



2027-2030 STRATEGIC PLAN WHAT WE HEARD REPORT

OCTOBER 2026

There are more than **1750** inputs to the **2027-2030 Strategic Plan**.

Kitchener's Strategic Plan translates our community's long-term vision, **Building a City for Everyone where, together, we take care of the world around us and each other**, into clear priorities for the City to advance over the next four years.

It serves as a focused roadmap that guides decisions, investments, and actions, helping the city grow, change, and improve.

ENGAGEMENT

Staff have been working with research, data, and subject matter experts, community members, partner organizations, Compass Kitchener, committees of Council and Council to gather and interpret insights to help inform the City's 2027-2030 Strategic Plan.

850+

Statistically Significant Community Survey respondents

100+

Participants in 11 community conversations led by local organizations

350+

Street Team interviews with Kitchener residents

100+

Engage Kitchener ideas board posts

40

Resident Panel members that match Kitchener's demographics, digging deeper into insights throughout the process



DATA AND FUTURE THINKING

The City is using data, futures thinking and community feedback to identify a focused set of priorities while ensuring the plan remains agile and adaptive in an ever changing environment.

The emerging priorities are based on areas of alignment across the input received to date. They are draft priorities and may continue to evolve throughout the planning process.

EMERGING PRIORITIES

- **HOUSING**

We are a city where people can access a range of housing options across the community by using development tools, partnerships, and advocacy to enable availability.

- **ECONOMY**

We are a competitive economy that leverages the strengths of our diverse community. We support businesses, workers, and artists, strengthen downtown vitality, and foster innovation and prosperity for all.

- **COMMUNITY**

We are a safe, welcoming, and connected community where all residents can participate, belong, and reach their potential. We provide accessible spaces, community infrastructure, active transportation networks, programs, and diverse opportunities, creating meaningful ways for residents to participate in community life.

- **SERVICES**

We are a reliable and responsive city that delivers high-quality core services by setting clear service expectations and investing in continuous improvement initiatives.

- **CLIMATE**

We are a resilient, low-carbon city where people and nature thrive despite the impacts of climate change. We work together to protect natural environments, adapt infrastructure and services, and invest in long-term sustainability that reduces risk and supports community wellbeing.



SHAPING THE PLAN TOGETHER

The Strategic Plan is still in development. Over the coming months community, staff and Council will identify priorities, goals, and actions. The final plan is anticipated to be presented to Council for approval in Q2 2027.

Follow along with the project on Engage Kitchener to stay connected.

GUIDING PRINCIPLES

Several themes also emerged throughout the process that cut across all priority areas. These will be used as principles that focus decision making in each priority area.

- **AFFORDABILITY**

The City makes responsible decisions that balance community priorities and long-term sustainability. The City focuses resources on the services that matter most to residents while considering the impacts on taxes and cost of living.

- **RESILIENCE**

The City is future-ready and anticipates and adapts to changing population, demographic, cultural, and community needs. The City makes data-driven, forward-looking decisions that help our community navigate change with confidence.

- **PARTNERSHIPS**

The City strengthens relationships across organizations, institutions, sectors, and communities with diverse backgrounds and lived experiences to advance shared priorities and improve outcomes.

- **TRUST**

The City supports residents to be informed, heard, and connected to local decision-making. The City builds trust through clear communication, meaningful engagement, and demonstrated results.



“I joined the Resident Panel not really knowing what to expect, but I’ve been fascinated by the different perspectives people bring to the conversation. Working through our differences and finding common ground has given me a new appreciation for the complexity of planning for a growing city. I’m excited to contribute to a vision that strengthens Kitchener for the future.”

-Anupam, Resident Panelist

“Compass Kitchener is Council’s community advisory committee for strategic planning. As members part of our work is to help shape and support the City’s community engagement approach for strategic planning. We’re excited to see how the plan continues to take shape through collaboration with residents, community partners, staff, and Council.”

-Troy Glover, Chair & James Young, Vice Chair, Compass Kitchener

“Hosting a Community Conversation reinforced for us that meaningful engagement begins with relationship, trust, and meeting people where they are. We heard clearly that community members want more than opportunities to provide input, they want to see themselves, their experiences, and their voices reflected in how the City moves forward. Creating safer space for honest conversation allowed people to speak about belonging, systemic barriers, cultural safety, and what it means to build a city with community rather than simply for community. We valued the opportunity to participate and to help bridge community voice with the systems shaping everyday life.”

— Nicole Brown Faulknor, Founder, CEO & Chair, TEAO Canada