



Strategic plan and business plan

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Our vision is "building a city for everyone where, together, we take care of the world around us – and each other." This vision guides our 2023-2026 strategic plan, strategic goals and actions.

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2023-2026 strategic plan

Our strategic plan is our community's shared vision for the future of Kitchener. Thank you to everyone who has planned with us through surveys, in-person conversations or through our resident panel!

In August 2023, city council approved our 2023-2026 strategic goals, goal statements and our actions that we will be taking in the first two years of this strategic plan. [Learn about each goal below](#), or [read the full plan](#).

[Read our 2023-2026 strategic plan](#)

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.

Actions:

- Housing for All implementation
- localized transportation safety improvement program
- City-wide active transportation routes
- Official Plan comprehensive update

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.

Actions:

- 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

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.

Actions:

- 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

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.

Actions:

- advance Truth and Reconciliation
- municipal newcomers strategy
- enhance City's engagement practices
- community centre operating model
- City-led recreation and leisure program review
- Leisure Facilities Master Plan update
- community grants review

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.

Actions:

- Digital Kitchener strategy
- implement city-wide data strategy
- strengthen employer identity/value proposition
- support a psychologically safe workplace
- procurement innovation

United Nations Sustainable Development Goals

At the United Nations (UN) Sustainable Development Summit in September 2015, world leaders from Canada and other member states adopted the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality, confront injustice and tackle climate change by 2030.

The UN SDGs outline the ways to achieve a better and more sustainable future for all. Based on leading global research, input from politicians across the globe and hundreds of non-governmental organizations including United Cities and Local Governments (UCLG), the SDGs identify key factors that contribute to prosperity, inclusion and sustainability.

We're committed to working with the Government of Canada in embracing the 2030 Agenda and to supporting the implementation of the SDGs in Canada and internationally. The SDGs are global, but with a local lens, we can do our part to contribute to their success. All the SDGs have targets related to the responsibilities of local and regional governments, particularly to our role in delivering direct services and programs.

Annual business plan

Staff develop the annual business plan with direction from council and guidance of the corporate leadership team. The business plan highlights the core service work of each department and projects to be achieved. The projects include actions that advance the goals of the strategic plan and other significant projects that reflect council priorities.

View the current business plan and business plan progress updates.

Accountability

The 2023-2026 strategic plan is a reflection of significant feedback from residents. Your priorities are our priorities.

As we work together toward building a city for everyone where, together, we take care of the world around us – and each other, our corporate leadership team commits to be accountable for progress towards the strategic plan's goals and to regularly report our progress.

To support this commitment to accountability, these principles will guide the work we do to support making meaningful progress:

- equity, diversity, inclusion and accessibility
- strong relationships with the community and partners
- innovation as an enabler of success

Our Compass Kitchener Citizen advisory committee will review and assess our progress and will report publicly each year on how well we're doing.

We are taking an adaptive approach to setting actions for this strategic plan in order to better respond to emerging community needs and opportunities over the four-year period. While we have identified initial actions to take in its first years, the plan is a living document rooted firmly in community goals yet offering flexibility for the future actions available to us.

Progress updates

Visit our progress update page to see an overview of our progress across all 25 actions in our 2019-2022 strategic plan or download a detailed update from the list below. We'll continue to update this page with progress updates on our 2023-2026 strategic plan.

- August 2023 business plan update
- April 2023 business plan update
- December 2022 business plan update
- August 2022 business plan update
- April 2022 business plan update
- December 2021 business plan update
- June 2021 business plan update
- April 2021 business plan update
- December 2020 business plan update
- August 2020 business plan update

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