

Staff Report

Chief Administrator's Office



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REPORT TO: Community and Infrastructure Services Committee

DATE OF MEETING: May 12, 2025

SUBMITTED BY: Margaret Love, Director of Strategy & Corporate Performance,
519-783- 8951

PREPARED BY: Justin Watkins, Manager of Corporate Planning, 519-783-8185

WARD(S) INVOLVED: All

DATE OF REPORT: April 28, 2025

REPORT NO.: CAO-2025-214

SUBJECT: Strategic Plan Update – Spring 2025 Implementation

RECOMMENDATION:

For information.

REPORT HIGHLIGHTS:

- The purpose of this report is to highlight progress made on implementation of the strategic plan, as of April 30, 2025 (Attachment A).
- The key findings of this report are that one action has been completed since last reported and planned completion dates of two actions have changed. All 30 actions endorsed by council to advance the strategic plan will commence by the end of 2025 and three strategic actions have been completed overall.
- There are no financial implications associated with this report.
- Community engagement included posting this report to the City's website with the agenda in advance of the committee meeting.
- This report supports implementation of the 2023-2026 City of Kitchener Strategic Plan.

BACKGROUND:

Kitchener's strategic plan sets priorities and actions to guide progress and resourcing over the term of council towards our long-term community vision. Through extensive engagement with the community and council, an initial set of 30 strategic actions were identified and approved with the new strategic plan in August 2023. Progress on strategic plan implementation is reported to council three times per year.

REPORT:

Since the last strategic plan update in January, one strategic action has been completed (**Procurement Innovation (FIN)**). Project details for all 30 strategic actions can be found in Attachment A. To date, three strategic actions have been completed overall.

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

Adjustments in Strategic Plan Implementation Since Last Reported

1. Recognizing the need for project work to remain flexible to emerging needs, planned completion dates have changed for the following strategic actions but remain generally **On Track** (less than six-month delay):
 - District Energy Business Case (DSD) – from March 2025 to August 2025
 - Creative Industries School (DSD) – from December 2025 to May 2026
2. The following strategic actions have been renamed:
 - Strategy for Festivals and Events has been renamed Special Events & Festivals Action Plan (DSD)
 - Implement Arts and Culture Master Plan has been renamed Implement Arts and Creative Industries Action Plan (DSD)
3. New project managers have been assigned to the following strategic actions:
 - Grand River Park Strategy (INS) – Carol Bacon
 - Municipal Newcomers Strategy (CSD) – Olabukonla Mise
 - Digital Kitchener Strategy (COR) – Nicole Amaral

STRATEGIC PLAN ALIGNMENT:

This report supports implementation of the 2023-2026 City of Kitchener Strategic Plan.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget.

Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

[CAO-2025-033 Strategic Plan Update – Winter 2025 Implementation](#)

APPROVED BY: Dan Chapman, CAO

ATTACHMENTS:

Attachment A: Strategic Plan Implementation Update (Spring 2025)