

Appendix B: Potential Strategic Goal Areas Considered for 2023-2026 Strategic Plan

#	NAME	DEFINITION	POTENTIAL VALUE
SOCIAL			
A	Civic Engagement	People's participation in community-building, democratic engagement, voter involvement in municipal elections, and engagement in City decisions that impact them.	Public engagement can support resident involvement and empowerment, and build institutional trust, while positively impacting City leadership around programs and service delivery. The City is experiencing declining participation in some formats of City-led engagement opportunities as well as municipal elections, and there is a need and opportunity to improve equitable and diverse engagement.
B	Community Connection and Belonging	The connection, relationships and activity happening in the community which contribute to individual and collective belonging.	A significant part of people's wellbeing comes from being connected socially with others, and this was magnified during the pandemic. The City can play a role to provide and increase access to social and other opportunities that enhance a sense of belonging.
C	Newcomer Experience	Being a place where newcomers are welcomed and strongly supporting in realizing their potential.	Kitchener continues to be a City where many newcomers choose to locate and settle, and the City can play a role to become a more welcoming place for newcomers, and increase feelings of safety within the community.
D	Employment	Employment refers to the kinds of job and career opportunities that are available to support residents of Kitchener.	A range of employment opportunities are critical to the local economy and people's individual wellbeing. The City can play a role to ensure an environment of success for companies who provide jobs, to ensure a diversity of job opportunities across multiple sectors, and build a community that attracts top talent.
E	Healthy and Active Community	Access to parks and recreation opportunities that support physical activity which protects against chronic disease, increases mental health and wellbeing, and reduces loneliness and isolation.	The physical health of residents is critical to the individual wellbeing and overall wellbeing of the community. The City's role is to provide access to programs, indoor and outdoor spaces and infrastructure that support opportunities to be physically active.
F	Housing	Housing affordability, homelessness, and having a mix of housing options for residents of Kitchener	Issues exist locally across the range of the housing continuum and this is a key priority for residents, while Kitchener continues to be one of the fastest growing urban centres in Canada, with specified housing growth targets to achieve.
G	Non-Profit Sector Health	The overall health of the local non-profit sector, and the mix of services offered by these organizations, often as front line service providers and for the most vulnerable in the community.	Kitchener residents benefit from the services offered by a diverse collection of non-profit organizations, who contribute to a healthy community. The City as an organization can be called upon to provide additional community supports when the non-profit sector is negatively impacted (e.g., insufficient funding, recruitment, governance).

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ENVIRONMENTAL			
H	Climate Adaptation & Mitigation	The energy mix and related generation and distribution available within Kitchener with a focus on growth of renewable, sustainable sources, and a specific focus on the City of Kitchener as a utility provider to residents and businesses.	The effects of climate change have significant impact on all aspects of City services, from infrastructure upgrades to storm preparedness to supporting vulnerable populations who are more effected by extreme heat. The City can put in place measures to respond to current climate impacts, and also be proactive to invest for the longer term.
I	Energy Mix	Climate adaptation refers to adapting building development, infrastructure, and service delivery in response to climate change. Climate mitigation is about about consumption and related emissions. Climate action is taken in response to both.	The City has committed to achieve community and corporate targets related to GHG emissions, including specific actions related to de-carbonizing its natural gas utility. There is a role and expectation that the City make progress in this area.
J	Transportation	How people move around the City in various modes with a focus on moving effectively and efficiently, safety, and people-friendly transportation options including sidewalks, trails and bike lanes.	Transportation continues to be a top concern for Kitchener residents, and the City could do even more to enhance its role as a leader in progressive,people-friendly transportation.
K	Sustainable Land Use & Urban Growth	Land use has to do with policy and planning, and what lands remain protected. Urban Growth is about urban planning and how we densify while providing access to parks and green spaces, and making places attractive and functional.	Kitchener is one of the fastest growing cities in Canada, with targets for additional growth and intensification in the coming. The City has a role to carefully manage this growth so our community continues to have thriving neighbourhoods and a strong economy, without losing the character that makes our city unique.
ORGANIZATIONAL			
L	Innovation Culture (External)	How innovative groups and organizations are in the community, which require access to capital and a skilled workforce to instill and enhance innovation capabilities and progress. (Does not refer to the internal innovation of the City of Kitchener organization).	A local innovation culture is important so Kitchener remains competitive, and for the technology and other business communities to thrive. The City has a strong foundation of supporting local innovation and could play a more supportive or different role.
M	Private Sector Health	Refers to the economic diversity and health of businesses across many sectors.	Economic diversity is essential to creating meaningful and well-paying careers, spurring external investment and ensuring Kitchener is less vulnerable to downturns in a single sector.
N	Workforce (External)	The skills, experience, and workforce supply available to meet demand for workers in community, as well as access, affordability and compelling nature of our community to workers.	The City could enhance its role in working with local partners to draw investment, help entrepreneurs grow, and provide a compelling community to draw and support potential employers, employees, and post-secondary institutions.
O	Entrepreneurship and Small Business Community Health	Refers to well-supported enterpreneurship and a thriving small business community as essential aspects of a diverse, resilient economy.	The City could enhance its role in investments that support entrepreneurship and small business success including access to entrepreneurial programs and space, affordable and attainable housing, and creating a vibrant, active city with a thriving arts community.

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P	Private Investment in Kitchener	The scope and diversity of private financial investment and how attractive it is to invest in a community.	Private investment in Kitchener and the broader local region helps support a diverse and resilient economy with a variety of business and job opportunities. The City could enhance its role within its municipal mandate to create and influence conditions that make Kitchener appealing to invest in.
ECONOMIC			
Q	Data Management	Governance, systems and approaches to collect, analyze and manage data within the City as an organization, and enabling practices for program evaluation, evidence-based decision-making and communication.	The City currently lacks good frameworks and consistent approaches for cdata management, and improving in these areas would enhance the City's ability to understand service performance, drive effective evidence-based decision-making, and communicate results effectively to citizens.
R	Employer Identity/Value Proposition	The level of attractiveness and appeal of the City of Kitchener as an employer including workplace culture, employee engagement, and related programs to support and develop employees, and recruit and retain top talent.	Attracting and retaining top talent to deliver excellent service to residents is becoming increasingly challenging and a focus on this area will ensure the City of Kitchener is an employer of choice.
S	Financial Health	The financial health of the City as an organization.	Sustaining the financial health of the City as an organization is essential to ongoing provision of critical and valued services, delivery on strategic initiatives and projects, and expansion of strategic partnerships.
T	Organizational & Leadership Capability	The skills, knowledge, abilities and competencies for the City as an organization and its leadership staff.	Sustaining and growing capabilities will ensure the City continues to provide valued services, embrace innovation and change, and evolve to adapt to changing circumstances and citizen expectations.
U	Stakeholder Relationships	The relationships and partnerships the City needs to sustain, build and leverage to achieve shared strategic goals.	Important city-building work is enhanced and accelerated when all levels of government, community organizations and residents work together. The City could enhance its focus on building and maintaining these relationships, and ensuring effective collaboration.