

Staff Report



Chief Administrator's Office

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REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: January 26, 2026

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: December 30, 2025

REPORT NO.: CAO-2026-050

SUBJECT: Strategic Plan Update – Winter 2026 Implementation

RECOMMENDATION:

For information.

REPORT HIGHLIGHTS:

- The purpose of this report is to highlight progress made on implementation of the strategic plan, as of December 31, 2025 (Attachment A).
- The key findings of this report are that 10 actions have been completed since last reported. Fourteen strategic actions have been completed to-date overall. Two strategic actions are delayed.
- 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.

In August 2025, two emerging actions were added to the strategic plan, and two existing strategic actions were referred to the 2027-2030 strategic plan per CAO-2025-312. Progress on strategic plan implementation is reported to council three times per year.

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

REPORT:

Since the last strategic plan update to council, 10 strategic actions have been completed:

1. Housing For All Implementation (DSD)
2. Localized Transportation Safety Improvement Program (DSD)
3. City-wide Active Transportation Routes (DSD)
4. Pivot: Net-0 (DSD)
5. High Performance Development Standards (DSD)
6. Implement tree canopy target plan (INS)
7. Implement Health/Medical Technology Innovation Campus (DSD)
8. Entertainment Venue Management (DSD)
9. Enhance City's Engagement Practices (COR)
10. Community Centre Operating Model (CSD)

To date, 14 strategic actions have been completed overall. Project details for all strategic actions can be found in Attachment A.

Adjustments in Strategic Plan Implementation Since Last Reported

1. Due to changing circumstances, planned completion dates have changed for the following strategic actions and are **Delayed** (six-month delay or more):
 - Community Grants Review (CSD) – this action has been marked as delayed, having cumulatively adjusted its original planned completion date by 15 months (originally March 2025). The revised planned completion date is now June 2026.
 - Municipal Newcomers Strategy (CSD) – this action has been marked as delayed, having cumulatively adjusted its original planned completion date by 10 months (originally June 2025). The revised planned completion date is now April 2026.
2. New project managers have been assigned to the following strategic actions:
 - Enhance City's Engagement Practices (COR) – Erin Power

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](#)

[CAO-2025-214 Strategic Plan Update – Spring 2025 Implementation](#)

[CAO-2025-404 Strategic Plan Update – Summer 2025 Implementation](#)

APPROVED BY: Dan Chapman, CAO

ATTACHMENTS:

Attachment A: Strategic Plan Implementation Update (Summer 2025)