

Staff Report

Chief Administrator's Office



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REPORT TO: Council

DATE OF MEETING: December 13, 2021

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

DATE OF REPORT: November 29, 2021

REPORT NO.: CAO-2021-7

SUBJECT: K-W Joint Services Initiative Committee 2021 Update

RECOMMENDATION: That report # CAO-2021-7, regarding K-W Joint Services Initiative Committee 2021 Update, be received for information.

REPORT HIGHLIGHTS:

- The report provides Council with an update on recent and active Joint Services Initiatives between Kitchener and Waterloo.
- Of 5 joint initiatives undertaken over the last year, 1 was successfully completed, 3 will carry forward into 2021, and 1 did not proceed.
- Three new joint initiatives will be added to the program for 2022
- 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 is intended to provide Council an update on Joint Services Initiatives between Kitchener and Waterloo. The two Cities have an established history of collaboration and cooperation, and a formalized approach to joint initiatives 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 strategic joint initiatives, and transfer knowledge/build capacity from each city's best practices – all to benefit residents in both cities. Over 75 joint initiatives have been undertaken – some formally completed, and others continuing as ongoing collaborations. An annual program of joint projects is identified in the fall for the upcoming year. These joint projects are reviewed by the JSIC and certain projects are identified for inclusion in the formal program. Staff track progress of the initiatives including service improvements, efficiencies and any cost savings achieved, which are reported to Council in this annual report. The JSIC also supports collaboration

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opportunities arising throughout the year that are not formally planned, which provide mutual benefit and efficient use of collective resources.

REPORT:

Annual joint initiative opportunities are 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 the 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 both organizations.

The JSIC met to review progress on 2021 initiatives and other collaborations underway between the two cities; due to the complexity of continuing joint initiatives and ongoing pandemic response and recovery, the committee did not identify new initiatives for 2022.

2021 Joint Services Initiative Accomplishments

One initiative was successfully completed; key accomplishments are highlighted below:

Speed Limit Review: Both Cities, along with other regional partners are undertaking a review of the uniform speed limit of 50km/hour. This review will evaluate benefit and feasibility of reducing the uniform speed limit to 40km/hour in an effort to enhance roadway safety.

- Kitchener carried out two pilot neighbourhoods and added a third as a component of Deer Ridge Drive traffic calming review, Waterloo completed three pilots, and the Cities shared best practices and before and after data for pilots through ongoing communication.
- Collaborated on scope of work for related University of Waterloo research project on Vision Zero, using both cities' data; this work will continue with the Vision Zero joint initiative.
- Kitchener will implement Council direction on city-wide speed limits aligned to Vision Zero initiative, focused on speed reduction from 50 km/h to 40 km/h in all residential neighbourhoods and further reduced to 30km/h in vulnerable road user areas.
- Waterloo will develop a public engagement project for the option to reduce posted speed limits to 30km/h on all class 4 and 5 roads as per Council direction and as part of the Speed Management Plan in the Transportation Master Plan.

Continuing Joint Services Initiatives

Three active and complex initiatives continued from last year and will carry forward into 2022; progress updates are highlighted below:

Investigation of New Stormwater Incentives Program – Private Stormwater Enhancement: Investigate the potential for new stormwater incentives for private property owners to enable private property owners to enhance stormwater management on their properties, reducing runoff to municipal systems.

- Kitchener developed a 3-phase roadmap for Market Incentive Program development and implementation, shared proposal with Environmental Advisory Committee, and received Council approval to proceed; established budget and staff resourcing, to be led through Corporate Sustainability office.
- Kitchener procured a consultant to: undertake market analysis of 5 priority sub-watersheds and assess homeowner demographics to generate criteria to structure incentives; analyze potential third-party service providers, products and strategies for implementation; and, do initial screening of viable options for program administration and delivery.
- Waterloo presented SWM master plan to Council, including options for a market-based incentive program, and initiated partnership with Reep Green Solutions to extend their backyard tree planting program to Waterloo, focused on working with homeowners to plant the right tree for the right place in their yards, educational tree stewardship workshops, and increasing urban tree canopy cover in areas where the City cannot plant.
- Waterloo will work to develop and define market-based incentive program in 2024, which will be consistent with Kitchener's approach.

Inclusionary Zoning – Affordable Housing: Assess the impact of Provincial legislation requiring the inclusion of affordable housing units in new residential development projects, and the option for municipalities to implement such zoning. The assessment will include exploring opportunities to combine resources to conduct a study and implement Inclusionary Zoning (IZ), since based on staff's understanding of the enacted legislation, significant staff capacity is required to generate data and prepare a municipal assessment report as a precursor to implementing Inclusionary Zoning. Pending possible changes to the legislation, long-term resource/cost sharing may be required to develop, implement and report on new zoning provisions.

- Peer review of fiscal impact assessment completed; financial modeling updated to reflect market and legislative changes, impact of community benefit charges, parkland dedication and updated development charges; recommendations updated to reflect current conditions.
- Background research, financial impact assessment and peer review considered at Kitchener, Waterloo and Cambridge City Councils.
- Next steps include broad community consultation on IZ policy and program, and continued consultation with Waterloo Region Homebuilders' IZ ad hoc working group.
- Continued and steady progress to be made in all three Cities through collaboration on policy and program design to align with Regional Official Plan amendments that will enable inclusionary zoning
- Anticipated completion is July 2022, through a consistent approach after the enabling Regional Official Plan policies are in effect.

'Getting Around' App: Explore the cost and risks to implement an app providing residents real-time access to information including progress on the City's progress on winter maintenance during a full plow snow event.

- Kitchener continues to take the lead on this initiative, and piloted and tested a solution internally over winter 2020/2021
- Solution has been piloted, tested, and modified in response several rounds of internal staff and external volunteer citizen focus group feedback.
- Kitchener implementing wider pilot with all Operations staff in fall 2021, with target to go live during first winter 2021/2022 snow event; supporting communications and promotion plan being developed.
- Waterloo will learn from Kitchener's experience and adopt relevant best practices, tools and citizen communication.
- Potential operational cost savings through reduced call volumes to the CCC related to winter maintenance progress during full plow events.

One initiative did not proceed, with future progress dependent on a framework from the Region of Waterloo; it is described below:

Stormwater Management (SWM) Facilities Risk Assessment: Undertake a SWM facilities risk assessment to mitigate chlorides entering drinking water, through a partnership between the Cities of Kitchener and Waterloo, and the Region of Waterloo.

- The Region of Waterloo has not yet finalized Source Protection Policy boundaries and framework for municipalities to follow when conducting SWM facility risk assessments, and as such, a formal joint initiative cannot proceed at this time.
- Waterloo completed a pilot study through external grant funding which established a methodology to identify risks to source drinking water protection areas from SWM facilities.
- The Cities will review the Waterloo results and methodologies and continue collaboration outside of the JSIC program, with openness to revisit a formal joint initiative in the future once the Regional framework is provided.

New Joint Services Initiatives

In addition to the three continuing initiatives discussed above, the JSIC determined that three new initiatives would be added to the formal program in 2022; updates will provided in the next annual report.

Administrative Monetary Penalty System (AMPS)

Kitchener and Waterloo already share a common AMPS to move adjudication of parking tickets out of the provincial court system. This 2022 joint service initiative will look at expanding the program beyond parking tickets to include provincial offence notices for other offences including e.g., noise, backyard fires, dumping, and dogs off leash.

Vision Zero

“Vision Zero” refers to a traffic safety strategy with the goal of zero traffic fatalities and serious injuries, while increasing safe, healthy, equitable mobility for all. Vision Zero can be achieved through different approaches including ‘5 Es’ of traffic safety: evaluation, engineering, education, enforcement and engagement. Having collaborated on speed limit reductions in residential neighbourhoods, Kitchener and Waterloo will work together adopt and implement Vision Zero approaches, with a focus on shared strategies for enforcement and education.

Affordable Housing Strategy Development

Kitchener has developed and begun implementing its award-winning Housing For All Strategy, and Waterloo is already working to develop its first Affordable Housing Strategy. Although work on this initiative is well underway for both municipalities, the formal JSIC initiative will include close collaboration in terms of program development and implementation to address housing challenges in our community.

Broader Collaboration

Outside of the formal JSIC program, there are many other opportunities for both municipalities to collaborate in addition to working with other area municipalities as project partners. In some cases, initiatives overlap with the Region. Recent examples of successful local and local-regional collaboration outside the formal annual JSIC program include:

- **Coordinated pandemic response and recovery/reopening** planning including approaches, processes, templates, and communications to the public.
- Work toward a **proposed hydro merger** of Kitchener-Wilmot Hydro Waterloo North Hydro that will provide reliable service, invest in new technologies, generate cost savings through operational efficiencies and keep local jobs in our communities.
- Waterloo and Kitchener in addition to the Region and its member municipalities were all part of Climate Action Waterloo Region - the collaborative responsible for the development of **Transform Waterloo Region, our community climate action plan**. This work will continue into 2022 and beyond as implementation takes place.
- Waterloo and Kitchener are part of a pilot project with the **World Council on City Data (WCCD)** and Infrastructure Canada as part of the ISO 37120 Sustainable Cities and Communities reporting framework. Both municipalities are participating in year 3 of the project.
- **Government relations and advocacy** on a number of projects including delegation meetings at the 2021 AMO Conference and continued advocacy to the Province on the proposed changes to R.R.O. 1990, Reg. 565: Public Pools in an effort to reduce red tape while balancing patron safety and municipal risk.
- **Collaboration on housing and homelessness** to address challenges and identify locations for service providers that were forced to pivot to address social distancing requirements during COVID to keep members of our vulnerable population safe.

- **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 of Waterloo and local municipalities.

STRATEGIC PLAN ALIGNMENT:

The recommendation of this report supports the achievement of the city's strategic vision through the delivery of core service.

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