

Staff Report



Chief Administrator's Office

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REPORT TO: Committee of the Whole

DATE OF MEETING: January 30, 2023

SUBMITTED BY: Kathryn Dever, Director Strategy & Corporate Performance,
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PREPARED BY: Kathryn Dever, Director Strategy & Corporate Performance,
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WARD(S) INVOLVED: All Wards

DATE OF REPORT: January 11, 2023

REPORT NO.: [Report Number]

SUBJECT: K-W Joint Services Initiative Committee 2022 Update

RECOMMENDATION:

For information.

REPORT HIGHLIGHTS:

- The report provides Council with an update on recent and active Joint Services Initiatives between Kitchener and Waterloo.
- Of 6 joint initiatives undertaken over the last year, 2 were successfully completed and 3 will continue in 2023; no new initiatives were added to the program for 2023.
- There are no financial implications associated with this report.
- The community was informed by posting of the report to the City's website with the agenda in advance of the Council meeting, and current information on the joint services page of the City's website.
- This report supports the delivery of core services.

BACKGROUND:

This report provides Council an update on Joint Services Initiatives between Kitchener and Waterloo. The two Cities have an established history of collaboration, and a formalized approach through the Kitchener-Waterloo Joint Services Initiatives Committee (JSIC) for over 15 years. The initiative seeks to maximize effectiveness and efficiency of resources and service delivery, complete joint strategic initiatives, and transfer knowledge/build capacity from best practices – all to benefit residents in both cities. Over 75 joint initiatives have been undertaken, with some formally completed and others continuing as part of ongoing operations and service delivery. Staff track progress of the initiatives including service improvements, efficiencies and cost savings achieved, which are reported to Council in this annual report.

REPORT:

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

Annual joint initiative opportunities are generally identified in the fall for the upcoming year, with suggestions scoped prior to review by the JSIC, which includes the CAOs and senior leadership teams of each municipality. At JSIC's annual meeting, the committee reviews opportunities and considers the following criteria in setting annual joint initiatives:

- Enhances the ability of either city to deliver or develop a service or program outside of its resources,
- Creates service-level improvements, while maintaining costs or producing future savings,
- Provides operational and/or capital opportunities, and/or
- Features best practices of one or both organizations.

Given the complexity and momentum underway with continuing joint initiatives and while both Cities are undergoing strategic planning processes which may identify future areas of collaboration, the committee did not meet to identify new initiatives for 2023.

2022 Joint Services Initiative Accomplishments

Two initiatives were successfully completed and 4 will continue into 2023; key accomplishments and progress updates are highlighted below.

Investigation of New Stormwater Incentives Program – Private Stormwater Enhancement: Completed, with collaboration to continue as part of ongoing operations and core service delivery.

- This joint initiative investigated the potential for new stormwater incentives for private property owners to enhance stormwater management on their properties, reducing runoff to municipal systems; the Cities collaborated while taking slightly different approaches to the work.
- Kitchener received a consultant's report outlining potential program benefits and priority sub-watersheds, as well as opportunities to increase the MIP budget and set protocols to ensure objectives are met and impact demonstrated; work on Kitchener's program has been paused as funding was reallocated to higher priority projects until 2030.
- Waterloo undertook a SWM model calibration initiative that will identify priority sub-watershed areas to factor in any MIP opportunities that are granted, with a program contemplated for future implementation.
- Both Cities continue to partner with Reep Green Solutions who are assessing their role to improve ICI uptake of Low Impact Design, e.g., bioswales, pervious pavers, rain gardens, while sustaining their focus on residential sites.

'Getting Around' App: Completed, with collaboration to continue as part of ongoing operations and core service delivery.

- This joint initiative explored design and implementation of an app providing residents real-time access to information on the Cities' progress on winter maintenance progress during a full plow snow event.
- Kitchener led this project and used the Automatic Vehicle Locator service contract renewal with GeoTab to implement a solution that meets operational considerations and provides information to residents; the [Getting Around online map](#) was launched in December to help residents plan their routes during a declared snow event.

- Through collaboration, Kitchener's solution is being assessed by Waterloo as well as Cambridge, with the goal to deliver similar information to residents within each city.
- Cost savings have been achieved through use of a single solution for all three Cities; while not quantifiable, savings will continue to be achieved as GeoTab further develops the product to provide to other Ontario municipalities, i.e., costs of added features available to all will be shared broadly and not borne solely by Kitchener.

Inclusionary Zoning – Affordable Housing: Continuing into 2023.

- This joint initiative is assessing the impact and opportunity of legislation requiring inclusion of affordable housing units in new residential developments, and the option for municipalities to implement such zoning.
- Kitchener, Waterloo, Cambridge and Region of Waterloo ('the Region') staff as partners in this initiative retained consultants to update a financial model to reflect current market conditions and provide a dashboard tool to test policy, and to deliver stakeholder engagement and facilitation regarding policy and program options.
- An internal policy, program and implementation discussion paper was developed, and videos explaining the need for affordable housing and how inclusionary zoning can be part of the solution were launched; communication updates were provided to all local Planning directors to confirm approach and consider proposed legislative changes.
- Continued collaboration in 2023 will include detailed policy and program development, engagement, and reports to Councils on the recommended approach, with expected adoption of inclusionary zoning amendments early in the year (depending on Planning Act changes).
- Up to \$100,000 cost savings are estimated (based on each City's share) through joint funding of consultants, peer review work and video production.

Administrative Monetary Penalty System (AMPS) Expansion: Continuing into 2023.

- Kitchener and Waterloo already share a common AMPS to move adjudication of parking tickets out of the provincial court system; this joint initiative is looking at expanding the program to include provincial offence notices for other offences including noise, backyard fires, dumping, and dogs off leash.
- The scope was expanded to include Cambridge in the collaboration, and work was outsourced to an external consultant with local knowledge for a cost-effective and consistent approach between the municipalities.
- Progress has been made on drafting a procedural bylaw, review of policies and identification of required, initial work on the escalation process and suggested penalty fees and potential collections process.
- Continued collaboration in 2023 will see the Cities finalize these program elements and other logistics, as well as assessing software to track fines and costs.

Vision Zero: Continuing into 2023.

- Vision Zero refers to a strategy to eliminate traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all; having collaborated on speed limit reductions in residential neighbourhoods, this joint initiative is about adopting the philosophy of Vision Zero and implementing strategies, specifically around engineering, evaluation and education.

- Kitchener developed its Vision Zero strategy through engagement with key stakeholders including Waterloo and is developing a 'hot spot' improvement program that will be shared with Kitchener Council in Q1 2023 and with Waterloo, with an eye to developing a similar program.
- A two-part educational campaign is being developed, with an initial focus on speeding and aggressive driving to be launched Q1 2023 and second phase on active transportation planned for Q3 2023.
- Continued collaboration in 2023 will see aligning future 'hot spot' safety programs and educational campaigns so that applications are consistent through Kitchener and Waterloo, as well as work on other road safety initiatives.
- Over \$100,000 in savings over the life of the initiative is anticipated through cost sharing on research and educational campaigns, and grant contributions.

Affordable Housing Strategy: Continuing into 2023.

- This initiative focuses on collaboration on program development and implementation to address housing challenges in the community, building on work underway to implement Kitchener's Housing For All Strategy, and develop Waterloo's first Affordable Housing Strategy.
- The Cities shared information through a number of regular forums including housing and homelessness municipal leads, refugee housing working group, and municipal affordable housing incentives working group sessions.
- Fact sheets were developed in partnership with the Region and consultant and staff reports related to housing incentives and other initiatives were shared, resulting in reduced workloads, consulting costs and efficiencies through sharing data and information.
- Continued collaboration in 2023 will see developing strategic approaches to respond to housing issues; work on a lodging house review (with the Region); incorporating new census data into housing needs and demand assessments; collecting data on immigration and housing needs (with the Immigration Partnership working group); exploring coordinated approaches to address renovictions and housing incentive programs; and support to the Region in developing approaches to support individuals facing homelessness.

Broader Collaboration

Outside of the formal JSIC program, both municipalities collaborate informally with one another and with other area municipalities and the Region of Waterloo as project partners. Recent examples of local municipal collaboration outside the formal annual JSIC program include:

- Collaboration on **green development standards** through WRCommunity Energy and across upper and lower tier municipalities in the region.
- **Micromobility By-law** enabling people-friendly transportation options including use of e-scooters on area trails, and shared implementation program for Kitchener, Waterloo, Cambridge and the Region.
- **Collaboration on housing and homelessness** to address challenges and identify locations for service providers to keep members of our vulnerable population safe.
- **Completion of the local hydro merger** of Kitchener-Wilmot Hydro and Waterloo North Hydro as Enova Power Corp. to provide reliable service, invest in new technologies, generate cost savings through operational efficiencies and keep local jobs in our community.

- **Facility space planning** collaboration with Waterloo, Cambridge and the Region on approaches to office space needs assessment, redesign and maximizing space use for major municipal facilities.
- **Coordinated services recovery and rescinding of emergency declarations** associated with the Covid-19 pandemic, and consistent approaches to planning, processes, and communications.
- **Government relations and advocacy** on a number of projects including delegation meetings at the Association of Municipalities of Ontario Annual Conference and continued advocacy to the Province on legislative priorities.
- **Area municipal CAOs** continue to identify broader collaboration opportunities to improve service effectiveness and efficiency for citizens, with an emphasis on enhanced collaboration between the Region and local municipalities.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget.

Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting. Both Cities maintain current information about active joint service initiatives and upcoming projects at: www.kitchener.ca/jointservices and www.waterloo.ca/jointservices.

PREVIOUS REPORTS/AUTHORITIES:

There are no previous reports/authorities related to this matter.

APPROVED BY: Dan Chapman, Chief Administrative Officer