

Appendix C: 2019-2022 Strategic Plan Accomplishments

Kitchener’s 2019-2022 Strategic Plan reflected extensive engagement about citizens’ priorities, and the actions that would bring those priorities to life. It included 5 clear goals and 25 actions (some with sub-projects) to ensure focus and tangible progress by staff and Council on the things that mattered most to residents: safer streets, a more resilient environment, a more vibrant economy, a more caring city, and great customer service. Council has been regular engaged in many of the actions, and updated on progress at regular intervals since 2019. As this ambitious, award-winning Strategic Plan sunsets, there is much of which to be proud, that Council and staff have achieved for Kitchener residents and the broader community. [Council’s 2023 State of the City video](#) highlights many of these accomplishments while featuring people and places across Kitchener.

The vast majority of the 2019-2022 Strategic Plan Actions have been completed, and much has been achieved, as shown visually below:



People-Friendly Transportation focused on transforming how people move through the city by making the transportation network safe, convenient, comfortable and connected. Following are the actions completed and accomplishments achieved:

- **Complete Streets guidelines** for safe and comfortable transportation by all modes, and an associated evaluation scorecard were created and being applied to roadway construction projects.
- A **Bikeshare program** was implemented to address the “last mile,” and provide more flexible and active transportation options including e-bikes and e-scooters.
- A **protected cycling network connected to the downtown** is being implemented in phases across a number of adjacent streets, creating continuous and connected cycling infrastructure that is maintained year-round; completion is targeted for 2024.
- **The Cycling & Trails Master Plan** was updated alongside the Trails & Pathways Master Plan resulting in one comprehensive, award-winning [plan](#) that is a catalyst for building a city where people of all ages and abilities choose active transportation for recreation and getting around.

- **Pedestrian-first streets** were designed and implemented between Victoria Park and City Hall and between the ION and Kitchener Market, transforming these spaces for a variety of placemaking events and activations, in addition to active transportation.

More information on these initiatives is available on the City's [Transportation projects webpage](#).

Environmental Leadership focused on achieving a healthy and livable community by proactively mitigating and adapting to climate change and by conserving natural resources. Following are the actions completed and accomplishments achieved:

- The **Corporate Climate Action Plan** – [Changing for Good](#) – was developed and launched, to achieve an absolute greenhouse gas emission reduction of at least 8% by 2026 over 2016 levels.
- The **Energy Efficiency Revolving fund** was established to both enable energy efficiency retrofit projects on City of Kitchener assets, and capture and reinvest operating savings to support new capital investments toward even greater energy efficiencies across the organization.
- A **Community Climate Action Plan** – [TransformWR](#) – was developed with partner organizations to guide Waterloo Region's transition to an equitable, prosperous, resilient low carbon community.
- Implementing the [Sustainable Urban Forest Strategy](#), with a focus on eliminating a previous tree planting backlog and setting a Council-approved tree canopy target which is guiding ongoing investment in tree planting, protection and maintenance.
- A **Waste Diversion Strategy** for large City-run events and spaces was rescoped due to the pandemic to a research project focused on understanding how to make finding and using waste receptacles more accessible for all visitors.

Vibrant Economy focused on building a vibrant city by making strategic investments to support job creation, economic prosperity, thriving arts and culture, and great places to live.

- A new **Urban Design Manual** was completed to express city building and design expectations to ensure vibrant new development throughout Kitchener; the [manual](#) helps ensure the Kitchener is designed with a focus on city-building, economic development and sustainability.
- Fostered a **network of incubators, accelerators and co-working spaces** by: completing the **buildout and occupancy of 44 Gaukel**; partnering with the University of Waterloo to build the Health Innovation Arena; and initiating progress on a food incubator pilot.
- Launched the **Make it Kitchener 2.0 strategy** with transformative actions to ensure the attraction, success and retention of diverse businesses, talent, and arts/culture across the city. This award-winning [strategy](#) focused on immediate post-pandemic recovery continues to guide investment and progress toward a vibrant economy.
- Initiated a **City-Owned Property Review** to determine how City-owned sites could be effectively used to advance city strategic objectives, with an initial focus on supportive housing sites and setting land assessment criteria, and considering the impacts of Bill 23.
- Defined a new [vision for downtown Kitchener](#) focused on radiating vibrancy, cultivating connection and belonging; completed the **Civic District master plan** by aligning to the Growing Together plan, and made progress on the complementary **Innovation District master plan** to guide future growth and transformation in these downtown areas.

Caring Community focused on enhancing people's sense of belonging & connection by providing welcoming community spaces & programs; better engaging, serving & supporting our diverse populations & helping to make housing affordable.

- A Corporate Strategy on Equity and Anti-racism was developed, including with concrete actions focused on better engaging and serving marginalized and under-represented people; the [strategy](#) is a starting point for the City to meaningfully engage in equity and anti-racism work.
- Developed Kitchener's **Affordable Housing Strategy** in collaboration with the Region of Waterloo, community groups and the development industry; the award-winning [strategy](#) continues to guide action and decision-making for what remains a key local priority.
- Worked to **reduce social stigmas** experienced by those living with mental illness and addiction in our community through **staff training** and supporting the creation of appropriate **safe consumption and treatment facilities** in Kitchener.
- Work toward an Open Space strategy and more equitable facility and program distribution across the City resulted in the following: design, construction and opening of the **Huron Community Centre**; completing the Mill-Courtland Community Centre expansion business case; community and Council engagement on the **Places and Spaces strategy** and completion of the Spaces component; and broad engagement to define a new **Arts and Culture Plan**.

Great Customer Service focused on increasing people's satisfaction, trust and engagement with the city by providing friendly, easy and convenient services.

- **On-demand multi-language interpretation** in over 200 languages for telephone and in-person inquiries was implemented, enabling consistent and equitable access to City services for all customers, in their language of choice.
- A corporate-wide **Customer Satisfaction Program** was launched, and continues to enable collection, monitoring and reporting of customer satisfaction data to drive service improvements across all departments.
- The **Online Customer Service Portal** - [MyKitchener](#) was launched, enhancing citizens' experience by delivering customized, self-service information and e-services access in one place through a personalized, single sign-on account.
- A **Customer Experience Program** was implemented, helping ensure services are easy and convenient to access from the customer's perspective.
- **Service Levels were set** and communicated for frequently accessed/asked about City services including: tree maintenance, parking, property standards complaints, snow clearing and grass cutting...2022

Seven projects from the 2019-2022 Strategic Plan will continue, many of which are actively underway. Staff will continue to make progress on them, and will engage and update Council outside of the regular Strategic Plan update process. The projects are noted below including lead department-division, and planned completion year:

- **Protected Cycling Network Connected to the Downtown** | DSD-Transportation | 2024
- **Incubator, Accelerator and Co-Working Space Network** | DSD-Economic Development | 2024
- **City-Owned Property Review** | DSD-Economic Development | 2024
- **Innovation District (Bramm Yards) Master Plan** | DSD-Economic Development | 2024
- **New Rosenberg Community Centre/School Business Case** | CSD-Neighbourhood Programs & Services | 2025
- **Open Space Strategy** | INS-Parks & Cemeteries | 2024
- **Arts and Culture Plan** | DSD-Economic Development | 2024