

Staff Report

Chief Administrator's Office



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REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: August 14, 2023

SUBMITTED BY: Dan Chapman, CAO, 519-741-2200 ext. 7350

PREPARED BY: Angie Fritz-Walters, Strategic Plan Engagement and Program Manager, 519-741-2200 ext. 7059
Kathryn Dever, Director, Strategy and Corporate Performance, 519-741-2200 ext. 7370

WARD(S) INVOLVED: All Wards

DATE OF REPORT: July 27, 2023

REPORT NO.: CAO-2023-337

SUBJECT: 2023-2026 Strategic Plan Development – Proposed Strategic Plan Content

RECOMMENDATION:

That the initial set of Actions for the City of Kitchener 2023-2026 Strategic Plan as contained in Appendix C to report CAO 2023-337 be approved.

REPORT HIGHLIGHTS:

- This report provides Council with the proposed content for the City's 2023-2026 Strategic Plan, including an initial set of Actions, and a refined 20-year Vision story.
- Staff and the Compass Kitchener advisory committee implemented meaningful, inclusive, and deliberative community engagement to inform the Strategic Plan, including the Plan WITH Us Resident Panel.
- There are no financial implications associated with this staff report.

BACKGROUND:

The City's Strategic Plan sets priorities and a plan for action to guide progress and resourcing over the term of Council towards our long-term community vision. It represents a commitment to the public to move forward on the things that are most important to them. This report represents the final in a series of engagements with Council and focuses on an initial set of Actions to address key needs and opportunities expressed through extensive community engagement and prior strategic discussions with Council.

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

REPORT:

The Strategic Planning process has included a variety of inputs from a number of groups, including Compass Kitchener, staff and the Resident Panel. Staff have engaged with Council over the past 18 months at a series of six strategy sessions. Council's deliberation and direction throughout the process has been summarized in Appendix A.

Based on Council direction at its May strategy session, staff undertook the following:

- Refined the 20-year Vision story (Appendix B) to increase focus on areas where the City can have the greatest impact on community priorities.
- Developed an initial set of Actions for the 2023-2026 Strategic Plan, to enable progress on key Council and community priorities, needs and opportunities.
- Organized the Goal Areas and statements to indicate Actions underway already supporting the priorities, new ones planned, and internal-facing ones.

The Strategic Plan content in this final report has broad community support demonstrated through extensive engagement, and reflects Council's priorities identified through previous discussions.

Proposed 2023-2026 Strategic Plan Actions

At previous strategic sessions, Council supported the 5 Strategic Goal Areas. Council also supported adopting an adaptive approach to set an initial set of Actions the City will commit to. An adaptive approach will allow Council to adjust resources to respond to emerging needs and opportunities within the 4-year timeframe.

The initial Actions proposed for years 1 and 2 of the Strategic Plan, subject to Budget approval, are outlined below for each 2023-2026 Strategic Goal Area. Refer to Appendix C for Goal Area Statements and details for each Action.

Building a Connected City Together:

- Housing For All Implementation
- Localized Transportation Safety Improvement Program
- City-wide Active Transportation Routes
- Official Plan Comprehensive Update

Cultivating a Green City Together:

- Corporate Climate Action Plan 2.0
- Clean Energy Transition Strategy
- District Energy Business Case
- Green Development Standards
- Implement tree canopy target plan
- Implementing actions from Parks master plan
- Parkland Acquisition Strategy
- Grand River Park Strategy

Creating an Economically-Thriving City Together:

- Accelerate Commercial Business Approvals
- Implement Health/Medical Technology Innovation Campus

- Creative Industries School
- Strategy for Events and Festivals
- Entertainment Venue Management
- Implement Arts and Culture Master Plan

Fostering a Caring City Together:

- Advance Truth and Reconciliation
- Municipal Newcomers Strategy
- Enhance City's Engagement Practices
- Community Centre Operating Model
- City-Led Recreation & Leisure program review
- Leisure Facilities Master Plan Update
- Community Grants Review

Stewarding a Better City Together:

- Digital Kitchener Strategy
- Implement City-wide Data Strategy
- Strengthen employer identity/value proposition
- Support a Psychologically Safe Workplace
- Procurement innovation

Implementation of these initial Actions will take place through the annual Business Plan, with any required resource requests brought to Council through the annual Budget process. In support of the adaptive approach supported by Council, staff will assess progress made, emerging needs and opportunities, and bring forward adjustments with associated Budget implications to Council within the 4-year Strategic Plan timeframe.

Community Input on Draft Strategic Plan and Actions

Public engagement has far exceeded that of any previous strategic planning processes. A final round of consultation in June and July focused on the Strategic Goal Areas and Actions, with an opportunity for the community to share feedback through a survey on the Engage Kitchener page from June 28-July 16, 2023. The survey was promoted through outreach with community partners and contacts, as well as the City's social media channels.

The findings from the consultation indicate broad support for the proposed Strategic Plan Goals and Actions. A detailed report of survey input is included in Appendix D, with key highlights below from the 184 responses received:

- Over 75% agree or strongly agree that the goals and actions will help our city change in the right direction.
- Actions that support housing affordability remain a key priority, with many comments indicating implementation of the Housing for All actions are important to them.
- There is strong support for climate action, including active transportation and improving the tree canopy. Several comments suggested the City could be even more bold and/or quicker to act in these areas.
- Those who indicate that they do not agree with the direction in the draft strategic goals and actions cite concerns with the concept of a 15-minute City, a “woke agenda” and do not support climate action as a priority.

- There is a higher level of support for the Goals and Actions from those under 40 years of age and those identifying as a member of one of the following groups: person with a disability; member of a racialized group; immigrant or refugee; 2LGBTQ+; or First Nations, Inuit or Métis.

Final Steps in the Strategic Planning Process:

- Content refinement from today's discussion as required
- Final Council approval (August 28, 2023)
- Indicators / evaluation criteria development by staff and Compass Kitchener (fall 2023)
- Strategic Plan launch and communications (fall 2023)

STRATEGIC PLAN ALIGNMENT:

This report supports the development of the 2023-2026 City of Kitchener Strategic Plan.

FINANCIAL IMPLICATIONS:

Capital/Operating Budget – Strategic Actions which require funding will be brought forward to Council through the annual Budget process and reflected in the annual Business Plan.

COMMUNITY ENGAGEMENT:

CONSULT AND COLLABORATE – This report includes input from broad and diverse community engagement to support and inform the creation of Kitchener's 2023-2026 Strategic Plan.

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

CAO-2022-160 [Preparing for the 2023-2026 Strategic Plan](#)

CAO-2022-198 [Results of Environics 2022 Survey of Kitchener Residents](#)

CAO-2022-413 [Strategic Foresight and Community Engagement Update](#)

CAO-2023-047 [Compass Kitchener Advisory Committee Community Priorities](#)

CAO-2023-081 [Prioritizing Strategic Goal Areas](#)

CAO-2023-217 [20-Year Vision, Key Priorities and Approach to Action Planning](#)

APPROVED BY: Dan Chapman, CAO

ATTACHMENTS:

Appendix A – Summary of Council Input into the 2023-2026 Strategic Plan

Appendix B – 20-year Vision Statement and Story for Kitchener (Refined)

Appendix C – 2023-2026 Strategic Plan – Proposed Initial Strategic Actions

Appendix D – Community Engagement Survey Responses on Draft Strategic Plan

Appendix A: Summary of Council Input into the 2023-2026 Strategic Plan

At the **March 2022 discussion** about the overall strategic planning approach, Council advised on two key items as important to include in preparing the strategic plan and related community engagement:

- **Include a focus on core City services:** An overview of services the City of Kitchener is responsible for was incorporated in online and in-person engagement tactics. Educational components have been included in each of the Engage page ideas boards to provide context for residents when they respond with their ideas. Context about the City's responsibilities was included as context for the Neighbourhood Conversations sessions. The 'We Are Kitchener' campaign launched in 2022 is continuing, with social media and physical banners and signage throughout the community building awareness of key City services in an engaging way.
- **Apply broad/open approaches and engage through different means:** A broad variety of online and in-person means were used to engage residents, with a focus on open-ended questions, exploratory discussions/exercises, use of new tools within the Engage online platform, and a staff street team doing pop-up engagements at more community locations and events than previous strategic planning cycles.

During the **May 2022 review** of the Environics survey results Council requested staff ensure the following through the next phases of community engagement:

- **Seek a broad range of voices and equity deserving groups:** Engagement reached a broader diversity of Kitchener residents, provided a variety of ways for people to participate in-person and online, maximized community connections to encourage participation from equity deserving groups; the current Resident Panel was selected to mirror the demographic diversity of Kitchener.
- **Learn more about satisfaction with City services, public engagement processes, sustainability, housing affordability and recreation programs:** These topics were all included as key topics in the engagement. Exploring willingness to pay more for services / satisfaction with value for tax dollars formed part of engagement later this year to support the 2023 Budget.

In the **August 2022** discussion on broad community engagement efforts underway, and key trends shaping Kitchener's future from a horizon scan summary as input into future scenario development, Council noted the following:

- **Ensure focus on what the City can do or influence within its mandate:** Staff and Compass Kitchener continued to hear broad ideas and aspirations as wider community engagement concluded; staff will filter these to actions that the City can take to respond, including working closely with the Resident Panel to focus on the City's accountability.
- **Key trends impacting Kitchener include belonging, placemaking, sustainability, housing affordability, innovation, technology and institutional trust:** Staff incorporated these key trends into scenario development toward a proposed new 20-year Vision (which will be shared with Council in May), and the proposed strategic goal areas highlighted in this report.

In **January 2023**, the Compass Kitchener Advisory Committee provided Council their community priorities for the new Strategic Plan. While no direction was sought at that meeting, Council engaged with the committee Chair and Vice-chair to explore the priorities a bit more deeply, while noting the close alignment to what Council heard during the election campaign.

At the **February 2023** discussion on key goal areas, based on synthesis of broad community engagement inputs, to be used by staff to identify indicators of success and potential actions in which the City could make progress over the life of the 2023-2026 Strategic Plan, Council provided the following feedback:

- **Support for the proposed 5 Strategic Goal Areas** as reflecting key priorities toward which to make progress over the next 4 years (draft working titles): Belonging and Participation; Housing, Land Use and Mobility; Environment and Climate Action; Economic Prosperity and Opportunity; and Good Government.
- **Include the following when developing proposed Actions for the term of Council:** engagement, newcomer experience; housing attainability, protecting good rents, green space; 15-minute neighbourhoods; climate; creative industries, film/music/arts; government relations strategy, technology/innovation, data-driven decisions.

At the **May 2023** discussion on a new 20-year Vision, key priorities and the approach to action planning, Council provided the following input:

- **Support for setting an initial set of Actions** for the 2023-2026 Strategic Plan, to enable Council and the organization to respond to emerging issues, needs and opportunities throughout the 4-year period.
- **Add Physical & Mental Health and Innovation Culture (external) to the Top Priorities** representing the primary focus of actions, budget investments, business planning and resource requests, especially for the first 1-2 years of the strategic plan.
- **Support for the Goal Areas and statements with a request to organize goal areas and actions** to indicate actions underway already, new ones planned, and internal-facing ones.
- **Refine the Vision story** to provide more focus on where the City can make an impact toward community aspirations.

Appendix B: 20-year Vision Statement and Story for Kitchener (Refined)

VISION STATEMENT

Building a city for everyone where, together, we take care of the world around us – and each other.

VISION STORY

TOGETHER IN 2043

Whether you've lived in Kitchener your whole life, or you have just arrived, you belong here. Kitchener is a city of people who, since 1854, have worked together to chart a progressive future, building a thriving city that offers well-being, potential and quality of life – for everyone.

Our neighbourhoods are more connected and diverse today than ever before. Our streets and sidewalks know all kinds of people, and our kitchen tables, meeting rooms and council chambers do, too. Creating more opportunities for people to connect and participate in civic life has brought more voices and lived experiences to those tables. This has shown us new possibilities, helped us make better decisions, and pointed us toward solutions to some of our most challenging problems.

Kitchener is one of Canada's largest cities, and the place we call home. Our city is committed to finding smart, sustainable, and innovative housing solutions to ensure that people have a place to call their own. Today, the city is filled with well-designed, adaptive reuses and new mixed-use, mixed-income housing options as diverse as our neighbourhoods and the people who live in them.

Our neighbourhoods are pedestrian-friendly and full of businesses and services that meet our daily needs. Our community centres, arenas, pools, libraries and sports fields are where we get together and get active. We've designed our busy public parks and spaces with residents, and they welcome and work for people of all ages and abilities. Full of people, activity and ideas, these spaces bring us together and offer access to knowledge and tools to learn about and thrive in the world around us.

The places and spaces that bring us together have reliable connections that enable us to move around the city in active, clean and accessible ways. Our sidewalks see community connection every day, as people walk, roll and wander – easily and safely getting where they want to go. We use cars and parking lots less and trails, cycling lanes and transit more. Fewer homes and businesses use fossil fuels to heat and cool, and we've reduced our impact on the environment, by using more renewable energy. Consistent awareness and incentives have made climate responsibility second nature for residents and businesses.

We serve as stewards of the natural environment, and remain steadfast in our commitment to reconciliation, honouring the Indigenous caretakers who came before us, and have built strong relations with the First Nations, Métis and Inuit who call Kitchener home. We preserve and protect parks and natural areas. Our urban forests and our tree canopy soften the boundaries between the built and natural worlds. They are the natural backdrop along our streets, sidewalks and paths, and to the arts and cultural experiences, events and exhibitions that we enjoy. Every time we leave home, we enjoy the cool shade of these investments.

Our investments in creating an agile and innovative local economy have strengthened key industries and kept our job market healthy and diverse. We've supported local businesses to continue to adapt and lead, addressing their challenges and helping them connect and work together. Our city's difference-makers – the talented and resourceful entrepreneurs, workers and artists, whose innovative approaches reflect their pursuit of building a better world – continue to diversify and grow our economy and create jobs for everyone.

We step up to help and care for one another. We work together and with community partners to offer accessible services and address disparities among communities of greatest need. Our programs are open to everyone with equal access for all, without financial or other barriers. Because of our work, more people than ever feel a deep sense of belonging in Kitchener.

The public servants who work alongside our residents and businesses are difference-makers. We don't just make decisions - we listen. We are the stewards of our city's present and its future. We champion our collective goals and work with residents to build our city, one neighbourhood at a time. We invite civic action on the issues that matter to residents. We are accountable, we measure the right things, and report on our progress. Our legacy reflects a diverse and caring workforce that mirrors the diverse and caring city we've helped to build.

We've built trust with residents, and because of this, people from diverse backgrounds vote and take part in public processes in unmatched numbers. We tell stories of the challenges we came together to face over the years, and of how doing so led to a greater understanding of what we share and what makes us unique. By working together and making the most of our differences, residents have helped staff remove barriers and disadvantages, giving more people the opportunity to thrive in Kitchener.

We're building a city for everyone where, together, we take care of the world around us – and each other. The lessons of our past – and the promise of tomorrow – remind us that people who love their city can always change it, and our world, for the better. Together.

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-serviced 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.	✓		

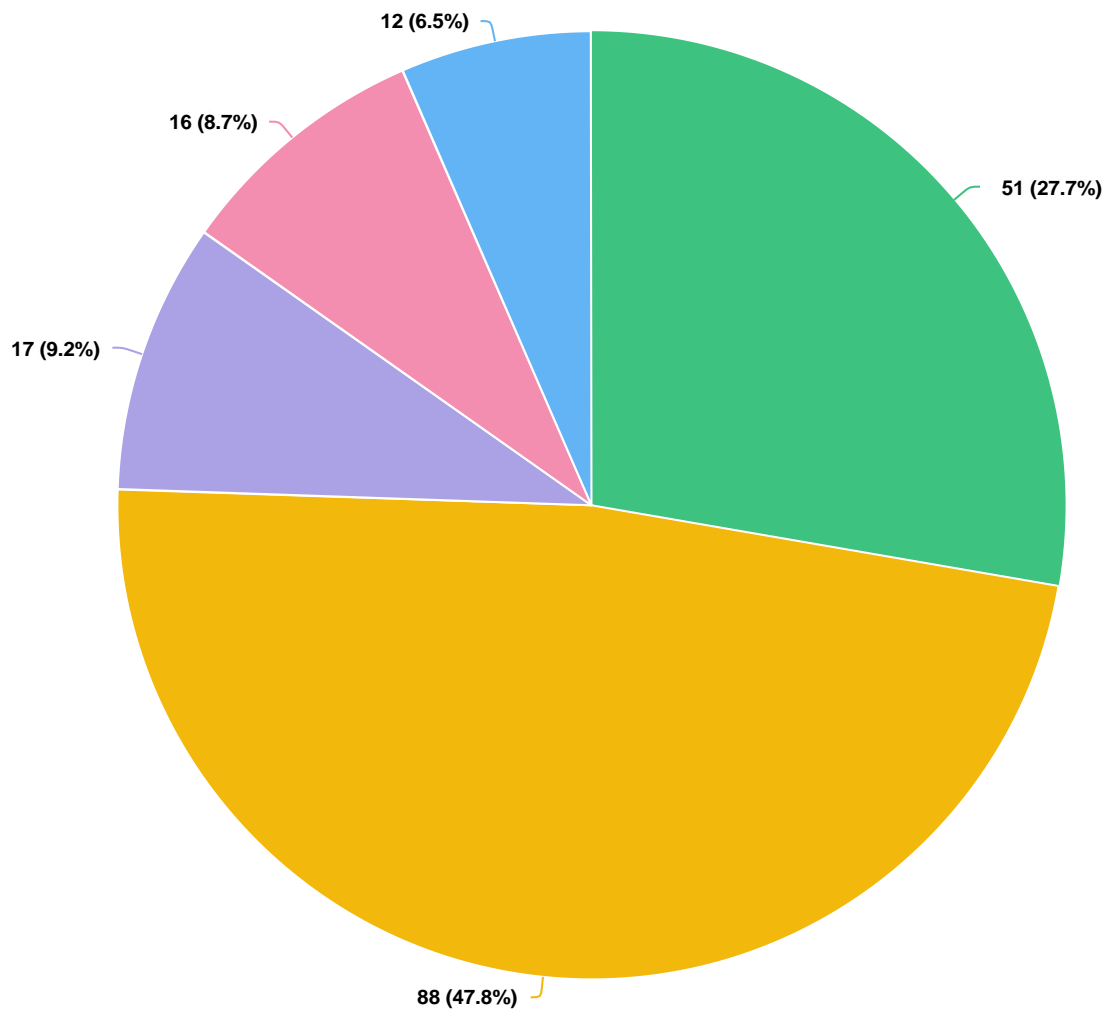
SURVEY RESPONSE REPORT

28 June - 16 July 2023

PROJECT NAME:

Plan with us! Kitchener's Strategic Plan 2023-2026

Q1 In general, do you agree that these draft goals and actions will help our city change in the right direction?



Question options

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

Optional question (184 response(s), 3 skipped)

Question type: Radio Button Question

Q2 | We are most interested in hearing whether you think we are on the right track. Please share any related comments you have about the draft goals and actions.

Anonymous

6/29/2023 04:36 PM

I think that we are on the right track. From what I've seen in the meeting (resident panel), the plan only gets better and better, to fit our goals better.

Anonymous

6/30/2023 12:08 PM

Does the final section, "Stewarding a Better City Together" involve me or just city employees?

Anonymous

6/30/2023 12:48 PM

Innovation procurement

Anonymous

6/30/2023 01:53 PM

Like the connected and green initiatives, think we could do more. Would love to see more community gardens, etc. Would like to know more about actions to address housing and encampment issue.

Anonymous

6/30/2023 08:51 PM

Consider connecting suburbs and townships transportation. Encourage cycling. Hydrogen buses. Manage costs to keep property taxes flat to help struggling households.

Anonymous

7/01/2023 09:39 AM

The citizens did not have an opportunity to vote. This radical change that will effect each citizen has to be put on the ballot. It must be put on by each section not as one massive plan.

Anonymous

7/01/2023 11:38 AM

Focusing on transit, reducing vehicle through traffic on residential roads and better caring for our canopy cover are high priorities in my view.

Anonymous

7/02/2023 08:41 AM

The leisure facilities master plan should address the development of at least 8 more dedicated pickleball courts. Kitchener is lagging behind Hamilton, St Thomas, Kenora etc.

Anonymous

7/02/2023 01:29 PM

Some of these seem ambiguous, but perhaps that's just the description here, and many more seem unambitious. For a region that wants to change course, there's an awful lot of "continue doing X" and "implement the unambitious plan we already have"

Anonymous

7/02/2023 10:16 PM

Action: Ensuring that all stakeholders are at the table when city staff start "modernizing" centers and changing related policy guidelines.

Anonymous

7/04/2023 11:43 AM

Corporate climate action should be more ambitious. Some things are to ensure festivals align with other categories. For instance, could neighbours day (which is wonderful), include a greening your space initiative?

Anonymous

7/04/2023 01:25 PM

reducing red tape for the development of smaller, more affordable stand-alone homes (not condos and apartments) is a step in the right direction for Kitchener. Multi-use pathways as opposed to separate bike paths is a better use of space.

Anonymous

7/04/2023 01:37 PM

Yes you are on the right track

Anonymous

7/04/2023 04:48 PM

I am most excited at parks and trails being accessible to all ages and abilities in the winter.

Anonymous

7/04/2023 08:34 PM

It will be great to move quickly on these goals

Anonymous

7/04/2023 09:01 PM

Yes, and making sure that all stakeholders are at the table before study begins, various perspectives considered prior to beginning the study/review of methodology is vital.

Anonymous

7/05/2023 08:40 AM

The statements are platitudes. The impact on community says otherwise & I see no recognition of what you hear during community engagement.

Anonymous

7/05/2023 08:45 AM

Appropriate housing planning is critical not only to deal with affordable housing, but to consider our aging residents that want to age in place in their community. Ensure there are bungalow condos and suitable "missing middle" types of homes.



7/05/2023 12:27 PM

I am very pleased that these goals and strategies are very closely aligned with my personal values. I also appreciate the efforts to communicate your intentions to the general public. Well done !

<p>Anonymous</p> <p>7/05/2023 03:22 PM</p>	<p>I am missing the commitment to be an age-friendly community with the services, supports and advocacy needed to realize this.</p>
<p>Anonymous</p> <p>7/05/2023 07:42 PM</p>	<p>Yes, I believe your are on the right track.</p>
<p>Anonymous</p> <p>7/06/2023 09:29 AM</p>	<p>I fully agree with the housing for all initiative but instead of looking at affordable housing, look at rent-geared-to income housing especially for low income citizens</p>
<p>Anonymous</p> <p>7/06/2023 10:14 AM</p>	<p>Great ideas. Can't wait to see them implemented.</p>
<p>Anonymous</p> <p>7/06/2023 02:41 PM</p>	<p>I'm wondering why just "Collaborate with Conestoga College", no Wilfrid Laurier University and University of Waterloo.</p>
<p>Anonymous</p> <p>7/06/2023 03:05 PM</p>	<p>Housing for all in crucial. people shouldn't be on the PATHs list for 10 years and still be without a home</p>
<p>Anonymous</p> <p>7/06/2023 03:47 PM</p>	<p>It seems like most of our goals seek to grow the size and scope of the city rather than allowing our communities and cultures thrive independently.</p>
<p>Anonymous</p> <p>7/06/2023 04:01 PM</p>	<p>it was organized and informative</p>
<p>Anonymous</p> <p>7/07/2023 08:32 AM</p>	<p>Affordable housing for single occupancy. No more student houses being built.</p>
<p>Anonymous</p> <p>7/07/2023 09:17 AM</p>	<p>Most of the city official plan's map is still yellow for "low rise residential". Missing middle should be allowed along all "major community collector streets" as of right, at least to start, at a minimum. This will have wide support.</p>
<p>Anonymous</p> <p>7/07/2023 01:55 PM</p>	<p>More focus needed on lack of affordable housing</p>
<p>Anonymous</p> <p>7/08/2023 09:40 AM</p>	<p>Our community centers are running well , with a good number of youth joining in and also they are filling about the membership forms</p>

.. interested in volunteering too so as they get the reference for next year job ..

Anonymous

7/08/2023 09:41 AM

N/A

Anonymous

7/08/2023 09:52 AM

You are most certainly on the right track with a green city, you need to implement green spaces to make kitchener feel like it's worth living in

Anonymous

7/08/2023 10:00 AM

i think we are on the right track

Anonymous

7/08/2023 10:22 AM

I believe that implementing housing for all is a key step to making sure each individual who resides in the city can have somewhat equal opportunities. All the other draft goals and actions are clearly on the right track to make Kitchener a better place.

Anonymous

7/08/2023 10:24 AM

I believe that implementing housing for all is a key step to making sure each individual who resides in the city can have somewhat equal opportunities. All the other draft goals and actions are clearly on the right track to make Kitchener a better place.

Anonymous

7/08/2023 10:46 AM

None at this time. They seem very well thought out.

Anonymous

7/08/2023 04:21 PM

I think that they are all great goals, I'm just curious as to how the city will accomplish them.

Anonymous

7/08/2023 08:51 PM

I think that the Community Grants Review was very needed.

Anonymous

7/09/2023 08:28 AM

The draft goals seem realistic and attainable

Anonymous

7/09/2023 03:38 PM

I think that we are on the right track because all of the goals are community-minded.

Anonymous

7/09/2023 09:31 PM

none

Anonymous

7/10/2023 04:56 PM

Most def on the right track!

Anonymous

7/10/2023 06:44 PM

I would like to see specific language about hiring BIPOC & 2SLGBTQ employees and tracking efforts to make city staff reflect the beautiful diversity of our citizens

Anonymous

7/10/2023 09:40 PM

I love the idea about having connected trail and bike lanes, plant more trees, focus on middle housing and climate crisis.

Anonymous

7/11/2023 11:40 AM

A very ambitious plan – not much to argue with. I am a bit skeptical about the priorities.

Anonymous

7/11/2023 11:57 AM

active transportation, cycling routes

Anonymous

7/11/2023 01:42 PM

All of the strands above important, especially think more/better active transportation infrastructure across city important

Anonymous

7/11/2023 02:39 PM

Love the overarching message of "together". The first goal could be enhanced - so much more connects us in neighbourhoods. Don't think people really do "work together to ensure others have secure and affordable homes". this may set an ureal expectation

Anonymous

7/11/2023 03:50 PM

there should be more income based housing avaiable, even people who have a good income cannot afford to rent an apartment, we will continusouly see renovictions and homelessness

Anonymous

7/11/2023 08:39 PM

There is currently too much emphasis on increasing population without having the essential underlying services in place to support that kind of growth.

Anonymous

7/11/2023 09:18 PM

I don't believe ant of it is for our own good

Anonymous

7/11/2023 10:10 PM

Housing for all,

<p>Anonymous</p> <p>7/11/2023 10:34 PM</p>	<p>Definitely on the wrong track/path. All this is going to do is make life even more unaffordable without actually accomplishing or achieving anything. We need a city that's liveable, affordable and that works. We need to attract amenities to the down.</p>
<p>Anonymous</p> <p>7/12/2023 08:47 AM</p>	<p>More concentration on traffic flow</p>
<p>Anonymous</p> <p>7/12/2023 11:20 AM</p>	<p>going woke has zero ROI. Climate hysteria neither an actual threat or worthy of focus.</p>
<p>Anonymous</p> <p>7/12/2023 01:52 PM</p>	<p>Creating a more active city that has ways for both people and cars to both thrive, as well as proving access to transit.</p>
<p>Anonymous</p> <p>7/12/2023 01:58 PM</p>	<p>Sounds the like the "NWO" one government plan - 15 minute city</p>
<p>Anonymous</p> <p>7/12/2023 02:44 PM</p>	<p>The actions for housing and active transportation are positive, but need to be stronger to effectively meet the housing and climate challenges we face</p>
<p>Anonymous</p> <p>7/12/2023 05:02 PM</p>	<p>I really don't see much language with respect to our national housing crisis, nor the issues with affordability. Please do better.</p>
<p>Anonymous</p> <p>7/12/2023 05:09 PM</p>	<p>my comments are unnecessary, as they will be either ignored or disregarded</p>
<p>Anonymous</p> <p>7/12/2023 05:49 PM</p>	<p>Only 255 characters to comment :(I do not think this is the right track. Too many goal statements & draft actions. Focus on a smaller set of stuff & be excellent at that. I feel strongly that 1 goals should be downsizing/seeking efficiency/streamlining</p>
<p>Anonymous</p> <p>7/12/2023 06:11 PM</p>	<p>Your climate plan is a farce. History will judge you harshly.</p>
<p>Anonymous</p> <p>7/12/2023 07:01 PM</p>	<p>You are cresting a pie in the sky approach using the high moral ground of social change to justify an esoteric planoach</p>
<p>Anonymous</p>	<p>Bigger and bolder action, not small and strategic" actions to build a</p>

7/12/2023 07:20 PM

connected active transportation network throughout the City. We do not need a new entertainment venue.

Anonymous

7/12/2023 10:51 PM

I totally disagree with the City's obsession with bicycle lanes on the roadways. I also have a beef at all the crazy traffic calming ideas being built into our roadways by making road junctions more difficult to manoeuvre through.

Anonymous

7/12/2023 11:37 PM

You're crazy to think I'd want to change heating from natural gas to electric which is the most expensive!

Anonymous

7/13/2023 12:45 AM

Not even close

Anonymous

7/13/2023 06:31 AM

Agree mostl but building hights in downtown core need to be reasonable (ie 55 stories is too high to jot impact everyone around it and wind becomes problematic). Keep building but do so responsibility without heavily impacting what is already here.

Anonymous

7/13/2023 06:32 AM

You have some great ideas and plans and I realize it's hard to prioritize and fund all these initiatives so make sure any money spent is used to its fullest. Maintaining our tree canopy is an example of poor follow through keeping young trees alive

Anonymous

7/13/2023 07:02 AM

I think the wording is broadly quite vague.

Anonymous

7/13/2023 08:49 AM

Goals are okay, but the interference on driving traffic is becoming an issue especially in the downtown core

Anonymous

7/13/2023 08:51 AM

We need much stronger by-laws preventing and discouraging citizens from cutting down trees on private property. Look to Toronto as an example of a more rigorous system.

Anonymous

7/13/2023 08:56 AM

A connected city is key to creating a place where people want to live. Being able to travel the city without getting into a car will help us experience and know our city, connect with people, and feel like we are the city.

<p>Anonymous</p> <p>7/13/2023 09:07 AM</p>	<p>A stronger statement is needed on provision of green spaces, especially adjacent to high rises, and also concerning potential strategic larger green spaces - Hidden Valley?</p>
<p>Anonymous</p> <p>7/13/2023 09:09 AM</p>	<p>Really like that the goals and actions point towards a green city, that is caring, and connected. It's very hopeful for building a bright future!</p>
<p>Anonymous</p> <p>7/13/2023 09:23 AM</p>	<p>This is all great, but seems to target incremental changes. To face today's challenges we need faster widespread implementation of everything on the list! A place to start could be road design standards (deprioritize fast moving traffic for human experience)</p>
<p>Anonymous</p> <p>7/13/2023 09:29 AM</p>	<p>Love the initiative on housing, cycle lanes and parks. More needs to be done on fostering relationships with existing staff.</p>
<p>Anonymous</p> <p>7/13/2023 09:42 AM</p>	<p>I love the direction we're heading with bike infrastructure, we could build off this to become a mountain bike tourist destination. Check out Bentonville for inspiration: https://www.visitbentonville.com. I'd be happy to advise more: drewbrend@gmail.com</p>
<p>Anonymous</p> <p>7/13/2023 09:51 AM</p>	<p>Green energy plan should start with development approvals, not on natural gas. Force density, with mixed residential/commercial to reduce transit distances and improve efficiency whilst also creating affordable lifestyles. Mandate green buildings.</p>
<p>Anonymous</p> <p>7/13/2023 09:59 AM</p>	<p>I am not convinced that there is a balanced approach between "Building a Connected City Together" and "Cultivating a Green City". At a recent neighbourhood planning meeting, the emphasis was all about intensification and not about protecting green space.</p>
<p>Anonymous</p> <p>7/13/2023 10:20 AM</p>	<p>This sounds a lot like 15 minute cities and I am 1000% against being trapped, for better words, perhaps controlled is a better word. Either way, this plan sucks!</p>
<p>Anonymous</p> <p>7/13/2023 10:36 AM</p>	<p>need more detailed plans for cycling and pedestrian infrastructure and associated timelines</p>
<p>Anonymous</p> <p>7/13/2023 10:44 AM</p>	<p>I love everything. I wish there would be more done to increase the greenness of overall neighbourhoods and main roads, like adding</p>

more trees, or lanterns with hanging baskets, similar to downtown.
Just overall increasing the appeal of our city.

Anonymous

7/13/2023 10:46 AM

Not sure how AI really needs to play into our goals? Also beware alienating older residents with over-reliance on apps and digitized services that they might not be able to use

Anonymous

7/13/2023 10:46 AM

Too much focus on Truth and Reconciliation

Anonymous

7/13/2023 11:08 AM

Growing up in a different city made me realize how important youth programming is. I think the city is doing a great job with the youth programming and it's something I WISH I had access to as a youth. Community starts with youth and the city nailed it

Anonymous

7/13/2023 11:17 AM

I think that you are on the right track and I don't have much to add.

Anonymous

7/13/2023 11:34 AM

I believe that the goals listed above is a comprehensive plan in leading us to become a better city.

Anonymous

7/13/2023 11:43 AM

Community centre operating model: In recent years an audit and a major project focused on renewing community centre operations. How will you set this process up for success in leading to needed transformation? Recent processes failed to produce results.

Anonymous

7/13/2023 11:44 AM

Ambitious goals. I like the inclusion of green alternatives. Really liking the Green Canopy initiative

Anonymous

7/13/2023 12:11 PM

I believe that "Housing For All Implementation" and working on transportation in the city is very important. Working on these goals will help foster a better city and community

Anonymous

7/13/2023 12:18 PM

It seems that there is a lot of explanation on what you are going to do and not how you are going to do it. For example it says you will complete the Kitchener Utilities clean energy transition strategy but does not explain how this will be done.

Anonymous

I appreciate the focus on housing and active transport. The zoning

7/13/2023 12:21 PM

amendments are very much needed. And the work to upgrade cycle infrastructure is also a great way to plan for the future.

Anonymous

7/13/2023 12:55 PM

Agree with some, not all. We need housing/apartments not meant for the extreme rich or poor, but those that are average! Planting more trees, yep, green energy, nope, the trees take care of the carbon, more biking trails, yep, but not taking away cars!

Anonymous

7/13/2023 01:00 PM

Focusing on people, programs and process.

Anonymous

7/13/2023 01:08 PM

Too many goals. When there are too many they won't happen. Also the goals are too wordy. Blah blah make it simple

Anonymous

7/13/2023 01:29 PM

Financing the renovating or removing older home stock to be replaced by multi-family dwellings.

Anonymous

7/13/2023 02:31 PM

Hello- Yes, in general this draft of the plan identifies some of the most important issues facing our community. As an example although it's not entirely within the City's scope more assistance financial assistance to assist all users of the transit system

Anonymous

7/13/2023 02:35 PM

There's a lot of good messages. What could be strengthened is more commitment to protect and enhance the environment, review city actions related to native/invasive species and linking this to housing and transportation strategies. Eg will the city contin

Anonymous

7/13/2023 03:21 PM

why conestoga college for creative industries? look at something that is closer to downtown core , eg. St. Louis Centre, evenings at high schools or another facility. Conestoga main campus too far away and campus on University Ave. is in waterloo

Anonymous

7/13/2023 03:38 PM

One thing that would be wonderful is a push for more family friendly condos in the downtown core. Many are 1 or 2 bedroom which don't encourage families to live in the new buildings (and no family amenities, like kid rooms, like gyms and theatres)

Anonymous

7/13/2023 04:05 PM

While they are all grand ideals. I wonder how long it will take to implement them and will new municipal leaders carry on the implementation?

Anonymous

7/13/2023 04:10 PM

I wonder if we have missed an opportunity to include negotiations with the Region to "green" our transit system.

Anonymous

7/13/2023 04:12 PM

Yes they are on the right track mov8ng forward

Anonymous

7/13/2023 04:33 PM

The concept of affordable housing resonates deeply with my current situation. The green development standards plan is also a promising step to create a greener city.

Anonymous

7/13/2023 06:44 PM

Generally, I think we are on the right track. A few things I noticed: I thought we were changing the wording from affordable housing to housing affordability? And I still don't really feel that the term "green" is current and reflective of our goal.

Anonymous

7/13/2023 07:10 PM

Too much emphasis on "green, diversity, inclusion, sustainability". This is a burden on too many businesses, including large ones, focus and too many \$\$ are wasted on unproductive activities, which also affects price for customers.


7/13/2023 07:22 PM

yes you are on the right track. now lay out step by step how to achieve these goals and share with the public.

Anonymous

7/13/2023 07:53 PM

Nothing but woke theory

Anonymous

7/13/2023 08:06 PM

The inclusion of targets for housing, transit, conservation, economic growth, and community health in the new Strategic Plan, in my opinion, is a wise and necessary decision as it indicates a thorough approach to handling key municipal development issues.

Anonymous

7/13/2023 08:24 PM

Priorities seems to be the right ones for this time.

Anonymous

7/13/2023 09:11 PM

we need to move away from government making all the decisions. Your survey of people is too small to get a real feel of what people need or want!

<p>Anonymous</p> <p>7/13/2023 09:59 PM</p>	<p>Community safety</p>
<p>Anonymous</p> <p>7/13/2023 10:03 PM</p>	<p>Absolutely not! We do not want any part of the 15 min city plan</p>
<p>Anonymous</p> <p>7/13/2023 10:16 PM</p>	<p>You are on the wrong track with many of these globalist agendas</p>
<p>Anonymous</p> <p>7/13/2023 10:35 PM</p>	<p>This is not your plan. It's the WEFs plan.</p>
<p>Anonymous</p> <p>7/13/2023 11:16 PM</p>	<p>overall it sounds like a good plan. would love to see changes like this in the city</p>
<p>Anonymous</p> <p>7/13/2023 11:15 PM</p>	<p>Continue to emphasize parks and trails not just for transportation, but for equity and inclusion.</p>
<p>Anonymous</p> <p>7/14/2023 01:05 AM</p>	<p>Anything that helps people is great.</p>
<p>Anonymous</p> <p>7/14/2023 07:30 AM</p>	<p>I like that you are thinking of the environment, reconciliation and planning to have more green spaces.</p>
<p>Anonymous</p> <p>7/14/2023 07:53 AM</p>	<p>I don't understand many of the goals. They are very vaguely worded and non-specific in most cases. I like the plans to increase trails and biking accessibility, and to increase 'middle' housing.</p>
<p>Anonymous</p> <p>7/14/2023 08:04 AM</p>	<p>Unfortunately there is no such thing as affordable housing and when government employees who have no practical experience in rental housing get involved as affordable housing and government employees, who have no knowledge of property management .</p>
<p>Anonymous</p> <p>7/14/2023 08:05 AM</p>	<p>You should collaborate with UW's Longhouse Labs Project, an Indigenous-led initiative that advances Indigenous artistic practices, creative leadership, heritage preservation, Indigenous economic self-sufficiency, and robust community engagement.</p>
<p>Anonymous</p> <p>7/14/2023 09:29 AM</p>	<p>As a city, we need to get away from the 2030 agenda which we seem to be in lockstep with.</p>

Anonymous

7/14/2023 10:12 AM

Stop fighting against the car and drivers, the focus should be what the majority uses (vehicles).

Anonymous

7/14/2023 10:15 AM

I think the goals are on the right track. I think you will be challenged to implement them all without having them contradict each other. Green house goals and growth in the city are a challenge

Anonymous

7/14/2023 03:37 PM

I think Kitchener is on track. We wife and I vacationed in Rome and Barcelona this year. Kitchener needs to emulate what they have: pedestrian and cycling friendly streets, destination points, walk ability to needs (markets, groceries, hardware stores).

[REDACTED]

7/14/2023 04:28 PM

The overarching goals seem fine and most of the actions seem appropriate. Whether time, staff, and funds are actually allocated to these initiatives will be key. Climate action, including diverse housing and prioritizing non-car transportation are key.

Anonymous

7/14/2023 05:30 PM

I think you're on the right track! A lot of these sound like awesome goals. One thing though I think could help is maybe adding examples - a number of these are pretty general. Mentioning what issues they're addressing could also help? Otherwise, awesome!

Anonymous

7/16/2023 10:06 AM

I am a cyclist BUT feel the bike route are basically useless and are costly. Basic lines on the roads are sufficient help with guiding cyclists BUT not barriers and eliminating car lanes

Anonymous

7/16/2023 11:10 AM

I wonder if forcing builders to agree to dedicate at least a percentage of units to be subsidized in order to grant permits would be beneficial in succeeding getting more subsidized housing

Anonymous

7/17/2023 08:43 AM

I believe the strategy as stands is good

[REDACTED]

7/17/2023 11:11 AM

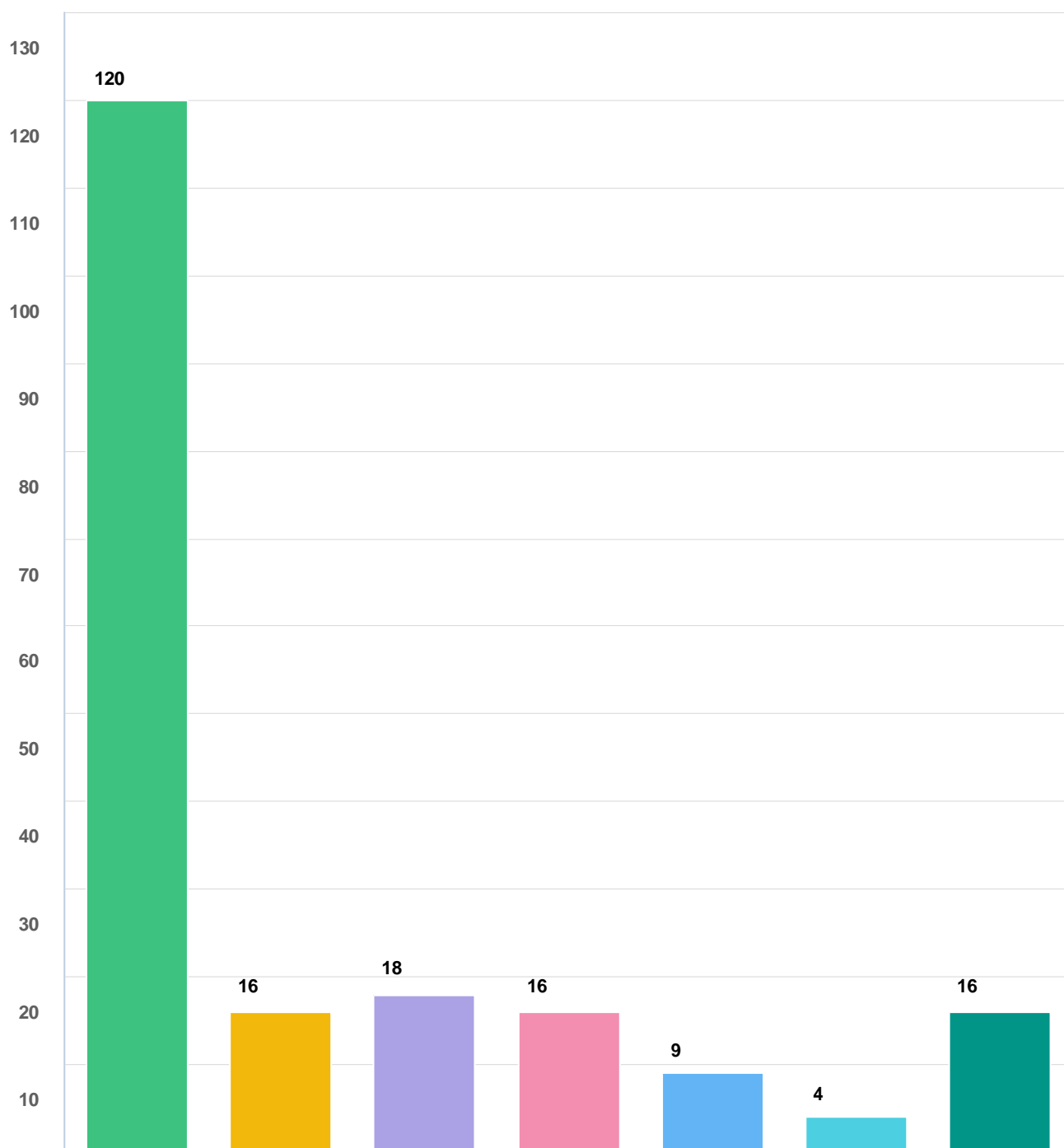
Most of the tree canopy is privately owned so greening requires Green City action 5 of 8. How many residents know about Kitchener's tax deductions for tree maintenance costs? Promotion of "protect a tree" should rival "plant a tree" but run parallel.

Optional question (134 response(s), 53 skipped)

Question type: Single Line Question

Data for this question is on the following page

Q3 Before today, how did you engage with us on the development of the 2023-2026 strategic plan? (check all that apply)



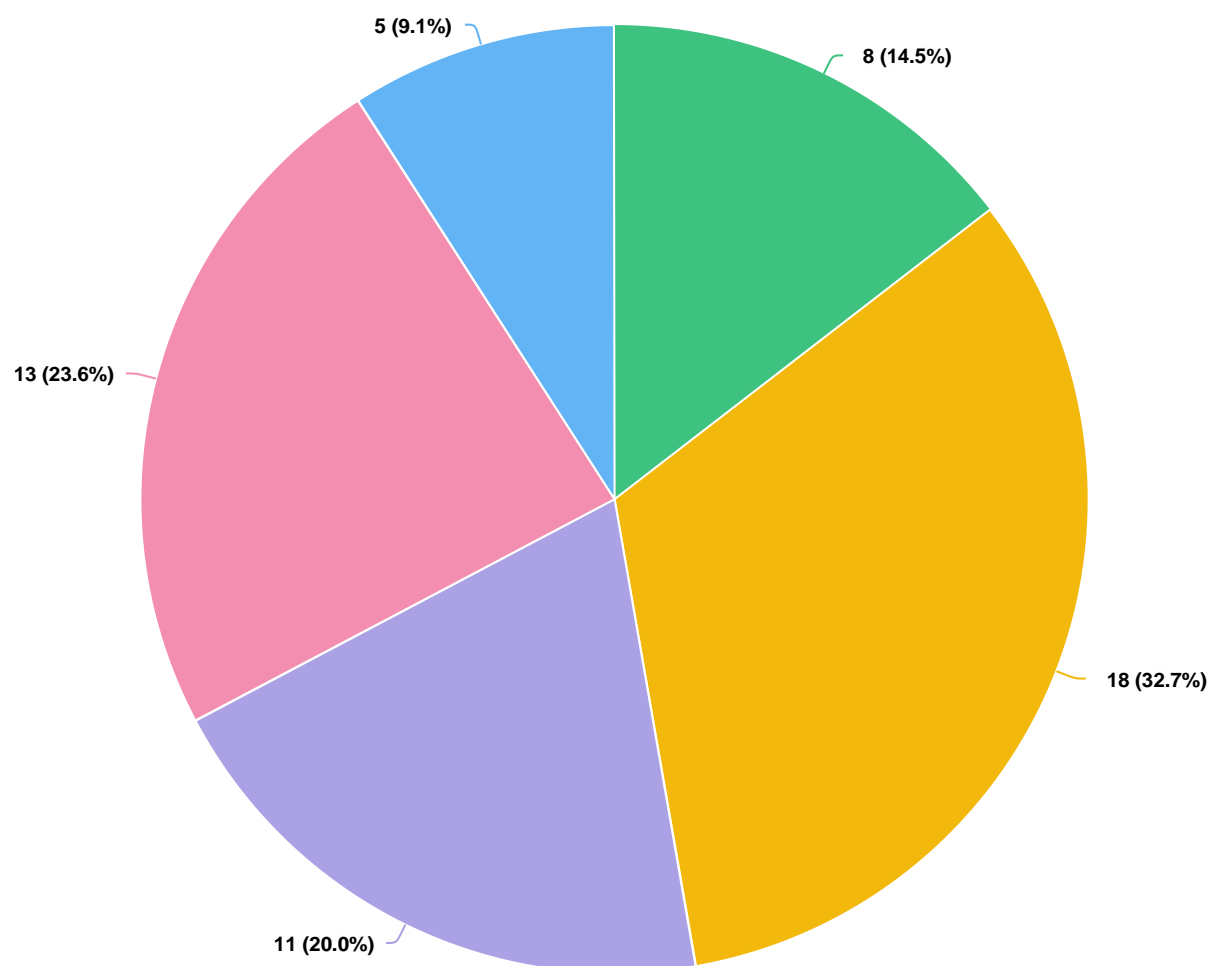
Question options

- Today is the first time I engaged on this project
- Contributed to the Ideas Boards
- Contributed to Share Your Vision
- Contacted City staff to comment or ask a question
- Took part in a street team interview
- Took part in a focus group
- Took part in the resident panel

Optional question (175 response(s), 12 skipped)

Question type: Checkbox Question

Q4 In your opinion, how much did your input affect the final list of draft goals and actions?



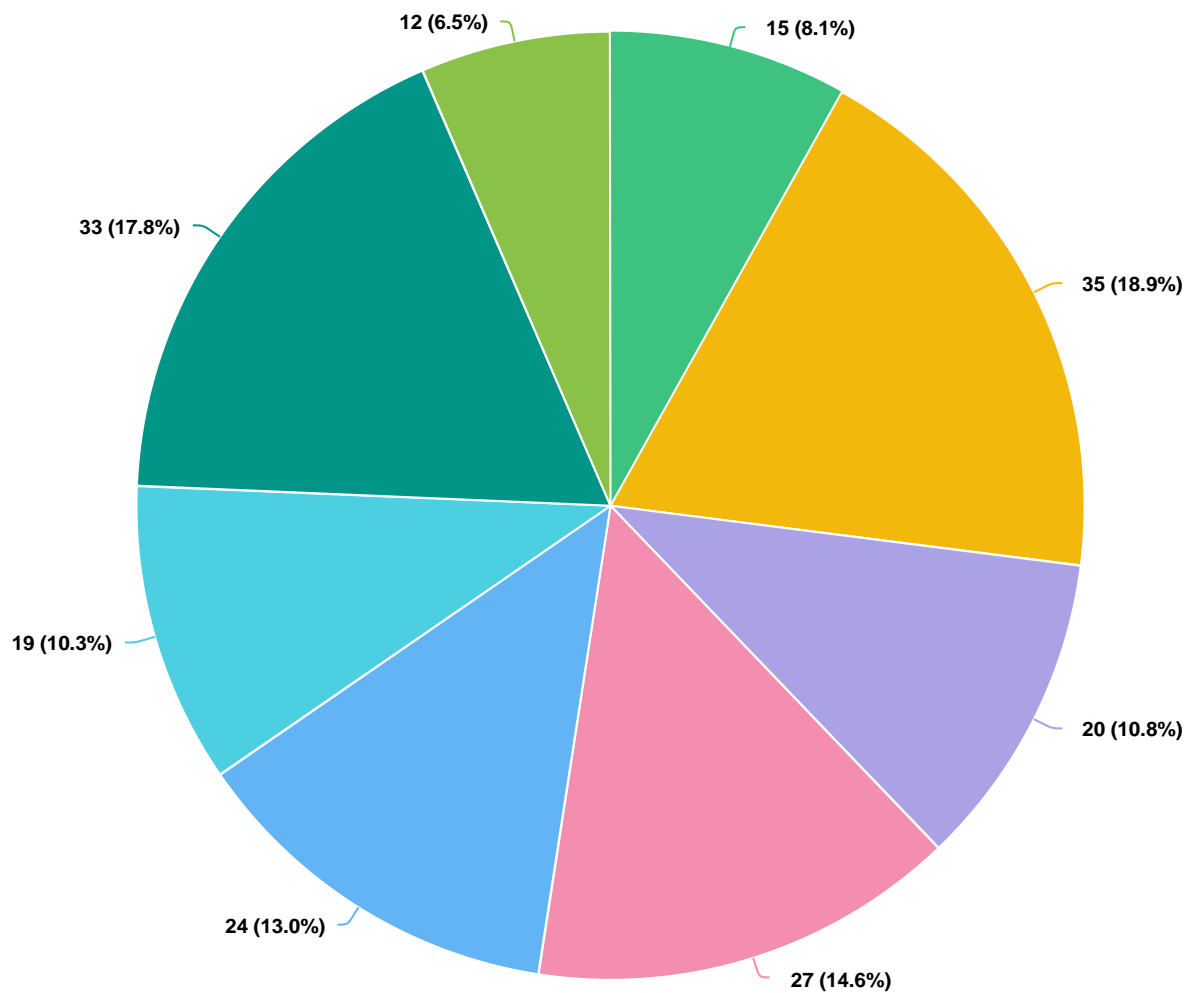
Question options

● A great amount ● A moderate amount ● A small amount ● Not at all ● Not sure

Optional question (55 response(s), 132 skipped)

Question type: Radio Button Question

Q5 What is your age?

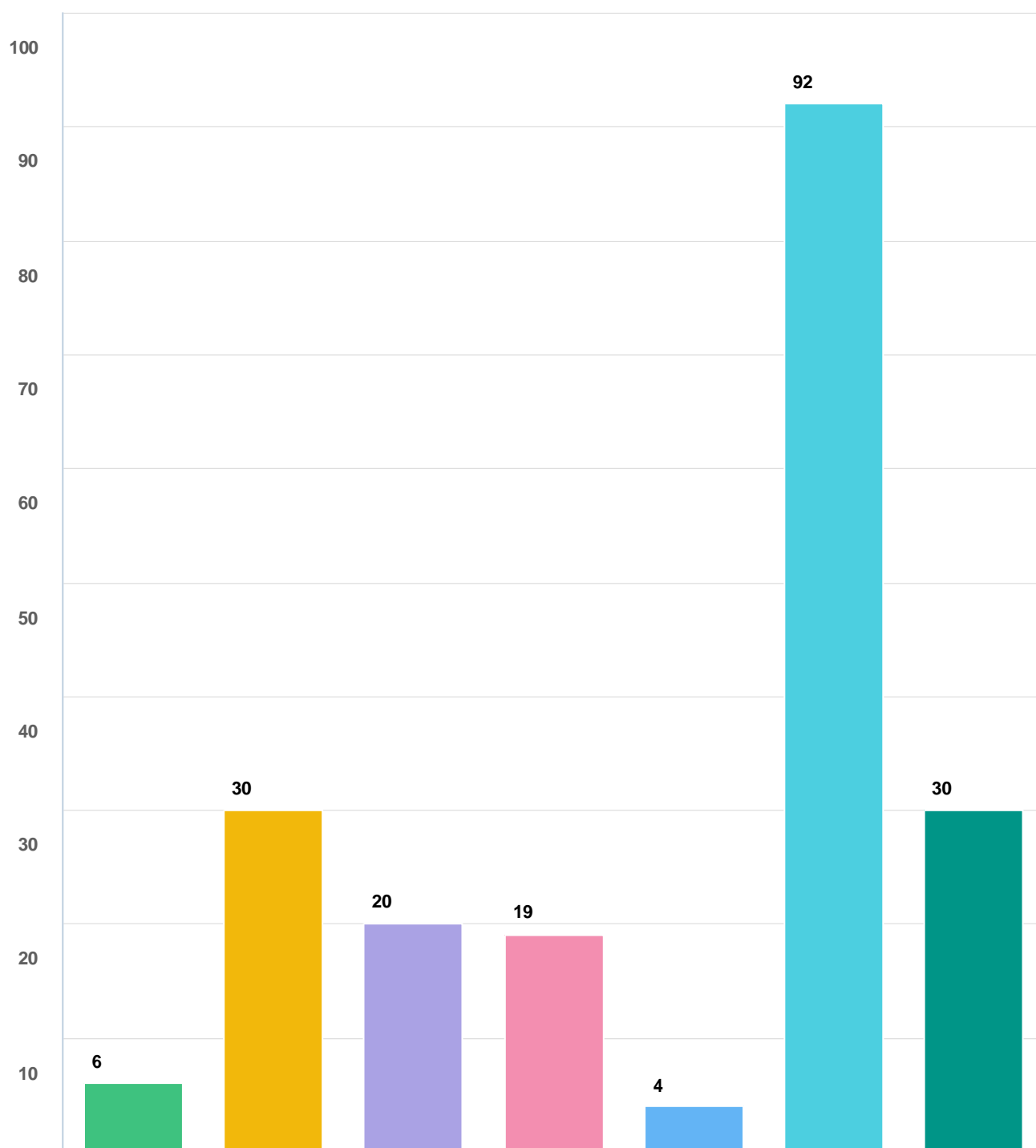


Question options

- Under 18 years old 18 to 29 years old 30 to 39 years old 40 to 49 years old 50 to 59 years old
60 to 64 years old 65 years old and above Prefer not to answer

Optional question (185 response(s), 2 skipped)
Question type: Radio Button Question

Q6 Do you identify as a member of any of the following groups? (choose all that apply)



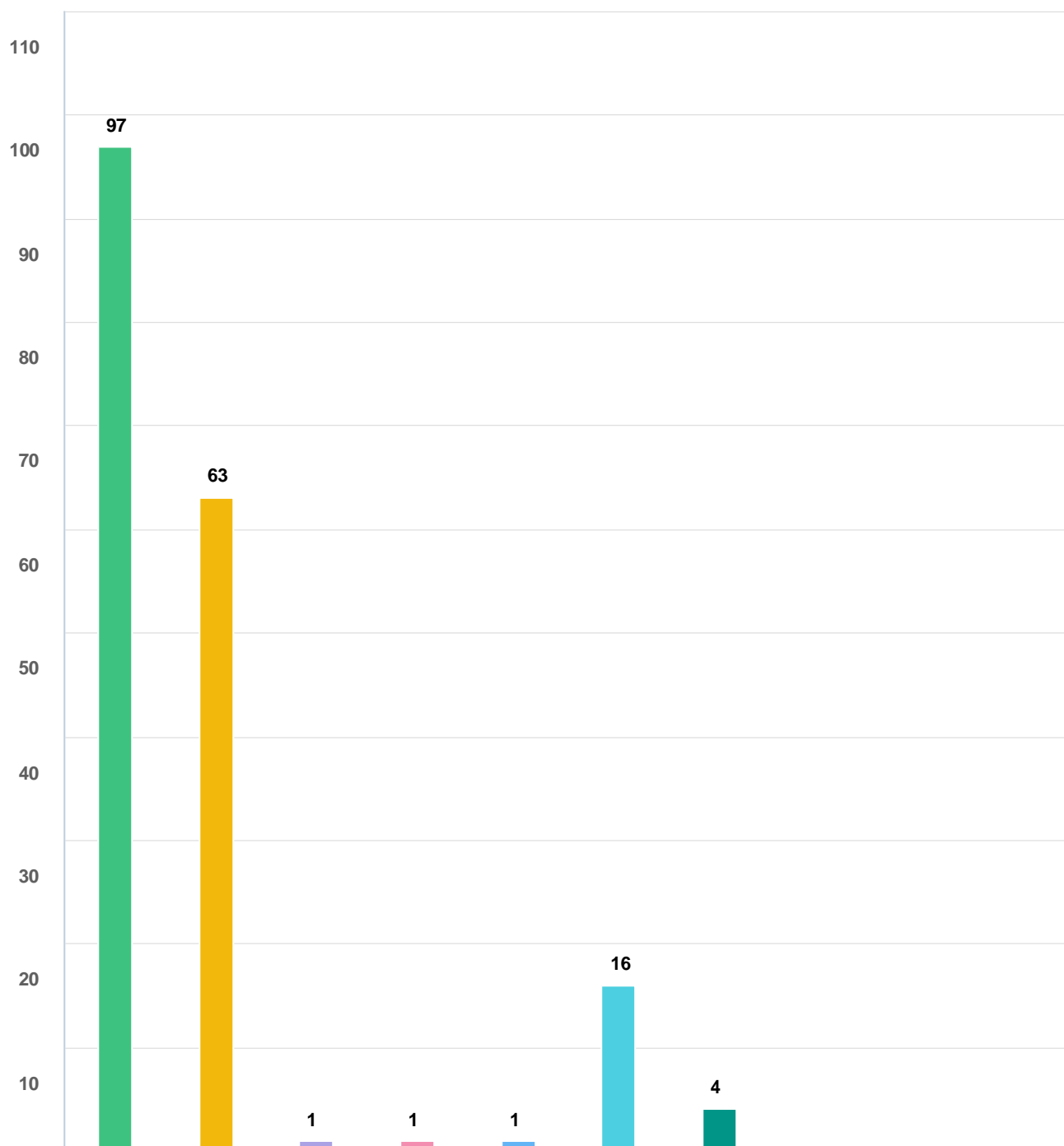
Question options

- Person with a disability ● Member of a racialized group ● Immigrant or Refugee ● 2LGBTQ+
● First Nations, Inuit or Métis ● None of the above ● Prefer not to answer

Optional question (182 response(s), 5 skipped)

Question type: Checkbox Question

Q7 Which of the following best describes your gender identity? (choose all that apply)



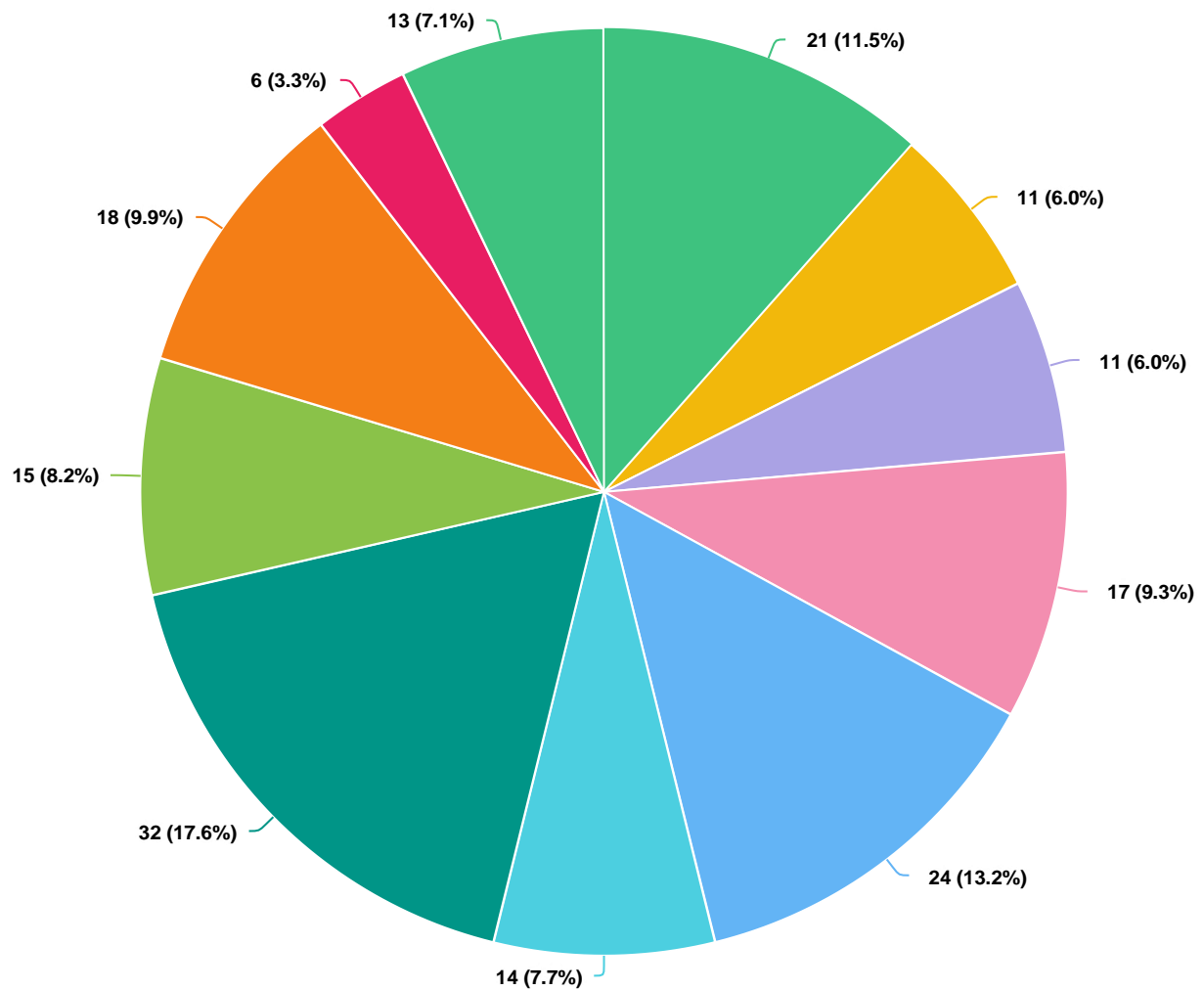
Question options

- Woman ● Man ● Trans Woman ● Trans Man ● Two-Spirit ● Prefer not to answer
● A gender not listed above (please describe): ● Gender Fluid / Gender Queer ● Non-Binary
● I do not identify with a gender

Optional question (183 response(s), 4 skipped)

Question type: Checkbox Question

Q8 What are the first three digits of your postal code? (e.g., N2G)



Question options

N2A N2B N2C N2E N2G N2H N2M N2N N2P N2R
Other (please add your first three digits only):

Optional question (182 response(s), 5 skipped)
Question type: Radio Button Question