



**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
<b>Housing For All Implementation</b>	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.	<b>DSD Planning &amp; Housing Policy</b>	<b>Lucas Van Meer-Mass</b>	<b>Jan 2024</b>	<b>Dec 2024</b>	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.	<b>On Track</b> Since September 2024, the City launched an RFP for the long-term lease of City-owned lands for affordable housing development and advanced work on the development of affordable housing on two other City-owned properties. Staff continue to advance the development of the Housing Needs Assessment as part of the City's development of a new Official Plan and are fielding multiple inquiries related to the Rental Replacement By-Law. The City met its housing targets related to the Housing Accelerator Fund and continues to administer HAF-related projects such as the Affordable Rental and Co-Op Housing Incentive Grant program. Staff have also launched the renewed two-year Lived Experience Working Group program.
<b>Localized Transportation Safety Improvement Program</b>	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.	<b>DSD Transportation</b>	<b>Connor Payne</b>	<b>Jan 2024</b>	<b>Dec 2024</b>	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.	<b>On Track</b> Infrastructure safety improvements have been installed in 25 locations throughout the city. Additionally, nine streets were reconstructed that included complete streets/vision zero principles. Staff are also currently analyzing collision and traffic data to identify infrastructure safety improvements opportunities for 2025, which will be presented to council in the spring.
<b>City-wide Active Transportation Routes</b>	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.	<b>DSD Transportation</b>	<b>Alison Carlyle</b>	<b>Apr 2024</b>	<b>Sept 2025</b>	This strategic action will be complete in 2025.	<b>On Track</b> Public engagement in the fall collected feedback from over 400 people. Feedback on the routes, signs and neighbourhood areas show overall support for the plan with some suggestions for improvements. A full 'What We Heard' report will be published to Engage Kitchener in early 2025. Staff are also working on minor upgrades and signage plans to launch "Route 1: Boardwalk to Downtown" in 2025.
<b>Official Plan Comprehensive Update</b>	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.	<b>DSD Planning &amp; Housing Policy</b>	<b>Tim Donegani</b>	<b>Feb 2024</b>	<b>Dec 2024</b>	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.	<b>On Track</b> A community working group that is guiding engagement for the Official Plan Comprehensive Update, known as Kitchener 2051, has been established and monthly meetings commenced in September. A public launch for Kitchener 2051 was held in October on Gaukel Block with over 1,200 people participating. Other engagement has included online surveys, a public speaker event, and 'popups' in the community. Five teams of consultants have made significant progress on technical studies, including the submission of interim deliverables, and to facilitate community engagement.



**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
<b>Corporate Climate Action Plan 2.0</b>	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.	<b>DSD Office of GM</b>	<b>Anna Marie Cipriani</b>	<b>Jan 2024</b>	<b>Jun 2025</b>	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.	<b>On Track</b>  Monitoring of the cold water ice pilot will continue into 2025 with the development of a business case anticipated in Q4 of 2025. Through the 2025 budget, council has approved the development of a sustainable fleet transition strategy. Next steps for the sustainable fleet transition strategy include additional scoping of the work and procurement of consulting services which will be initiated once the Sustainability Advisor role is filled in the new year.
<b>Clean Energy Transition Strategy</b>	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.	<b>INS Office of GM</b>	<b>Kate Daley</b>	<b>Jan 2024</b>	<b>Dec 2025</b>	This is a multi-year strategic action. In 2024-2025, the focus is on evaluation of options and recommending business opportunities to respond to the energy transition. Implementation planning associated with this action will begin in 2025-2026.	<b>On Track</b>  Staff have developed a procurement approach and are in the process of hiring consultants to assist with the deliverables of the Clean Energy Transition Strategy. This includes a main business consultant to support the overall strategy development, as well as a small number of specialist consultants focused on specific items, such as renewable energy generation potential of City properties and district thermal energy system potential in new neighbourhoods. Consultants will bring both expertise and capacity to help advance the strategy.
<b>District Energy Business Case</b>	Complete a District Energy business case for the downtown area to explore clean energy opportunities to be a leader as a low-carbon city.	<b>DSD Planning &amp; Housing Policy</b>	<b>Tim Donegani</b>	<b>Jan 2024</b>	<b>Dec 2024</b>	This strategic action will be complete in 2024.	<b>On Track</b>  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 has been prepared.  <b>The planned completion for this strategic action has been moved from December 2024 to March 2025.</b>
<b>High Performance Development Standards</b>	Define and implement high performance development standards for new building construction throughout Kitchener which will ensure they are more sustainable.	<b>DSD Planning &amp; Housing Policy</b>	<b>Janine Oosterveld</b>	<b>Feb 2024</b>	<b>Dec 2025</b>	This strategic action will be complete in 2025.	<b>On Track</b>  After first stage of consultation this spring, the Working Team has developed a discussion draft for public release following an All Councils meeting on December 6. Online and in-person engagement is planned for the winter 2025 to continue to develop the standards through consultation with the development industry, community, and inter-municipal staff.

KITCHENER'S 2023-2026  
**STRATEGIC PLAN**



Strategic Action	Description	Dept & Division	Project Manager	Planned Start	Planned Completion	Implementation Notes	Progress Update	
<b>Implement tree canopy target plan</b>	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.	<b>INS Parks &amp; Cemeteries</b>	<b>Hajnal Kovacs</b>	<b>Jan 2024</b>	<b>Dec 2025</b>	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.	<b>On Track</b>	In fall and winter 2024, the City planted 725 trees, including 72 in areas with low tree equity at the Chandler Mowat Community Centre as part of the Community Canopy pilot project. The City also supported Reep Green Solutions in planting 182 private trees and 54 of those were in targeted areas with low tree canopy. This brings the 2024 tree planting total to 1,348 trees. In 2024, contractors and internal crews pruned 6,700 trees. Staff have also introduced a young tree pruning program and launched a specialized oak tree pruning initiative to help control and reduce the risk of spreading sudden oak death fungal disease which is now in Ontario.
<b>Implementing actions from Parks master plan</b>	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.	<b>INS Parks &amp; Cemeteries</b>	<b>Mark Parris</b>	<b>Jan 2025</b>	<b>Jun 2026</b>	This is a multi-year strategic action. In 2025, Phase 1 will include obtaining council approval for the Places component of the Spaces and Places Plan and working on the initial priorities of the plan. Tasks will include creating a workplan and communication/engagement strategy, as well as advancing park network improvements for the following parks: Hibner, Breithaupt, Major, Arnold, and Ash Park. Additional projects to be undertaken include the Upper Canada Park accessible sportsfield improvements and amenities as well as splashpad improvements at Chandler Mowat Community Centre.	<b>Not Started</b>	This strategic action is planned to start in January 2025.
<b>Parkland Acquisition Strategy</b>	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.	<b>DSD Development &amp; Housing Approvals</b>	<b>Garett Stevenson</b>	<b>Dec 2024</b>	<b>Dec 2025</b>	This strategic action will be complete in 2025.	<b>On Track</b>	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.
<b>Grand River Park Strategy</b>	Complete a strategy to advance the creation of a significant new park near the Grand River.	<b>INS Parks &amp; Cemeteries</b>	<b>Erin Eldridge</b>	<b>Oct 2023</b>	<b>Dec 2025</b>	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.	<b>On Track</b>	Staff have engaged with the Grand River Conservation Authority regarding the lands of interest and are currently obtaining its approval to conduct site analysis. Scoping of site studies with engagement from City staff has been drafted. A Terms of Reference for consultant services to undertake due diligence investigations related to the lands of interest is expected to be posted once the appropriate permissions are received.



**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
<b>Accelerate Commercial Business Approvals</b>	Facilitate streamlined business process and approvals for brick and mortar retail business across the City.	<b>DSD Office of GM</b>	<b>Margaret Love</b>	<b>Sep 2023</b>	<b>Apr 2024</b>	This strategic action will be complete in 2024.	<b>Complete</b>  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 <a href="#">here</a> .
<b>Implement Health/Medical Technology Innovation Campus</b>	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.	<b>DSD Economic Development</b>	<b>Cory Bluhm</b>	<b>Jan 2025</b>	<b>Dec 2025</b>	This is a multi-year strategic action. In 2025, Phase 1 will focus on designing, building, and opening the new WR Small Business Centre space at the Health Innovation Arena and advancing early environmental and geotechnical work for the Bramm Yards.	<b>Not Started</b>  This strategic action is planned to start in January 2025.
<b>Creative Industries School</b>	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.	<b>DSD Economic Development</b>	<b>Lauren Chlumsky</b>	<b>Jul 2024</b>	<b>Mar 2025</b>	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.	<b>Delayed</b>  City staff continue to work with Conestoga College on the ongoing development of a business case, including exploring options for expanded programming in creative industries.  <b>The planned completion for this strategic action has been moved from March 2025 to December 2025.</b>
<b>Strategy for festivals and events</b>	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.	<b>DSD Economic Development</b>	<b>Steve Roth</b>	<b>Oct 2025</b>	<b>Dec 2026</b>	This strategic action will be complete in 2026.	<b>Not Started</b>  This strategic action is planned to start in October 2025.



KITCHENER'S 2023-2026  
**STRATEGIC PLAN**



Strategic Action	Description	Dept & Division	Project Manager	Planned Start	Planned Completion	Implementation Notes	Progress Update	
<b>Entertainment Venue Management</b>	Enhance entertainment venue management by working with key stakeholders, businesses and cultural producers across all City-affiliated entertainment venues.	<b>DSD Economic Development</b>	<b>Jeremy Dueck</b>	<b>Feb 2024</b>	<b>Dec 2025</b>	This strategic action will be complete in 2025.	<b>On Track</b>	The Culture & Entertainment division has made progress in the following areas of enhancing and supporting City-owned culture and entertainment venues: onboarding a new Supervisor of Culture & Entertainment Facilities, who will support collaboration between City staff and the venue operators (e.g., capital asset management); onboarding a new Supervisor of Sales & Business Services, who will oversee revenue-generating functions for the Culture & Entertainment division (e.g., ticketing platform); the successful launch of Endless Summer, a major outdoor festival in Victoria Park, which has laid the foundation for events with 10,000+ residents in the heart of the city; and receiving council approval to move forward with a City-led venue management operating model for the Conrad Centre for the Performing Arts, with on-site mentorship services for local arts organizations provided by Green Light Arts.
<b>Implement Arts and Culture Master Plan</b>	Implement the Arts and Culture Master Plan in order to grow arts and culture in Kitchener and become a global leader in creative industries.	<b>DSD Economic Development</b>	<b>Andrea Hallam</b>	<b>Oct 2025</b>	<b>Dec 2026</b>	This strategic action will be complete in 2026.	<b>Not Started</b>	This strategic action is planned to start in October 2025.



**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
<b>Advance Truth and Reconciliation</b>	Advance meaningful actions to Truth and Reconciliation as identified and through relationship-building with Indigenous communities and rights-holders.	<b>COR EARII</b>	<b>Jaclyn Rodrigues</b>	<b>Jan 2024</b>	<b>Dec 2024</b>	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.	<b>Complete</b>  For the past year, staff have highlighted the Wijiindamaan project; a multi-partner Indigenous land restoration project located within the Pioneer Tower Natural Area. Together, partners involved in the project (Wisahketowinowak Urban Indigenous Garden Collective, White Owl Native Ancestry Association and the City of Kitchener and Conestoga College) are working to help create sustainable, traditional food and medicines, increase biodiversity through habitat restoration and reintroduce natural species into the environment. Progress on this project will continue over several years and will therefore be removed from council's strategic plan implementation updates going forward.  Advancing meaningful actions to truth and reconciliation remains a foundational commitment of the City of Kitchener. This work begins with developing meaningful relationships with Indigenous communities and rights-holders, and results in concrete actions, like the Wijiindamaan project. Advancing truth and reconciliation is not time-bound to the traditional reporting cadence of the strategic plan and is not tied to a single project or action. We are committed to demonstrating our continued commitment to truth and reconciliation in greater depth than this format allows at <a href="http://www.kitchener.ca/reconciliation">www.kitchener.ca/reconciliation</a> .
<b>Municipal Newcomers Strategy</b>	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.	<b>CSD Office of GM</b>	<b>Elin Moorlag Silk</b>	<b>Jul 2024</b>	<b>Oct 2025</b>	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.	<b>On Track</b>  A dedicated project manager for the development of the Municipal Newcomer Strategy has successfully been hired and external stakeholder engagement will commence in early 2025.  <b>The planned completion for this strategic action has been moved from October 2025 to December 2025.</b>
<b>Enhance City's Engagement Practices</b>	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.	<b>COR Office of GM</b>	<b>Jaclyn Rodrigues</b>	<b>Apr 2024</b>	<b>Dec 2024</b>	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.	<b>On Track</b>  Data collected from an environmental scan of other municipalities and staff interviews have been collated and analyzed into high-level themes. These themes informed a strategic session with the City's Corporate Leadership Team, resulting in an overarching engagement framework for Kitchener. The second phase of this engagement review will begin in January 2025, with the hiring of a consultant to conduct external engagement. City staff have started defining the consultant's scope of work and designing components of the external engagement.

KITCHENER'S 2023-2026  
**STRATEGIC PLAN**



Strategic Action	Description	Dept & Division	Project Manager	Planned Start	Planned Completion	Implementation Notes	Progress Update	
<b>Community Centre Operating Model</b>	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 policies for affiliated neighbourhood associations.	<b>Delayed</b>	Eleven of the 15 recommendations presented to council in June 2023 to modernize the community centre operating model have been completed.  <b>The planned completion for this strategic action has been moved from December 2024 to August 2025.</b>
<b>City-led Recreation &amp; Leisure program review</b>	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.	<b>On Track</b>	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.  <b>The planned completion for this strategic action has been moved from June 2025 to December 2025.</b>
<b>Sport and Recreation Master Plan</b>	Update the City's Sport & Recreation Master Plan including a focus on the provision of recreation and leisure that meet increasingly diverse needs of the community.	CSD Office of GM	Helena Foulds	Sep 2025	Sept 2026	This strategic action will be complete in 2026.	<b>Not Started</b>	This strategic action is planned to start in September 2025.
<b>Community Grants Review</b>	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	August 2025	This strategic action will be complete in 2025.	<b>On Track</b>	A Request for Quotations (RFQ) will go out in early 2025 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.



**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
<b>Strengthen employer identity/value proposition</b>	Strengthen the City of Kitchener employer identity and employee value proposition to remain a competitive employer in order to attract and retain top talent.	<b>COR Human Resources</b>	<b>Annie Johnson</b>	<b>Jan 2024</b>	<b>Jun 2025</b>	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.	<b>On Track</b> The Employee Culture Survey (ECS), completed in September 2024, gathered input from employees on various questions to measure engagement. The number of responses received was the highest since the surveys began in 2007 with over 1,800 surveys returned. Compared to benchmarks from similar municipal organizations, the City's employee engagement is 9 percentage points higher. Two of the highest indicators of engagement scores in the survey show that employees are proud to work at the City and would recommend it as a great place to work. Further data review is underway, which will inform ongoing work to strengthen the City's organizational culture.
<b>Procurement innovation</b>	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.	<b>FIN Financial Operations</b>	<b>Ryan Scott</b>	<b>Jan 2024</b>	<b>Dec 2024</b>	This strategic action will be complete in 2024.	<b>On Track</b> 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) were included in the Communitrack Fast Track Cities program for Q3 / Q4 2024. Submissions have been evaluated and the City will conduct conversations with shortlisted proponents with the plan to kick off potential pilots in Q1 2025.  <b>The planned completion for this strategic action has been moved from December 2024 to March 2025.</b>
<b>Implement City-wide Data Strategy</b>	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.	<b>COR Office of the GM</b>	<b>Linnea Scian</b>	<b>May 2024</b>	<b>May 2025</b>	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.	<b>On Track</b> A project charter has been developed for this project with clearly defined goals, objectives, deliverables and timelines. An external environmental scan of other municipalities has been completed. A Request for Proposal (RFP) for a third-party consultant to support implementation of data governance software has been issued. Internal engagement, including a survey, focus groups and a strategic session with the City's Corporate Leadership Team, will begin in January 2025.
<b>Digital Kitchener Strategy</b>	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.	<b>COR Technology Innovation &amp; Services</b>	<b>Dan Murray</b>	<b>Jan 2025</b>	<b>Jun 2026</b>	This strategic action will be complete in 2026.	<b>Not Started</b> This strategic action is planned to start in January 2025.
<b>Support a Psychologically Safe Workplace</b>	Identify and implement actions to support a psychologically safe workplace to enhance employee wellbeing, productivity and innovation.	<b>COR Human Resources</b>	<b>Dimetra Resendes</b>	<b>Jan 2025</b>	<b>Dec 2025</b>	This is a multi-year strategic action. In 2025, Phase 1 of this action will focus on project scoping, preparing a request for consulting support, reviewing and analyzing internal psychological safety data, and an environmental scan of municipal implementations of the 13 factors of Psychological Health and Safety.	<b>Not Started</b> This strategic action is planned to start in January 2025.