

Attachment A: Strategic Plan Implementation – April 2024 Update

| 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. | | | | | | | |
|---|---|--|----------------------------|-------------------|--------------------|---|---|
| Strategic Action | Description | Dept & Division | Project Manager | Planned Start | Planned Completion | Implementation Notes | Progress Update |
| 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. | DSD Planning & Housing Policy | Lucas Van Meer-Mass | Jan 2024 | Dec 2024 | This is a multi-year strategic action. In 2024, focus of the action will be continued implementation of the Housing for All strategy, including Inclusionary Zoning and the Four Units as of Right policy, exploring partnerships with non-profits, and aligning zoning and policy to promote housing growth in Major Transit Station Areas. | On Track In March, council approved an Inclusionary Zoning framework for Kitchener’s Protected Major Transition Station Areas and an updated planning framework (land use and zoning) to allow for more housing opportunities and require affordable units in future developments. Council also approved new zoning rules to allow four units to be built “as of right” in residential areas across the city. In April, council considered two of Kitchener’s Housing Accelerator Fund initiatives – a Not-for-Profit Affordable Rental & Co-op Housing Incentive pilot, and use of a city-owned property to partner with a non-profit organization to deliver affordable housing. Staff continue to work with the Lived Expertise Working Group on its year two workplan, currently focused on providing input on a rental replacement by-law and Kitchener’s new Official Plan. |
| 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. | DSD Transportation | Faranak Hosseini | Jan 2024 | Dec 2024 | This is a multi-year strategic action. In 2024, the focus of the action will be continued implementation of the Cycling and Trails Master Plan (CTMP) and Vision Zero, including: wayfinding along major trails and active transportation routes; semi-permanent radar speed display boards; and various safety and traffic calming measures. | On Track Staff have been preparing the annual Vision Zero update, which will be shared with Council in May, highlighting infrastructure safety improvements completed in 2023 and recommendations for 2024, including proposed locations for ‘hot spot’ improvements, sidewalk/multi-use trail infill, automated speed enforcement, seasonal traffic calming, and Complete Streets. These safety improvements will be tendered in late spring 2024. |
| 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. | DSD Transportation | Alison Carlyle | April 2024 | Sept 2025 | This strategic action will be complete in 2025. | On Track The project scope has been finalized and several potential city-wide wayfinding routes have been identified for further analysis and future community engagement. |
| 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. | DSD Planning & Housing Policy | Tim Donegani | Feb 2024 | Dec 2024 | This is a multi-year strategic action. In 2024, Phase 1 of this action will focus on technical studies, establish the community working group and have broad community engagement on the technical inputs of the Official Plan. Phase 2 of this action will begin in 2025. | On Track In February, a report to council launched the Official Plan project and confirmed scope, milestones, and key engagement principles. Staff are working to issue requests for proposals to develop background and technical studies and assist with community engagement. The Transportation Master Plan is being coordinated and integrated with the new Official Plan, and land uses established through the OP update will be a critical input for the TMP update. |

Attachment A: Strategic Plan Implementation – April 2024 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. | | | | | | | | |
|---|--|--|----------------------------|-----------------|--------------------|--|--------------------|---|
| Strategic Action | Description | Dept & Division | Project Manager | Planned Start | Planned Completion | Implementation Notes | Progress Update | |
| 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. | DSD Office of GM | Anna Marie Cipriani | Jan 2024 | Jun 2025 | This is a multi-year strategic action. In 2024-2025, the focus of this action will be completing the Corporate Climate Action Plan 2.0 and initiating its implementation. | On Track | Corporate Climate Action Plan 2024-2027 was presented to council in April along with a new, net-zero 2050 corporate target. The plan, <i>Pivot: Net-Zero</i> , includes 47 actions foundational to further defining the roadmap of the City’s pivot to net-zero. A business case has been identified and focused on a new technology for arena/rink ice making that is anticipated to be more efficient than traditional methods. Several indicators are being tracked to support the development of a business case for further deployment across the City. |
| 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. | INS Office of GM | Kate Daley | Jan 2024 | Jun 2025 | This is a multi-year strategic action. In 2024-2025, the focus will be evaluation of options and recommended business opportunities to respond to the energy transition. Implementation planning associated with this action will begin in 2025-2026. | On Track | Phase 2 of the Clean Energy Transition Strategy began in January following council approval of the Phase 1 report and guiding principles in December 2023. The initial focus of Phase 2 has involved workshops with stakeholders and Kitchener Utilities management to generate ideas and discuss suggestions, considering the clean energy transition that is occurring. Suggestions from internal stakeholders were also combined with those received from the public (almost 400 ideas). The next step will involve completing analysis and narrowing focus. |
| 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. | DSD Planning & Housing Policy | Tim Donegani | Jan 2024 | Oct 2024 | This strategic action will be complete in 2024. | On Track | Building on the pre-feasibility study endorsed by council in 2020, technical and financial feasibility studies scoping was initiated to connect new/existing public and private buildings in downtown to a system primarily powered by geothermal energy. Staff anticipate completion of these studies in the fourth quarter of 2024. |
| 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. | INS Parks & Cemeteries | Hajnal Kovacs | Jan 2024 | Dec 2025 | This is a multi-year strategic action. In 2024-2025, the focus of this action will be tree planting in areas with low equity scores and supporting Reep’s private planting program, proactive pruning and maintenance programs, and creating a forestry and natural areas communications strategy. | On Track | Efforts to date in 2024 have focused on planning a tree planting roster through tree equity scores to plant 500 trees in spring 2024. A 10-year cycle proactive block pruning program is also being developed to pilot in the spring, along with developing a juvenile tree maintenance program. A social media campaign was initiated (Forestry Fridays, Ask a Forester and updated online content and contact methods), with a larger communication strategy under development for Forestry and Natural Areas. |
| Green Development Standards | Define and implement green development standards for new building construction throughout Kitchener which will ensure they are more sustainable. | DSD Planning & Housing Policy | Janine Oosterveld | Feb 2024 | Dec 2025 | This strategic action will be complete in 2025. | On Track | A project manager was retained in December 2023 through WR Community Energy, and the project plan and community engagement strategy are underway for a harmonized Green Development Standard for local municipalities in Waterloo region. A project update was provided to the Climate Change and Environment Committee in February. Community and development industry consultations are planned to launch in the second quarter of 2024. |
| 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. | DSD Development & Housing Approvals | Lenore Ross | Jun 2024 | Dec 2025 | This strategic action will be complete in 2025. | Not Started | This strategic action is planned to start in June 2024. |
| Grand River Park Strategy | Complete a strategy to advance the creation of a significant new park near the Grand River. | INS Parks & Cemeteries | Erin Eldridge | Oct 2023 | Dec 2025 | This is a multi-year strategic action. In 2024-2025, Phase 1 of this action will establish a vision for a Grand River Park, a site inventory and assessment of opportunities and constraints, and recommendations on implementation of land acquisition. Phase 2 of this action will begin in 2025-2026. | On Track | A project charter and schedule has been developed and endorsed by the Corporate Leadership Team. In the next quarter, conversations will continue with the Grand River Conservation Authority around lands of interest, and to identify and scope the studies needed for site inventory and analysis. |

Attachment A: Strategic Plan Implementation – April 2024 Update

| 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. | | | | | | | | |
|--|--|---------------------------------|----------------------|-----------------|--------------------|---|--------------------|--|
| Strategic Action | Description | Dept & Division | Project Manager | Planned Start | Planned Completion | Implementation Notes | Progress Update | |
| 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. | DSD Economic Development | Jay Brown | Jul 2024 | Mar 2025 | This is a multi-year strategic action. In 2024-2025, Phase 1 of this action will focus on development of a business case to consider an appropriate level of investment. Phase 2 of this action will begin in 2025. | Not Started | This strategic action is planned to start in July 2024. |
| Entertainment Venue Management | Enhance entertainment venue management by working with key stakeholders, businesses and cultural producers across all City-affiliated entertainment venues. | DSD Economic Development | Jeremy Dueck | Feb 2024 | Dec 2025 | This strategic action will be complete in 2025. | On Track | The Culture & Entertainment division has made progress in the following areas of enhancing and supporting City-owned culture and entertainment venues: establishing better communication with venue operators to learn about the areas of greatest need; creating a vision for the division; hiring a Manager of Arts & Creative Industries; and beginning to round-out staff roles on the team. Staff are also working towards providing a recommendation to council on a preferred operating model for the Conrad Centre for the Performing Arts. |
| Accelerate Commercial Business Approvals | Facilitate streamlined business process and approvals for brick and mortar retail business across the City. | DSD Office of GM | Margaret Love | Sep 2023 | Apr 2024 | This strategic action will be complete in 2024. | Complete | A Lean review of seven processes, administered within five business areas (Building, Licensing, Planning, Legal, and Economic Development), was completed in March 2024. The review resulted in 55 recommendations to streamline processes and help businesses open their doors quicker. The review included engagement with business owners and City staff, including the Waterloo Region Small Business Centre. A report summarizing the review outcomes and requesting funding to begin implementing the recommendations was provided to Finance and Corporate Services Committee in April. The project is now complete, and a two-year implementation plan has been developed. The final report can be found here . |

Attachment A: Strategic Plan Implementation – April 2024 Update

| 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. | | | | | | | | |
|--|---|-----------------------------|--------------------------|-----------------|--------------------|--|--------------------|--|
| Strategic Action | Description | Dept & Division | Project Manager | Planned Start | Planned Completion | Implementation Notes | Progress Update | |
| Advance Truth and Reconciliation | Advance meaningful actions to Truth and Reconciliation as identified and through relationship-building with Indigenous communities and rights-holders. | COR EARII | Erin Power | Jan 2024 | Dec 2024 | This is a multi-year strategic action. In 2024, intentional and ongoing relationship building with Indigenous rights-holders will continue to be a focus, with emphasis on delivering meaningful actions as identified by and with these communities. | On Track | The foundation of advancing meaningful actions to Truth and Reconciliation is through relationship-building and honouring the land in partnership with Rights Holders and urban Indigenous communities. An example of this is land restoration efforts through the Wijiindamaan initiative in partnership with White Owl Native Ancestry, Wisahtewinowak (Wish-ta-winowak) Urban Indigenous Garden Collective, and Conestoga College. The project site is located adjacent to the Grand River in the Pioneer Tower area of Kitchener and involves innovative development and application of urban land co-management strategies rooted in traditional Indigenous land-based practices and knowledges. The first year of working on the land was 2023 and included the establishment of food plots, planting of a fruit orchard, hosting a culture camp, ceremonial space creation, and habitat restoration including prairie grass savannah. |
| 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. | CSD Office of GM | Elin Moorlag Silk | Apr 2024 | Dec 2024 | This is a multi-year strategic action. In 2024, Phase 2 of this action will focus on development of EDI training for affiliated neighbourhood associations and development of EDI and reinvestment policies for affiliated neighbourhood associations. | On Track | Ten of the 15 recommendations presented to council in June 2023 to modernize the community centre operating model have been completed, including expanding operating hours at some community centres for programming, expanding use of the City's inclusion support services and leisure access, revising policies to ensure community centre programming is being offered to best support the diverse needs of residents living in the surrounding 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. | CSD Office of GM | Elin Moorlag Silk | Jul 2024 | Jun 2025 | This strategic action will be complete in 2025. | Not Started | This strategic action is planned to start in July 2024. |
| 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. | CSD Office of GM | Elin Moorlag Silk | Jul 2024 | Jun 2025 | This is a multi-year strategic action. In 2024-2025, Phase 1 of this action will focus on project scoping, an environmental scan and a community needs assessment. Phase 2 of this action will occur in 2025. | Not Started | This strategic action is planned to start in July 2024. |
| 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-deserving communities. | COR Office of GM | Erin Power | Apr 2024 | Dec 2024 | This is a multi-year strategic action. In 2024, Phase 1 of this action will include a comprehensive environmental scan of best practices, data analysis and determining an overarching framework. Phase 2 of this action will occur in 2025. | On Track | A project plan has been developed defining scope, high-level milestones, and deliverables. The work will include completing a comprehensive review of the City of Kitchener's community engagement policy, framework, and practices using Bloomberg Harvard's City Leader Guide on Civic Engagement to ensure an evidence-based approach to the review that incorporates equity/equitable engagement as a key principle. |
| 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 Strategic Plan. | CSD Office of GM | Elin Moorlag Silk | May 2024 | Mar 2025 | This strategic action will be complete in 2025. | Not Started | This strategic action is planned to start in May 2024. |

Attachment A: Strategic Plan Implementation – April 2024 Update

| 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. | | | | | | | | |
|--|---|-------------------------------------|----------------------|-----------------|--------------------|---|-----------------|--|
| Strategic Action | Description | Dept & Division | Project Manager | Planned Start | Planned Completion | Implementation Notes | Progress Update | |
| 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. | COR Human Resources | Annie Johnson | Jan 2024 | Jun 2025 | This is a multi-year strategic action. In 2024-2025, Phase 2 of this action will focus on implementing specific solutions within the Employee Value Proposition (EVP) framework based on the initial set of priorities. Phase 3 of this action will occur in 2025-2026. | On Track | Industry and municipal scans and internal engagement have been completed to review current and emerging market trends in recruitment and retention, leading to the identification of key themes that will guide future work in 2024 including recognition and appreciation, flexible growth and development, and fostering a supportive workplace. |
| 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. | FIN Financial Operations | Ryan Scott | Jan 2024 | Dec 2024 | This strategic action will be complete in 2024. | On Track | Information sessions were conducted with City staff to formalize innovative procurement opportunities to be included in the first release of this initiative. The target to release documents for a pitch program is June, with potential pilot programs implementation to follow. |
| 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. | COR Office of the GM | Erin Power | May 2024 | May 2025 | This is a multi-year strategic action. In 2024-2025, Phase 1 of this action will focus on developing a project plan utilizing the draft Kitchener Citywide Data Strategy developed as part of the Bloomberg Philanthropy Citywide Data Alliance, with focus on governance, quality, and capacity. Phase 2 of this action will occur in 2025-2026. | On Track | The Corporate Leadership Team approved a staff secondment position to provide a dedicated resource towards developing and implementing a City-wide Data Strategy. Once in place, a project plan will be created using the draft Kitchener City-wide Data Strategy developed as part of the Bloomberg Philanthropy Citywide Data Alliance as a framework. |