
- Implement the Quality and Sustainability Office.
- Undertake preparation work to develop and implement a long term funding strategy of infrastructure deficit as part of three-year budget plan.
- Complete a community-driven business planning process based on the Waterloo Economic Development Committee’s Economic Forum.

