

Attachment A: Strategic Plan Implementation – August 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 June, council approved a Rental Replacement By-Law, which provides compensation to renters in buildings with six or more units that are displaced by redevelopment. Also in June, council renewed the City’s Lived Expertise Working Group for the next two years. With the launch of Kitchener 2051 – Kitchener’s Official Plan update, the City has initiated a new Housing Needs Assessment study, with initial findings expected in Fall 2024. City staff have begun accepting applications to its Not-for-Profit Affordable Rental & Co-op Housing Incentive program and continue to move forward on partnerships with non-profit affordable housing providers on projects supported by the federal Housing Accelerator Fund (HAF).
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 In May, staff presented the annual Vision Zero update to council, highlighting infrastructure safety improvements completed in 2023 and providing recommendations for 2024. The 2024 infrastructure safety improvements are scheduled to be installed between late July and the end of October. Additionally, staff have been analyzing collision and traffic data to identify infrastructure safety improvements opportunities for 2025.
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 Staff have been working on draft route maps and wayfinding signage for City-wide active transportation routes and gathering feedback from internal and regional stakeholders. Public engagement will begin in Fall 2024 with opportunities for input on the route plans and signage design. Engagement will also occur on the first route, which will be implemented in 2025.
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 The Official Plan Comprehensive Update, known as Kitchener 2051, launched a recruitment campaign for the community working group in July, which will guide community engagement for this action. A community and staff committee has selected members to form the community working group and a first meeting is planned for September. Additionally, five consultant teams have been retained to prepare technical background studies and support community engagement. Early engagement with equity-deserving community leaders and key City staff was completed to inform the project’s community engagement plan. A public launch for Kitchener 2051 is planned for late September / early October.

Attachment A: Strategic Plan Implementation – August 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 Kitchener's Corporate Climate Action Plan 2024-2027 (<i>Pivot: Net-Zero</i>) is being implemented. To date, 57% of the 47 actions identified in the plan are in-progress, 4% are complete, 39% are on track to initiate. A pilot program to improve energy efficiency at community arenas has begun with the deployment of technology allowing rink ice to be made and maintained using cold water rather than hot, reducing energy consumption and GHG emissions. A fleet electrification business case is in development and will build on work comparing battery electric cars to traditional internal combustion counterparts, e.g., considering other larger body types such as pick-up trucks.
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 is underway. Based on workshops with stakeholders and previous public engagement, staff have identified several potential activities related to the City's public-facing energy businesses. These potential activities fall under four main themes: providing energy products and services; planning for and reporting on our gas distribution system; providing the gaseous fuels of tomorrow; and providing system-scale energy services. Staff teams have been created for each of the activities covered by these themes, and a list of questions that need to be answered is being refined into a list of deliverables. Consultants are expected to be engaged and working on deliverables with staff by the end of 2024.
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 and the 2023 technical and financial feasibility study, a scoped technical and financial feasibility study to further explore options for a downtown district energy system is now underway. Consultant services were procured in August and staff anticipate completion of the scoped technical and financial feasibility study in the fourth quarter of 2024. The planned completion for this strategic action has been moved from October 2024 to December 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 During the spring / summer months of 2024, 536 trees have been planted. Of these, 28 were planted in areas with low equity scores and at the Chandler Mowat Community Center as part of a new Community Canopy pilot program. The City's new 10-year proactive block pruning program is on track and staff are working on developing a young tree pruning program by the end of year. A five-part video series was created for the City's 'Ask a Forester' social media campaign. An outreach plan is being developed to increase awareness of the City's open data map kitchener.ca/UrbanForestMap which shows tree canopy data, upcoming tree planting, planned stump removals and the schedule for the block pruning program.
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 The first stage of consultation was launched in June to develop the green development standards. Engagement included an EngageWR webpage, booths at events in Kitchener and other municipalities, a development industry workshop, a series of community workshops, as well as attendance at the Kitchener Development Liaison Committee and the CCEC. The results of this engagement are being used to inform the first draft, expected to be released for consultation later this year.

Attachment A: Strategic Plan Implementation – August 2024 Update

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	Garett Stevenson	Jun 2024	Dec 2025	This strategic action will be complete in 2025.	On Track	Terms of reference has been drafted and a project team is currently being developed with staff from the Development and Housing Approvals and Parks and Cemeteries divisions.
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	Initial conversations with the Grand River Conservation Authority regarding the lands of interest have taken place. Scoping of site studies is underway and engagement with City staff and staff from the Region of Waterloo is continuing into the fall. A Terms of Reference for consultant services to undertake due diligence investigations related to the lands of interest is expected to be posted this fall.

Attachment A: Strategic Plan Implementation – August 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	Lauren Chlumsky	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.	On Track	City staff continue to work with Conestoga College to explore options for advancing a new school, including the ongoing development of a business case.
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: facilitating transition logistics with the KW Symphony Foundation and new board members; finalized a vision and mission for the division; meeting with stakeholders to review council mandates for the Centralized Service Provider (CSP); recruiting two new supervisor roles for the CSP; and connecting with key agents and agencies (e.g., Live Nation), sharing and promoting the progress that is being made in Kitchener. Recurring meetings with venue operators have also been established and work has commenced with THEMUSEUM on identifying sustainable operating model options.
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.	<u>Complete</u>	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 – August 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 Wijindamaan project is located within the Pioneer Tower Natural Area and includes the following community partners: Wisahketowinowak Urban Indigenous Garden Collective, White Owl Native Ancestry Association and the City of Kitchener. Efforts to advance this project and build relationships continues to progress well. Regular project workdays and gatherings on the land have happened in support of the continued establishment of the food gardens, food forest, and habitat restoration efforts. Several workshops led by Indigenous student researchers have also taken place, as well as an immersive, week-long culture camp.
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.	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 polices for affiliated neighbourhood associations.	On Track Eleven of the 15 recommendations presented to council in June 2023 to modernize the community centre operating model have been completed.
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.	On Track Analysis of programming data, participation rates and waitlist numbers across all programs offered at the City's community centres and pools has commenced in order to better understand rates of use. The project charter and scoping document are in the process of being drafted and approved.
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.	On Track Background research and internal stakeholder meetings across t began in July of 2024 to begin drafting the project charter and project scope. A dedicated project manager for the development of the Municipal Newcomer Strategy will be hired in the fall of 2024, after which external stakeholder engagement will commence. The planned completion for this strategic action has been moved to from June 2025 to October 2025.
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 facilitated strategic session with the City's Corporate Leadership Team has been completed to set guiding principles for the project. An external environmental scan of other municipalities has been completed and internal interviews will be completed by the end of August 2024. The next phase of implementation includes a second strategic session with CLT in Fall 2024, with council and external engagement planned in 2025.

Attachment A: Strategic Plan Implementation – August 2024 Update

<p>Community Grants Review</p>	<p>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.</p>	<p align="center">CSD Office of GM</p>	<p align="center">Elin Moorlag Silk</p>	<p align="center">May 2024</p>	<p align="center">Mar 2025</p>	<p>This strategic action will be complete in 2025.</p>	<p align="center">On Track</p>	<p>A project charter has been developed for this project with clearly defined goals, objectives, deliverables and timelines. A Request for Quotations (RFQ) will go out in September 2024 to engage a third-party consultant to support this project. The consultant will complete an environmental scan of local municipalities and granting organizations, conduct interviews with select grant applicants and recipients, and will provide a summary report of results of the engagement with a series of recommendations based on all the information collected.</p> <p>The planned completion for this strategic action has been moved from March 2025 to August 2025.</p>
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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.	<p>On Track</p> <p>An Employee Culture Survey was launched in August 2024, seeking input from all employees in the organization on a variety of questions that measure employee engagement. An employee census was again included in the survey, where employees will be able to confidentially (voluntarily) answer demographic questions which will help the City assess the diversity of our workforce. Census questions will be cross referenced with engagement responses to provide the City insight into the employee experience as it relates to demographic data. This data will help the organization ensure a welcoming and inclusive workplace for all.</p>
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.	<p>On Track</p> <p>The Pitch Kitchener program has been developed, with concepts and funding approved by the Corporate Leadership Team. Two opportunities for innovative approaches to city services have been identified for the initial launch of Pitch Kitchener. These two pitch ideas (inspection of larger sanitary truck sewer systems and autonomous technology adoption) will be included in the Communitech Fast Track Cities program for Q3 / Q4 2024. Submissions will be evaluated with the potential for pilot implementations to follow.</p>
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	Amanda Fusco	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.	<p>On Track</p> <p>A project manager for the Citywide Data Strategy was recruited for and filled in August 2024. The project manager’s responsibilities include establishing data governance and associated policies, implementing data management standards to increase data literacy across the organization and conducting a data inventory to improve data awareness, integration abilities and reduce information security and privacy risks.</p>