

## Appendix C: 2023-2026 Strategic Plan – Proposed Strategic Actions to be started in Years 1-2

### Building a Connected City Together

*We live in all kinds of neighbourhoods and types of housing. We work together to ensure that we each have secure and affordable homes. We get around easily, sustainably and safely to the places and spaces that matter most to us.*

Action Name	Statement	Underway	New	Internal
Housing For All Implementation	Continue to implement the City’s Housing For All Strategy, working with other orders of government and a broad range of community partners, to enable the delivery of affordable housing units in our community by removing barriers at the City, advocating on behalf of the City of Kitchener; and implementing incentives that will enable more affordable housing to be built faster.	✓		
Localized Transportation Safety Improvement Program	Implement targeted, strategic infrastructure changes to make big improvements in the safety and connectivity of the active transportation network. This work is data-driven and community-guided through priorities identified in the Cycling and Trails Master Plan and Vision Zero.	✓		
City-wide Active Transportation Routes	Encourage increased use of active transportation that connect neighbourhoods through holistic trail and bike route enhancements that are easy to identify, navigate and use for all ages and abilities.	✓		
Official Plan Comprehensive Update	Undertake a comprehensive review of both the City’s Official Plan and Transportation Master Plan in an integrated way, to update the rules around what can be built in Kitchener’s neighbourhoods and provide more flexible options for how people get around; and including a focus on encouraging missing middle housing and adapting to climate change.		✓	

## Cultivating a Green City Together

*We follow a sustainable path to a greener, healthier city. We work together to enhance and protect our parks and natural environment while transitioning to a low-carbon future. We support businesses and residents to make more climate-positive choices.*

Action Name	Statement	Underway	New	Internal
Corporate Climate Action Plan 2.0	Define the City's corporate Climate Action Plan 2.0 to achieve GHG emission reductions generated by City-owned assets, including at least one energy efficiency business case/implementation and 'greening' the City fleet in order to adapt to a low-carbon future and build resilience for climate change impacts.	✓		✓
Clean Energy Transition Strategy	Complete the Kitchener Utilities clean energy transition strategy and implementation plan to shift reliance on conventional natural gas as an energy source in order to transition to a low-carbon future for Kitchener.	✓		
District Energy Business Case	Complete a District Energy business case for the downtown area to explore clean energy opportunities to be a leader as a low-carbon city.	✓		
Green Development Standards	Define and implement green development standards for new building construction throughout Kitchener which will ensure they are more sustainable.		✓	
Implement tree canopy target plan	Implement Council-approved investments in tree canopy improvements with a focus on planting more trees, maintenance of existing trees; increase communication and stewardship for residents, institutions and businesses to plant and maintain trees on private property.	✓		
Implementing actions from Parks master plan	Implementing actions from the 'Places' component of the City's 'Spaces and Places' plan with a focus on the quality of park spaces including infrastructure, environment and design, to encourage people to spend more time in parks.		✓	
Parkland Acquisition Strategy	Create a Parkland Acquisition Strategy to support the addition of park space to urban areas, with a focus on underserved areas and updating the funding model.		✓	
Grand River Park Strategy	Complete a strategy to advance the creation of a significant new park near the Grand River.		✓	

## Creating an Economically-Thriving City Together

*We use our collective strengths to grow an agile and diverse local economy powered by talented entrepreneurs, workers and artists. We work together to create opportunities for everyone and a resilient future that propels our city forward.*

Action Name	Statement	Underway	New	Internal
Accelerate Commercial Business Approvals	Facilitate streamlined business process and approvals for brick and mortar retail business across the City.		✓	
Implement Health/Medical Technology Innovation Campus	Advance the health innovation sector in partnership with local post-secondary institutions and businesses to support innovation and business development in the medical technology field.	✓		
Creative Industries School	Collaborate with Conestoga College to build a new, leading-edge Creative Industries school focused on skill building and career development in media, communications and design.	✓		
Strategy for Events and Festivals	Develop a strategy for events and community festivals to ensure Kitchener is a destination point for all, with a focus on residents' quality of life, cultural events, and supporting local business, culture and commerce.		✓	
Entertainment Venue Management	Enhance entertainment venue management by working with key stakeholders, businesses and cultural producers across all City-affiliated entertainment venues.	✓		
Implement Arts and Culture Master Plan	Implement the Arts and Culture Master Plan in order to grow arts and culture in Kitchener and become a global leader in creative industries.		✓	

## Fostering a Caring City Together

*We welcome residents of all ages, backgrounds and lived experiences. We work together on the decisions that matter to us and have a meaningful influence in our community. We're healthy and thriving as we easily access the diverse and inclusive programs and services we need to succeed.*

Action Name	Statement	Underway	New	Internal
Advance Truth and Reconciliation	Advance meaningful actions to Truth and Reconciliation as identified and through relationship-building with Indigenous communities and rights-holders.	✓		
Municipal Newcomers Strategy	Create a strategy for newcomers to Canada in Kitchener focused on the role the municipality can play in welcoming newcomers into the community and supporting them where needed.		✓	
Enhance City's Engagement Practices	Enhance the City's engagement practices to increase diverse representation, with a focus on including more deliberative/collaborative/entrust/co-creation approaches; and include a specific focus on developing capacity to promote, facilitate and coordinate ongoing relationship-building and connection with equity-seeking communities.		✓	
Community Centre Operating Model	Modernize the City's community centre operating model to increase the number and diversity of programs and other supports provided at community centres, with a specific focus on centres located in under-served neighbourhoods.	✓		
City-Led Recreation & Leisure program review	Review how the City provides direct recreation and leisure programming across all age groups to better position the municipality to respond to changing community needs.	✓		
Leisure Facilities Master Plan Update	Update the City's Leisure Facilities Master Plan including a focus on the provision of recreation and leisure that meet increasingly diverse needs of the community.		✓	
Community Grants Review	Change how the City utilizes its community grant program to better support community groups working on priorities that are aligned with the City's objectives and priorities.		✓	

## Stewarding a Better City Together

*We, the City's employees, are stewards of Kitchener's present and its future. We're responsive, innovative, diverse and accountable public servants who work together efficiently to serve residents. We remove barriers and champion residents' collective vision for a better city and a better world.*

Action Name	Statement	Underway	New	Internal
Digital Kitchener Strategy	Refresh the City's Digital Kitchener strategy with a focus on investigating and adopting technologies including artificial intelligence, and innovations that improve service delivery for residents.		✓	
Implement City-wide Data Strategy	Implement a City-wide Data Strategy to build foundational, organization-wide data practices to scale across the City, in order to deliver better services for residents.		✓	
Strengthen employer identity/value proposition	Strengthen the City of Kitchener employer identity and employee value proposition to remain a competitive employer in order to attract and retain top talent.	✓		✓
Support a Psychologically Safe Workplace	Identify and implement actions to support a psychologically safe workplace to enhance employee wellbeing, productivity and innovation.		✓	✓
Procurement innovation	Create innovative procurement opportunities to better engage with local start-ups and provide more opportunities for companies to propose creative ways to improve city service delivery.	✓		