

# Staff Report



Chief Administrator's Office

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**REPORT TO:** Committee of the Whole

**DATE OF MEETING:** August 25, 2025

**SUBMITTED BY:** Margaret Love, Director, Strategy & Corporate Performance

**PREPARED BY:** Sloane Sweazey, Senior Policy Advisor

**WARD(S) INVOLVED:** All Wards

**DATE OF REPORT:** August 20, 2025

**REPORT NO.:** CAO-2025-366

**SUBJECT:** 2023-2026 Strategic Plan– Compass Kitchener Report Card #1

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## RECOMMENDATION:

For information.

## REPORT HIGHLIGHTS:

- Attachment A to this report presents the Compass Kitchener Advisory Committee's evaluation of projects completed in 2024 under the City of Kitchener's 2023-2026 Strategic Plan (the "report card").
- Compass Kitchener evaluated two completed projects: **Accelerate Commercial Business Approvals** and **Advance Truth and Reconciliation**. Both projects evaluated exceeded expectations.
- There are no financial implications associated with this report.
- This report supports implementation of the 2023-2026 City of Kitchener Strategic Plan.

## BACKGROUND:

Since 2003, a key role of the Compass Kitchener Advisory Committee is to evaluate the City's implementation of the Strategic Plan, and to prepare and present report cards to Council and the community of their assessment on a regular basis.

The report card for 2024 is provided in Attachment A of this report. Compass Kitchener members will present their evaluation to Council, as outlined in Attachment B.

## REPORT:

The committee assessed two completed strategic actions in 2024: (1) Accelerate Commercial Business Approvals, and (2) Advance Truth and Reconciliation. Both were rated as exceeding expectations. The business approvals project demonstrated strong coordination, practical service improvements, and responsiveness to the needs of local entrepreneurs. The committee recommends the City expand its work beyond the downtown core, deepen its engagement with equity-seeking business communities, and continue tracking and reporting on long-term outcomes. The Truth and Reconciliation work reflected a commendable shift from time-bound

deliverables to an ongoing, relationship-centered commitment, aligned with the City's evolving role as a respectful partner. The committee encourages the City to remain guided by Indigenous leadership, communicate progress in ways that elevate Indigenous voices, and embed reconciliation as a cross-organizational priority rather than a standalone initiative.

The report also includes reflections on the development and implementation of the current strategic plan. Compass Kitchener commends the City for adopting an adaptive planning model, broadening public engagement, and beginning to track outcomes alongside outputs. The committee encourages continued clarity around Compass Kitchener's role in engagement processes like the Resident Panel and urges the City to share outcome data and estimated budget information to strengthen future evaluations.

### **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.

COLLABORATE – Compass Kitchener members collaborated throughout the development of this report. All members contributed meaningfully to the report included and approve of its contents.

### **PREVIOUS REPORTS/AUTHORITIES:**

- CAO-21-005 Compass Kitchener Strategic Plan Evaluation
- CAO-2023-250 Strategic Plan 2019-2022 – Compass Kitchener Report Card
- CAO-2024-305 Strategic Plan 2019-2022 – Compass Kitchener 2023 Report Card

**APPROVED BY:** Dan Chapman, Chief Administrative Officer

### **ATTACHMENTS:**

Attachment A – Strategic Plan 2023-2026 – Compass Kitchener Report Card #1  
Attachment B – Compass Kitchener Report Card Presentation