



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 2025	Dec 2025	This is a multi-year strategic action. In 2025, the focus of the action will be advancing work on a housing needs assessment, which will in turn support filling data gaps, an inclusionary zoning assessment, the development of Kitchener 2051, and the development of Housing for All 2.0.	Complete While a separate and new body of work, Housing for All 2.0 and related housing initiatives have advanced this quarter. The City's 2025 Housing Needs assessment was integrated into policies in the City's draft new Official Plan which was released in November 2025. Staff continue to collaborate with the Lived Expertise Working Group on housing-related work including public engagement related to the Official Plan. Staff advanced work on Inclusionary Zoning, a Community Improvement Plan and a land lease for a non-profit which are all initiatives funded by the Housing Accelerator Fund. With the Build Canada Homes recently released, staff have undertaken early efforts to align future projects with potential funding streams. This work is now operationalized within the Planning & Housing Policy division.
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	Connor Payne	Jan 2025	Dec 2025	This is a multi-year strategic action. In 2025, the focus of the action will be continued implementation Vision Zero, including various safety and traffic calming improvements as identified in the Vision Zero Strategy.	Complete Vision Zero Improvements for 2025 have all been installed, including 14 Speed Cushions, 17 Speed Humps, one Pedestrian Crossover and one pedestrian refuge island. Collision analysis from 2024 is underway for spring staff report/update and 2026 network screening and program planning has commenced. Safety improvements planned for 2026 will be developed and submitted to council for approval in the first quarter of 2026. In parallel, we are initiating a new research partnership with the University of Waterloo and neighbouring municipalities, focused on advancing road safety at intersections. This work is now operationalized within the Transportation division.
City-wide Active Transportation Routes	Encourage increased use of active transportation that connects 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	Apr 2024	Sept 2025	This strategic action will be completed in 2025.	Complete Final infrastructure upgrades for Route 1, from the Boardwalk to Downtown, are currently underway, including signage. An opening celebration event for the first route will be planned for 2026. Work continues to implement the long-term Cycling and Trails Master Plan. This includes starting planning for the second route which will be implemented in 2026 connecting Stanley Park to Downtown. This work is now operationalized within the Transportation division.

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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	Jan 2025	Dec 2025	This is a multi-year strategic action. In 2025, Phase 2 of this action will focus on continued utilization of the community working group to guide engagement, receipt of final deliverables from consultant-led work, and drafting of the new official plan. Phase 3 of this action will begin in 2026.	On Track	<p>The draft official plan was released for community and collaborator conversations in November. Six in person engagement events were undertaken in late November and early December; two lunch and learn sessions were held with the development industry; and an online survey was available throughout November and December providing an opportunity for all to share their thoughts on the draft official plan. Dialogue with Indigenous rights holders is ongoing.</p> <p>In first quarter of 2026, staff intend to send a second draft official plan to the provincial government for feedback. Staff will continue to address comments on the draft official plan with a goal of bringing forward proposed plan for council's consideration in the first half of 2026.</p> <p>The Transportation Master Plan (Connected Kitchener) is Kitchener's study to create a new Transportation and Mobility Plan. Phase 1 of Connected Kitchener launched this fall. Staff plan to bring forward a proposed plan following council's approval of the new official plan.</p>



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
Pivot: Net-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	Jun 2025	Dec 2025	This is a multi-year strategic action. In 2025, the focus of this action will be developing business cases on ice making and fleet electrification.	Complete Cold water ice pilot business case has completed. Future work includes a fleet electrification business case with a video and summary sheet anticipated in early 2026. This work is now operationalized within the organization.
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	Dec 2025	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. The next phase of this action will begin in 2026.	On Track Investigations of potential business activities are proceeding across a broad range of areas, with the support of specialist consultants. Simultaneously, a set of tools is being developed to inform decision-making and address the considerable complexity involved in the project. These two components together will enable the development of an integrated business approach in the next stage of the project, in mid-2026. At the same time, opportunities to proceed with "quick win" actions within our existing programming continue to be pursued.
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	Aug 2025	This strategic action will be completed in 2025.	Complete The business case is complete, and staff will explore funding options moving forward.
High Performance Development Standards	Define and implement high performance 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 completed in 2025.	Complete In light of changes to provincial legislation, reconsideration of the planned approach will be explored moving forward.

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Strategic Action	Description	Dept & Division	Project Manager	Planned Start	Planned Completion	Implementation Notes	Progress Update
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.	Complete The \$2.5 million GCCC (Growing Canada's Canopy Community) investment to double the City's tree planting efforts is well underway, with 910 boulevard trees planted this fall, one third of those in Community Canopy target areas. Some boulevard tree planting has been deferred to spring due to early winter. In partnership with Reep Green Solutions, 138 trees were added on private properties, 92 within Community Canopy zones. Block pruning remains on schedule for all 2025 areas, with some 2024 backlog cleared and over 7,500 trees pruned this year. Work has begun on an invasive species mapping and management plan, and development of a new urban forest map is underway alongside the 2025 canopy cover update. Public educational resources were expanded with updated website content, downloadable specifications, and a species selection matrix to support residents and planners. This work is now operationalized within the Parks & Cemeteries division.
Implementing actions from Parks master plan	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.	INS Parks & Cemeteries	Mark Parris	Jan 2025	Jun 2026	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.	On Track Progress continues with the implementation plan set out in Places & Spaces over the 10-year forecast. Parks staff are leading four strategies, 28 capital improvements, and eight new park developments. In 2026, staff will begin an additional three strategies, eight park upgrade improvements and one new park for a total division budget of \$23.9M. In addition, Parks staff are supporting seven DMAF (Disaster Mitigation and Adaptation Fund) projects investing over \$4M in parks assets within those projects.
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	Simon Latam	Jun 2024	Mar 2026	This strategic action will be completed in 2026.	On Track Council workshops for engagement were completed in October and November. Drafting of the Parkland Acquisition Strategy is currently underway, with planned completion and presentation to council in the first quarter of 2026.
Grand River Park Strategy	Complete a strategy to advance the creation of a significant new park near the Grand River.	INS Parks & Cemeteries	Carol Bacon	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 An update to the June 2025 caucus report was completed in November. Staff are proceeding with land acquisitions as directed by council.



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
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 completed in 2024.	Complete 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 .
Implement Health/Medical Technology Innovation Campus	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.	DSD Economic Development	Cory Bluhm	Jan 2025	Dec 2025	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.	Complete A design for the Waterloo region small business centre space at the Innovation Arena has been developed. Staff are currently working with the designer and UW to cost the design in alignment with the approved budget. Environmental and geotechnical work on the Bramm Yards is currently underway. In 2026, the City will continue to operationalize this action by working with key stakeholders to build out the Health Innovation Arena.
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	May 2026	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 on the future direction of this action.
Special Events & Festivals Action Plan	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.	DSD Economic Development	Steve Roth	Oct 2025	Dec 2026	This strategic action will be completed in 2026.	On Track City staff presented an overview of the draft vision and action plan at a strategic session of council in November 2025. Staff intend to bring forward the action plan for council consideration in Q1 2026.
Make It Kitchener 2.0 Scoped Refresh – Supporting Economic Resiliency (CAO-2025-312)	Approaching the mid-way mark of the 10-year Make It Kitchener 2.0 economic development strategy, and given the significant economic factors currently at play, it is essential that the areas of focus be evaluated to determine if they are still relevant and to determine if any new initiatives are required to respond to the current economic climate.	DSD Economic Development	Lauren Chlumsky	Jul 2025	Mar 2026	This strategic action will be completed in 2026.	On Track Staff are working with a consultant to provide an economic overview of Kitchener's current situation and identifying future areas of growth. The City's Economic Development Advisory Committee has been engaged in discussions on the refresh throughout Fall 2025. Staff anticipate stakeholder and council engagement will occur in January, a strategic session of council in February and a draft strategy in early Spring 2026.

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Implementation of the Downtown Safety & Security Action Plan (CAO-2025-312)	A multi-year, collaborative initiative to enhance business vitality in Downtown Kitchener. The plan aims to create a welcoming, vibrant downtown through targeted business support, strengthened enforcement, improved coordination, and proactive promotion.	Office of the CAO	Aaron McCrimmon Jones	Feb 2025	Dec 2025	This is a multi-year project. In 2025, Phase 1 of this action will focus on developing the action plan with partners and initiating quick wins; initiating short-term actions; and implementing a portfolio management structure to organize, prioritize and establish accountability for the action plan over the medium and long term.	On Track A formalized portfolio management structure has been established to organize, prioritize, and ensure accountability for the action plan. This structure will be sustained over the long term through designated program leads. Leadership of the portfolio will now transition from the CAO's Office to Economic Development. To support a smooth and complete transition by January, portfolio leaders are meeting regularly with a focus on maintaining key relationships and sustaining momentum. The action plan remains on track, with 19 of 20 short-term actions initiated or completed. Focus is now shifting to medium-term actions, and progress has begun on several of these items.
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 completed in 2025.	Complete The Centralized Services Provider team (Arts & Entertainment Venues unit) has worked in collaboration with facilities management and third-party venue operators to complete several capital projects. The Venues unit is also working closely with Centre in the Square on the launch of the Kitchener LIVE destination marketing brand and shared ticketing platform. This work is now operationalized within the Economic Development division.
Implement Arts & Creative Industries Action Plan	Implement the Arts and Creative Industries Action Plan in order to grow arts and culture in Kitchener and become a global leader in creative industries.	DSD Economic Development	Andrea Hallam	Oct 2025	Dec 2026	This strategic action will be completed in 2026.	On Track City staff presented an overview of the draft vision and action plan at a strategic session of council in November 2025. Staff intend to bring forward the action plan for council consideration in Q1 of 2026.



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.

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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	Jaclyn Rodrigues	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.	Complete 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 www.kitchener.ca/reconciliation .
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	Olabukonla Mise	Jul 2024	Dec 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.	Delayed Staff have completed a broad engagement process with newcomers, community partners, and City staff to understand needs and priorities. This included input from over 1,100 newcomers and 25+ community organizations, and over 60 members of City staff. Staff have analyzed these insights with the help of the working group and are now engaging internally and with council members for their input. The Municipal Newcomers Strategy will be presented to council in early 2026. The planned completion for this strategic action has been moved from December 2025 to April 2026.

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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	Jan 2025	Dec 2025	This is a multi-year strategic action. In 2025, Phase 2 will focus on an external public engagement campaign to gather feedback on foundational elements of the policy, followed by drafting the policy for council approval.	Complete Following Council's direction, staff updated the Community Engagement Policy based on findings from a review that included extensive internal and external engagement. The review confirmed the need to align the policy with current industry standards and best practices. The updated policy introduces guiding principles shaped by public input, aligns with the International Association for Public Participation (IAP2) frameworks, and expands roles and accountabilities to strengthen engagement practices. A final report was submitted for council endorsement on November 20. As part transitioning this action to ongoing practice, staff will develop a corporate strategy to support implementation, including updated procedures, toolkits, training, and resources. The final report can be found here .
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	Apr 2024	Dec 2025	This is a multi-year strategic action. In 2024-2025, 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.	Complete EDI and reinvestment policy templates were developed in collaboration with affiliated Neighbourhood Associations and were distributed in the Fall of 2025 as part of the re-affiliation process for 2026, with the understanding that affiliated NAs who meet the requirements will develop and publish their own policies based on the template provided. The EDI training for NA board members has been developed and will be distributed through an online training platform for 2026 as a requirement for affiliation. This work is now operationalized within the Community Services department.
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					Refer and revisit as part of the 2027-2030 Strategic Plan (CAO-2025-312) Due to limited development charge funding and the significant financial and staffing commitments required to open and operate the new Kitchener Indoor Recreation Complex (KIRC), the City is unable to proceed with new growth-related indoor recreation projects or comprehensive program reviews in the short to medium term. Revisiting these reviews as part of the next strategic plan will allow time to assess KIRC's impact on city-wide programming and ensure future planning is informed by evolving community needs.
Sport and Recreation Master Plan	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					Refer and revisit as part of the 2027-2030 Strategic Plan (CAO-2025-312) Due to limited development charge funding and the significant financial and staffing commitments required to open and operate the new Kitchener Indoor Recreation Complex (KIRC), the City is unable to proceed with new growth-related indoor recreation projects or comprehensive program reviews in the short to medium term. Revisiting these reviews as part of the next strategic plan will allow time to assess KIRC's impact on city-wide programming and ensure future planning is informed by evolving community needs.

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Community Grants Review	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	May 2024	Dec 2025	This strategic action will be completed in 2025.	Delayed	<p>A comprehensive review of the City's Community Grants Program was completed throughout 2025. The review included the perspectives of 90+ Kitchener community organization grant recipients through online surveys, focus groups, and interviews, the design and implementation of 40 other Canadian municipalities were studied for comparisons, benchmarking and best practices. Staff will bring a report to council in 2026 with a series of recommendations for changes to the grant program based on the research and data collection gathered throughout the review.</p> <p>The planned completion for this strategic action has been moved from December 2025 to June 2026.</p>



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.

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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	Janette MacDonald	Jul 2025	Mar 2026	This is a multi-year strategic action. In 2025-2026, Phase 3 of this action will focus on the development of a refreshed People Plan, the City's strategy for attracting and retaining a highly qualified workforce to serve the evolving needs and priorities of our community	On Track Substantial staff engagement has been completed to identify the City's competitive position as an employer. This input will help shape a consistent and compelling identity for Kitchener as an employer of choice. A vision statement and key messages are finalized, and work is underway to develop visual identity concepts. The next phase includes refreshing the People Plan to ensure the City's strategy for attracting and retaining a highly qualified workforce aligns with the updated employer brand.
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	Mar 2025	This strategic action will be completed in 2025.	Complete A communications notice regarding the Pitch Kitchener awards, which have been granted to three companies, is complete. The necessary agreements have been finalized with these companies, and the pilot phase for the technologies is set to begin and conclude this year. Beyond 2025, the intent is to continue the Pitch Kitchener program within regular City operations. A link to the Pitch Kitchener website can be found here .
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	Linnea Scian	Jun 2025	Mar 2026	This is a multi-year strategic action. In 2025, Phase 2 of this action will focus on developing a data governance framework, piloting the framework with staff, designing data training, and drafting an open data policy. Phase 3 of this action will occur in 2026.	On Track Initial data governance framework and guidelines (data labelling, data collection and access, and system permissions) will be presented to the City's Corporate Leadership Team in early 2026. Data literacy, governance and storytelling training are recommended to be included in the City's staff training catalogue in early 2026. Development of a data policy, which will include open data, data inventorying, and demographic data collection and use is underway.
Digital Kitchener Strategy	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.	COR Technology Innovation & Services	Nicole Amaral	Jan 2025	Jun 2026	This strategic action will be completed in 2026.	On Track Phases 1 and 2 of engagement (internal and external) have been completed and phase 3 (internal) has started. Feedback and research has informed a set of actions, opportunities and initiatives which the project team are currently reviewing to develop a set of final recommendations.
Support a Psychologically Safe Workplace	Identify and implement actions to support a psychologically safe workplace to enhance employee wellbeing, productivity and innovation.	COR Human Resources	Dimetra Resendes	Jan 2025	Dec 2025	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.	On Track Workplace wellbeing experts from Public Services Health and Safety Association (PSHSA) will complete focused engagement sessions with staff beginning in January. PSHSA will use insights from staff engagement combined with existing organizational data to develop an action plan that will support a psychologically safe workplace. Phase 2 of this action will take place in 2026.