

Staff Report

Chief Administrator's Office

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REPORT TO: Special Council

DATE OF MEETING: August 22, 2022

SUBMITTED BY: Dan Chapman, CAO
519-741-2200 ext. 7350

PREPARED BY: Kathryn Dever, Director, Strategy and Corporate Performance
519-741-2200 ext. 7370

WARD(S) INVOLVED: All

DATE OF REPORT: August 15, 2022

REPORT NO.: CAO-2022-413

SUBJECT: 2023-2026 Strategic Plan Development - Strategic Foresight and
Community Engagement Update

RECOMMENDATION:
For discussion

REPORT HIGHLIGHTS:

- The purpose of this report is to provide Council a progress update on work underway to define the City's next Strategic Plan for 2023-2026 with a focus on 1) providing an update on community engagement efforts, and 2) engaging in a discussion around strategic foresight and key trends shaping Kitchener's future.
- Staff are working with Compass Kitchener to implement meaningful, inclusive and enhanced community engagement to inform the Strategic Plan, with a variety of methods actively underway.
- This report supports the creation of a new Strategic Plan with key goals and actions for the next 4-year timeframe, and goes further to develop a new 20-year vision for the City of Kitchener to proactively plan for the future.
- There are no financial implications associated with this staff report.

BACKGROUND:

The City's Strategic Plan sets priorities and a plan for action that guides progress over the four-year term of Council towards our long-term community vision. The current 2019-2022 Strategic Plan has yielded tangible achievements and results, informing the annual Business Plan and decision-making on capital and operating budget investments. The Strategic Plan represents a commitment to the public to move forward on those things that are most important to them. The next term of Council beginning in 2023 represents an opportunity to set a new four-year agenda that builds on the progress made, while planning for the future to take advantage of new

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opportunities to better serve the community and respond to emerging issues, trends and shifts in citizen priorities.

Council and staff have already held two meetings earlier this year in relation to the 2023-2026 Strategic Plan:

- In March, staff overviewed the planning approach which will enable the City to better respond to our changing context, growing complexities and significant change at the global, national and local levels. Council provided direction on what is important to include in the process to prepare the strategic plan and the engagement process.
- In May, a review of the Environics survey results provided highlights of the findings. Council spoke about what is important to learn more about from citizens through the next engagement phases.

At the August 22 Council strategic session staff will provide Council with early highlights from community engagement activities that are in progress to inform the next Strategic Plan, and engage Council in a discussion around strategic foresight and broad trends impacting Kitchener. This is the start of a conversation that will span into the new term of Council. The benefit of commencing with the current council is to access the depth of knowledge which has been gained over the current term.

Strategic Plan Workplan Progress

The workplan to define the 2023-2026 Strategic Plan has six stages as shown below; we are currently in stage 2:



Given the increasing complexities facing the city, Kitchener is innovating new approaches to develop the next Strategic Plan, by working with the REFOCUS team and their Enterprise Evolution approach which combines scientific knowledge and management processes to pursue economic, equity and environmental objectives. A working group of 20+ staff representing all departments and various levels is engaging in a series of progressive sessions with REFOCUS to learn and apply these methods. The staff group will generate ideas, options and make recommendations together with the Corporate Leadership Team to develop a proposed 2023-2026 Strategic Plan.

Council Leadership

To support Council in its leadership role to oversee and direct development of the 2023-2026 Strategic Plan, staff have identified several points for discussion and direction in Council strategy

sessions throughout the process. Following is a summary of Council's input and direction to date, and how it has been incorporated to shape the planning process in a meaningful way.

At the **March discussion** about the overall strategic planning process, Council advised on two key items as important to include in preparing the strategic plan and related community engagement:

- **Include a focus on core City services:** An overview of services the City of Kitchener is responsible for has been incorporated in online and in-person engagement tactics. Educational components have been included in each of the Engage page ideas boards to provide context for residents when they respond with their ideas. Context about the City's responsibilities will also be included as context for the Neighbourhood Conversations sessions. In addition, a broader campaign on City services being prepared for later this year.
- **Apply broad/open approaches and engage through different means:** A broad variety of online and in-person means are underway with a focus on open-ended questions, exploratory discussions/exercises, use of new tools within the Engage online platform, and a staff street team doing pop-up engagements at more community locations and events than previous strategic planning cycles.

During the **May review** of the Environics survey results Council requested staff ensure the following through the next phases of community engagement:

- **Seek a broad range of voices and equity deserving groups:** Engagement is underway to reach a broader diversity of Kitchener residents, provide a variety of ways for people to participate in-person and online, maximize community connections to encourage participation from equity deserving groups, and share how input is used and demonstrate how it makes a difference
- **Learn more about satisfaction with City services, public engagement processes, sustainability, housing affordability and recreation programs:** These topics have all been included as key topics in the engagement. Exploring willingness to pay more for services / satisfaction with value for tax dollars will form part of engagement later this year to support the 2023 Budget.

Community Engagement Highlights

The City of Kitchener is unique in having a citizen advisory committee, Compass Kitchener, with responsibilities related to the City's Strategic Plan, including community engagement. The committee has been actively involved in the design and development of community engagement plans for the 2023-2026 Strategic Plan, with a goal to reach a broader diversity of Kitchener residents than previous Strategic Plan engagements. Insights from the public survey, Council and Compass Kitchener were used to define broad community engagement around the creation of a 20-year vision, and community priorities for the 2023-2026 Strategic Plan. Community engagement launched in July under the tagline 'Plan With Us'.

Engagement includes deeper and wider engagement with the public, Council and staff than in any previous planning cycle, with the following highlights of community engagement to date (as of August 15):

- In person Neighbourhood Conversations in 4 Community Centres in September have begun registrations, with attendees booking in every neighbourhood already.
- Online engagement on the [Engage Kitchener page](#) has seen over 900 visitors, with 240 Ideas board contributions, 77 quick poll participants, 2 Stories, and 73 downloads of the Environics public survey results
- Pop-up and event engagement is underway with a 'Street Team' of 3 staff attending large and small events, community centres, parks and other locations across the City; so far have carried out 10 engagement initiatives with over 120 people engaged, and interview responses are added in real time to the online Engage page.
- Residents have told us they like being able to choose the topics they want to contribute to based on what is important to them. Online, they can also see what others have contributed, "like" or comment on others' posts, and build a community conversation around topics of interest to them. This builds transparency and trust in the process, as residents can see contributions as they occur, creating immediate feedback to the community on what we have heard.
- The Engage Page Ideas Boards are receiving many contributions about Housing Affordability and Urban Growth in particular.
- The 'quick poll' is a popular tool, with residents indicating so far that Housing Affordability and Sustainability are the top issues the City should focus on in the next 4 years.
- The Street Team is hearing many personal stories from residents, including how current housing conditions are impacting them, and how newcomers to the community are looking for ways to connect and belong in Kitchener's community centres. Residents attending events and making use of community centres and parks are grateful for these opportunities, and for the chance to speak to a City staff who cares about their opinions.
- Some themes that are developing around Housing Affordability include affordable rental rates, particularly for families, and concerns that owning a home is no longer attainable for many people. Many are also concerned about social housing for the vulnerable in our City.
- Related to Urban Growth, some themes include adding amenities such as parks, pools and community centres to keep up with the growth that is happening, and making it easier to get around the City, particularly in newer neighbourhoods.
- People value the recreation and leisure programs and services being offered by the City, suggesting they would like to see more free programs so everyone can participate, and advertising them better in the community.
- The stories submitted for the 20-year vision have a theme around belonging and connection for those who are vulnerable in our community. Outreach to youth through summer programming is currently underway focused on artistic vision submissions.

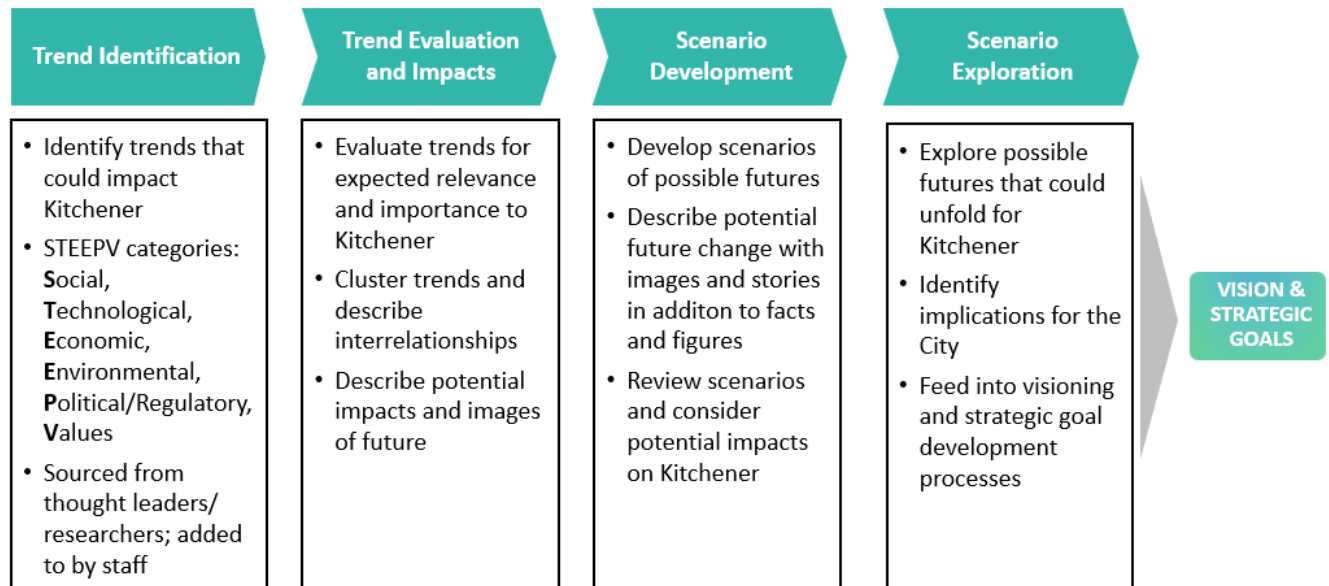
Strategic Foresight

One innovation in defining our next Strategic Plan is the learning and application of strategic foresight. Traditional strategic planning processes, including the City of Kitchener's, have

focused primarily on mission, vision, goals and actions, without an in-depth look at the future. Strategic foresight is about incorporating a longer view for planning, and considering the broad trends that may impact the local context. Through identifying and considering a range of possible and plausible futures for the City, strategic foresight enables greater agility, resilience and preparedness to respond if and when the trends materialize. Taking a generational view of 20+ years, leads to important considerations related to shorter-term 4-year goals and objectives and how they support the long-term. This will be a valuable exercise in the context of crafting an updated 20-year vision for the City of Kitchener.

The foresight process staff are undertaking with REFOCUS and applied to Kitchener’s context can be described by four steps shown below:

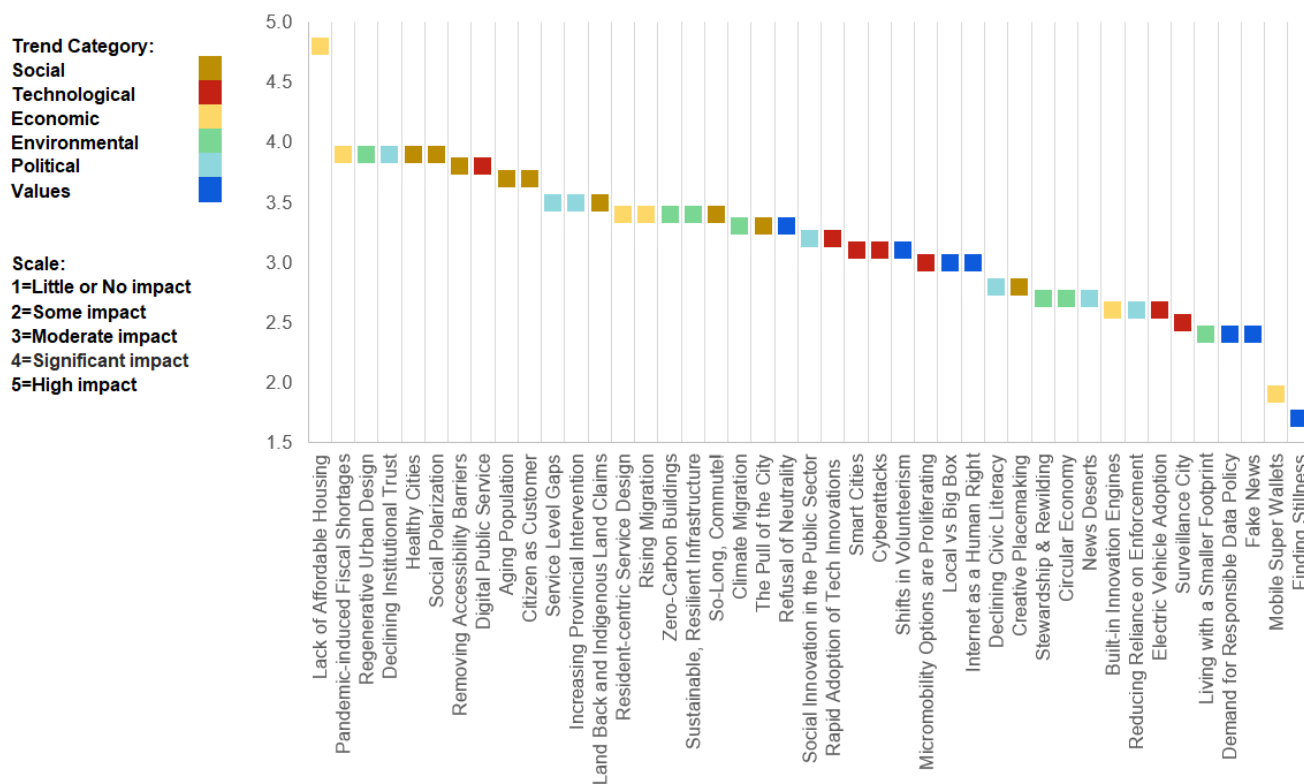
1. Trend Identification,
2. Trend Evaluation and Impacts analysis,
3. Scenario Development on possible futures, and
4. Scenario Exploration including plausible outcomes and impacts on the City.



One aspect of Foresight is horizon scanning, which is used to identify signals, trends and drivers of change within 6 areas: Social, Technological, Economic, Environmental, Political/Regulatory and Values, known as STEEPV. Systems, organizations, and communities are all impacted by many forces in their operating environment, and making sense of these influences is a key input into foresight-guided strategy development.

Through a facilitated process, the staff working group reviewed a series of key trends in the STEEPV categories identified by leading futurists, researchers and thought leaders in this discipline. Staff added some new trends to the mix, and then rated all for degree of impact on Kitchener’s future. A full description of the horizon scan trends is included in Appendix A. Following are the results of the staff rating exercise:

Degree of Impact of Key Trends on Kitchener’s Future (Staff Rating):



These staff ratings led to deeper, imaginative, future-focused staff discussions about interrelationships between trends, and potential impacts to the Kitchener community. Staff will next review and explore plausible scenarios and their impacts to Kitchener. This will result in an initial set of staff inputs – to be complemented by public and Council input – into defining our new 20-year vision, and strategic goals and actions for 2023-2026 to move the City toward that vision.

Staff are laying the groundwork with the current Council about horizon scanning as a new piece in our strategic planning process that brings rigour to considering how trends impact our long-term future. Staff will carry forward Council’s input on key trends and themes into the next steps of planning, and will explore further with the incoming Council in 2023, who will set the direction and key priorities for the next strategic plan.

At Council’s August 22 Strategic Session, staff will engage Council in a discussion to complement these efforts, and obtain additional input into foresight development and the strategic planning process:

***What trends are key to Council’s legacy for the long-term future of Kitchener?
Which would you like to see amplified or reversed as part of that legacy?***

This discussion will resume with the new Council following the election, but the Strategic Session provides an opportunity to benefit from the current Council's perspective informed by experiences and knowledge from the 2018-2022 Council term.

Next Steps in the Strategic Planning Process:

- Continuing community engagement on community priorities and 20-year vision, and targeted outreach and engagement with equity seeking and community groups (to October 2022)
- Compass Kitchener identification of community priorities and presentation of key themes to Council (September 2022-January 2023)
- Completing of strategic foresight process by staff working group, drafting vision and mission, goal areas and strategic options; incorporating public and Council feedback and with Corporate Leadership Team leadership and prioritization (to January 2023)
- Development of recommendations for potential strategic goals and actions informed by volunteer resident panel, staff and Compass Kitchener (January to March 2023)
- Refinement of draft strategic goals and options through an iterative process with Corporate Leadership Team direction and guidance (January-May 2023)
- Online public survey (EngageKitchener) on draft strategic goals and actions (May 2023)
- Council review, deliberation, direction and approval of 20-year Vision and 2023-2026 Strategic Plan Goals and Actions (May-June 2023)

STRATEGIC PLAN ALIGNMENT:

This report supports the development of the 2023-2026 City of Kitchener Strategic Plan.

FINANCIAL IMPLICATIONS:

This report has no impact on the Capital Budget or on the Operating Budget.

COMMUNITY ENGAGEMENT:

CONSULT AND COLLABORATE – This report highlights the community engagement underway to support and inform the creation of Kitchener's 2023-2026 Strategic Plan. Various online and in-person engagements are underway to obtain resident input that will help cast a new 20-year Vision for Kitchener, and identify community priorities and potential goals and actions for the 2023-2026 Strategic Plan.

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-2022-160 [Preparing for the 2023-2026 Strategic Plan](#)

CAO-2022-198 [Results of Environics 2022 Survey of Kitchener Residents](#)

APPROVED BY: Dan Chapman, CAO

ATTACHMENT: Appendix A: Strategic Foresight Horizon Scan Summary

Appendix A: Strategic Foresight Horizon Scan Summary

City of Kitchener

Horizon Scan – All trends & drivers (detail on following pages)

SOCIAL

- S1 So-Long, Commute!
- S2 The Pull of the City
- S3 Creative Placemaking
- S4 Aging Population
- S5 Citizen as Customer
- S6 Healthy Cities
- S7 Social Polarization
- S8 Removing Accessibility Barriers
- S9 Land Back and Indigenous Land Claims

ENVIRONMENTAL

- EN1 Zero-Carbon Buildings
- EN2 Regenerative Urban Design
- EN3 Climate Migration
- EN4 Stewardship & Rewilding
- EN5 Circular Economy
- EN6 Sustainable, Resilient Infrastructure
- EN7 Living with a Smaller Footprint

TECHNOLOGICAL

- T1 Smart Cities
- T2 Digital Public Service
- T3 Surveillance City
- T4 Electric Vehicle Adoption
- T5 Cyberattacks
- T6 Rapid Adoption of Tech Innovations
- T7 Micromobility Options are Proliferating

POLITICAL

- P1 Declining Institutional Trust
- P2 Service Level Gaps
- P3 News Deserts
- P4 Social Innovation in the Public Sector
- P5 Increasing Provincial Intervention
- P6 Declining Civic Literacy
- P7 Reducing Reliance on Enforcement

ECONOMIC

- EC1 Lack of Affordable Housing
- EC2 Pandemic-induced Fiscal Shortages
- EC3 Resident-centric Service Design
- EC4 Built-in Innovation Engines
- EC5 Rising Migration
- EC6 Mobile Super Wallets

VALUES

- V1 Demand for Responsible Data Policy
- V2 Fake News
- V3 Finding Stillness
- V4 Refusal of Neutrality
- V5 Local vs Big Box
- V6 Internet as a Human Right
- V7 Shifts in Volunteerism

Social trends & drivers of change

S1. So Long, Commute!

Cities are facing increased pressure to understand citizen needs and transform infrastructure in ways that put every citizen, business, and stakeholder at the center of everything a modern local city does, including improve local life and decrease travel times and traffic congestion. The role of the Central Business District, transportation infrastructure, and convenient digital services are in flux as a result.

S4. Aging Population

People are living longer and retiring later. As society ages, governments and communities need to balance increasingly diverse needs of younger and older populations. By 2041 Ontario's senior population is expected to grow from 3 million to 4.6 million, making it our fastest growing age group.

S2. The Pull of the City

As more people move to the world's cities, land use, economic activity, and culture are transforming. The World Bank estimates that 55% of the world's population resides in cities that by 2050, that number will more than double. In Canada, 82% of the population lives in cities; virtually all urban growth is from immigration.

S5. Citizen As Customer

Public expectations for services are being influenced more and more by today's data-driven, consumer-centric era. City governments are increasingly learning to listen to residents in new ways, and are using analytics technology and data-enrichment capabilities that are consistently reliable, endlessly efficient, and truly targeted to their needs and expectations.

S3. Creative Placemaking

As many of the organizations that have traditionally bonded communities together decline, such as Girl Guides and religious organizations, policy-makers and city planners are leveraging the power of arts and culture as a catalyst for community and urban development, as well as social and racial equity. Artscape's current strategy revolves around making creative placemaking a *mainstream* element of urban development practices and policies.

S6. Healthy Cities

Health and well-being have gained greater prominence on the public agenda, creating a dramatic new focus on open spaces and green infrastructure to enhance local living and community well-being, including more parks, health and fitness amenities, and bike paths.

Technological trends & drivers of change

T1. Smart Cities

Rising interest in fully connected and data-enabled communities and an inclusive approach to improve the lives of their residents through innovation, data and connected technology. While the market is growing (projected to grow from \$740B to \$2036B between 2021-2026) so are concerns about privacy and inclusion.

T4. Electric Vehicle Adoption

Canada is aggressively pursuing an array of EV initiatives and policies across all levels of government aimed at emissions reduction and economic opportunity. While earlier estimates were that by 2025 EVs would account for 20% of all vehicles globally, current supply chain delays may cause this timeline to shift. The growing number of electric vehicle batteries could provide a wide range of valuable grid services.

T2. Digital Public Service

The demand for digitally-delivered public services is growing. Accenture recently surveyed 6000 people from multiple countries and found that 86% of respondents view digital delivery of public services as equally or more important to them than traditional methods of public-service delivery.

T5. Cyberattacks

Ecosystem-driven organizations, such as cities, have increasingly become targets for cyber attacks due in part to their lack of substantial cyber-security networks. As cyber attacks have become more sophisticated and expensive to remediate, insurers are less able, or willing, to provide coverage.

T3. Surveillance City

Technology-enhanced surveillance is on the rise. While China's cities are the most well-known for surveilling their citizens, London, UK was the third most surveilled city in the world in 2021. Unknown to its citizens, Canada's Public Health Agency tracked 33 million mobile devices to monitor people's movement during pandemic lockdown.

T6. Rapid Adoption of Tech Innovations

Accelerated by the pandemic, technologies that may have taken years to be developed/adopted, are taking only months, or even weeks. Transfer of those innovations from one sector to another is taking place just as rapidly. According to 2020's McKinsey Global Survey of executives, companies have accelerated their share of digital or digitally enabled products in their portfolios have been brought forward by 7 years.

Economic trends & drivers of change

EC1. Lack of Affordable Housing

Due in part to increasing cost of home ownership, the lack of well-paid, secure jobs, and increasing numbers of single-person households, home ownership is decreasing in Ontario, while affordable rentals are also becoming more scarce. Among the G7, Canada has the lowest average housing supply per capita, and Ontario is well below the national average for per capita housing stock.

EC4. Built-in Innovation Engines

Ranging from internal startups to solutions labs, organizations, including at all levels of public service, are creating internal innovation engines, underscored by cross functional teams and input from many different departments and minds, intended to spur creativity.

EC2. Pandemic-induced Fiscal Shortfalls

The pandemic has significantly hurt the finances of cities and towns in Canada, to the tune of a nearly \$2.5 billion shortfall. Costs have risen in association with combatting the virus, while revenues have plummeted. User fees, in particular, plunged from sources such as transit, parking and development.

EC5. Rising Migration

In most Ontario regions, migration will be the most significant contributor to population growth. With Canada's average long-term immigration rate set at 1% of population per year for the next 25 years, by 2046, Ontario will welcome 198,000 immigrants annually. Ontario's Central Region population is projected to grow from 3.2 to 4.4 million, mostly from international migration and migration from other parts of Ontario.

EC3. Resident-centric Service Design

Meeting increasingly diverse needs and high customer expectations is a growing phenomenon in the public sector. With that, there is a growing "outside-in" perspective on how to meet the needs and expectations of citizens that begins with a comprehensive view of their perspective as a customer of city services, including becoming highly attuned to the individual stakeholders being served.

EC6. Mobile Super Wallets

With advances in digital identity, growing popularity of cashless payments, and increasing demand for integrated financial and personal record management solutions, the takeover of the digital wallet is expected to rise meteorically. In 2022, the Apple Wallet was promoted by the Government of Ontario as a way to store one's proof of vaccine.

Environmental trends & drivers of change

EN1. Zero-Carbon Buildings

Recognizing that buildings account for 40% of global greenhouse gas emissions and 50% of the world's energy consumption, calls are increasing for buildings and building practices to become radically sustainable from construction to operations.

EN4. Stewardship & Rewilding

Increased focus on stewardship and restoration of missing or dysfunctional processes and ecosystem functions by reintroducing current descendants of lost species, both plant and animal, considered to have major impact on climate change mitigation and biodiversity restoration.

EN2. Regenerative Urban Design

Around the world, city planners are pushing hard for the development of healthier and more inclusive urban spaces, especially as aging infrastructure is replaced and urban populations age. Urban areas are seeing a rise in car-free zones, innovative approaches to green spaces, and the 15-minute neighbourhood movement.

EN5. Circular Economy

Upending the “take, make, dispose” linear production model, the circular economy is increasingly decoupling growth from consumption of finite resources. KPMG estimates that the circular economy could unlock \$4.5 trillion in growth by 2030 and \$25 trillion by 2050.

EN3. Climate Migration

Large-scale human migration due to resource scarcity, increased frequency of extreme weather events, and other factors, is expected to grow. The World Bank estimates that Latin America, sub-Saharan Africa, and Southeast Asia will generate 143 million climate migrants by 2050, and economists suggest that 1 in 12 Americans in the Southern half of the US will move over the next 40 years because of climate influences.

EN6. Sustainable, Resilient Infrastructure

Recent events of the last couple of years have highlighted the critical role that infrastructure plays in supporting health and well-being and sustaining economic activity. The OECD suggests that ensuring that infrastructure is resilient will help to reduce direct losses and the indirect costs of climate-related disruption to transportation and electricity supply.

Political/regulatory trends & drivers of change

P1. Declining Institutional Trust

According to the 2022 Edelman Trust Barometer, Canadians are less trusting in media, government, and the business community at large than they were last year, a trend consistent with past years. They also view their employers and business leaders as better able to solve societal issues than government.

P2. Service Level Gaps

Government customer experience has stagnated for years while private-sector customer experiences continually improve. Forrester's Customer Experience Index shows that governments, despite emerging technology and evolving public expectations, continue to trail the private sector in providing a modern, customer-centric experience. The research shows that they provide poorer customer experience than any private-sector industry.

P3. News Deserts

Independent local news organizations are disappearing or being consolidated into large media conglomerates, leading to an erosion of community and civic connections and knowledge of local politics, and with it, the ability to hold local governments accountable. In Canada, 447 local news outlets have closed since 2008 including 231 newspapers in 180 communities.

P4. Social Innovation in the Public Sector

Social innovation in the public sector — characterized by durability, broad impact, and systemic change — is on the rise as a response to complex societal issues that act as a brake on sustainable economic growth, equality, and stability.

P5. Increasing Provincial Intervention

The Province of Ontario has increased the extent to which it is willing to override municipal authority through municipal zoning orders (MZOs). Under Premier Doug Ford, the province issued 44 MZOs during its first term in office, which is more than all governments between 1995 and 2018 combined. 17 of the 44 were issued to the same seven developers, and the province has embedded increased powers for MZOs into pandemic economic recovery legislation.

P6. Declining Civic Literacy

Civic literacy in Canada is on the decline. In 2019, 60% of Canadians could name their Premier, compared with 90% in 1984. Also in 2019, a survey of Canadian voters showed that nine out of 10 Canadians would fail the citizenship test given to immigrants to test their basic knowledge about Canada.

Value-based trends & drivers of change

V1. Demand for Responsible Data Policy

Citizen and consumer demand for transparency and control over their personal data is growing, as are regulatory measures that recognize privacy as a fundamental human right. On the other hand, digital natives willingly give up personal data in exchange for free apps and services.

V4. Refusal of Neutrality

It's no longer okay not to take a stance on issues of social justice, in particular racism, equity, and justice. Pushed by stakeholders, organizations are being forced to examine their roles in perpetuating inequalities.

V2. Fake News

The difference between truth and fiction is being eroded by misinformation and fact distortion campaigns by unreliable yet widely publicized sources. Faith in objective information is eroding. In early 2022, only 35% of Canadians said they trusted traditional media, compared to 38% last year. A 2021 study by Ipsos found that from 2017 to 2021 trust declined in traditional sources of news media like broadcast TV (-7), print newspapers (-9) and talk radio (-9).

V5. Local vs Big Box

Two opposing trends in how people search for and consume goods and services are on the rise, both accelerated by Covid-19: a love for local and desire to see communities thrive, as compared to preference for low prices and convenience at the click of a mouse.

V3. Finding Stillness

Contemplative and self-improvement practices, from creative pursuits to stillness practices, on the rise pre-Covid, have accelerated during the pandemic. Since 2012, 3 times more North Americans practice meditation. By 2029, the meditation app market is projected to grow by 8.5%.

V6. Internet as a Human Right

Data and quality internet are becoming more recognized as imperative for access to basic and essential services, such as health care and education. In 2016 the UN declared internet access a human right and the American Medical Informatics Association has named internet access a social determinant of health, however, in Canada around half of low-income families don't have access to high-speed internet at home.

Trends & drivers added by staff working group

S7. Social Polarization

The past 2 years have shone a light on an increasingly divided population. Political differences, intolerance of differences of all kinds and a growing population unable to meet their basic needs are critical concerns.

T7. Micromobility options are Proliferating

There is significant innovation in new types of “micro vehicles” for moving around the city, much of them electrified. E-scooters, e-bikes, e-longboards, and more offer viable alternatives to overdependence of personal automobiles and more significant carbon reduction gains than electric cars (which still require carbon-intensive highways, parking garages, and sprawling cities). These new vehicle types are also putting pressure on existing bike lanes and trails, both in terms of volume of users and conflicts with slower-moving pedestrians of varying abilities.

S8. Removing Accessibility Barriers

There are accessibility barriers that exist within our current facilities and outdoor spaces that present barriers to participation and access. As our population ages there is an increase in the presence of disabilities. How will our current assets meet the need of changing population?

EN7. Living with a Smaller Footprint

There is need for a fundamental shift in mindset away from what was once called “the American dream” and “keeping up with the Jones”. This idea of the accumulation of material things (house, car, large lot, unnecessary stuff). We need to take a serious look at our collective values and strive for like-mindedness, so that we can be the leading City in Canada with the lowest ecological footprint.

V7. Shifts in Volunteerism

Historically, many programs and services residents relied upon have been delivered through community organizations and volunteers. This system of delivery is changing, with people volunteering in different ways, donating less to charities, and specialized skills sets are increasingly required to respond to complex needs. Many not-for-profits rely on inconsistent government funding to deliver needed services, and can be cut without warning.

S9. Land Back and Indigenous land claims

Kitchener sits on the Haldimand Tract, land promised to the Six Nations and much of it sold without their consent or proper compensation. While land claims drag out in the courts, the community is increasingly calling for all levels of government, including municipalities, to participate in “land back” compensation, whether through re-development opportunities or the provision of affordable or free rentals and services. Six Nations is also calling for a freeze on development until land claims are completed.

P7. Reducing Reliance on Enforcement

Equity-seeking groups are advocating for a shift in funding from police enforcement to alternative models. Some cities are adopting policies to reduce reliance on police enforcement in areas like transportation or homelessness. (For example, traffic speeding/infractions are being moved to bylaw instead of armed officers).

Get ready to think about the future! Looking back to look forward

Thinking about what could happen 20 years from now is an exercise in disciplined imagination. We typically underestimate how much things will change and the impacts of those changes. Looking back twenty years can help remind us of patterns and events that shaped the present and made significant impacts on how the world has unfolded.

2000s

2000 – Elections of George W. Bush in US & Vladimir Putin in Russia
2000 – Dot com IPO bubble burst
2000 – Walkerton e-coli outbreak
2001 – Enron scandal
2001 – 9/11
2003 – SARS epidemic
2003 – Dalton McGuinty elected in Ontario
2003 – US invasion of Iraq
2003 – Human Genome Project
2004 – Tsunami in Asia
2004 – Facebook is founded
2005 – Canada legalizes same-sex marriage
2005 – Hurricane Katrina
2005 – Angela Merkel elected in Germany
2006 – Twitter founded
2006 – Stephen Harper elected in Canada
2007 – The iPhone hits the market
2007 – Subprime mortgage collapse in US
2008 – The Great Recession
2008 – Barrack Obama elected in US
2009 – entrance of Bitcoin

2010s

2010 – Earthquake in Haiti
2010 – Uber goes live in San Francisco (comes to Canada in 2012)
2010 – Arab Spring begins
2010 – Airbnb begins operating
2012 – Tesla releases the Model S
2013 – Edward Snowden exposes US for surveilling its citizens
2013 – Kathleen Wynne elected in Ontario
2013 – #BlackLivesMatter hashtag launched
2014 – Rise of ISIS
2015 – Justin Trudeau elected in Canada
2015 – Trudeau gender-balances the federal Cabinet
2015 – Paris Climate Agreement
2015 – European refugee crisis
2016 – Fort McMurray wildfires
2016 – UK votes for Brexit
2016 – Donald Trump elected in US
2017 – Quebec Mosque shooting
2017 – #MeToo movement
2018 – Canada legalizes & regulates access to cannabis
2018 – Doug Ford elected in Ontario
2019 – Hong Kong protests spark pro-democracy movement around the world

2020s (so far)

2020 – Oil prices go negative for first time on record
2020 – Wet'suwet'en pipeline blockade
2020 – George Floyd is killed by police
2020 – Australian wildfires
2020 – Coronavirus pandemic declared followed by many months of shutdowns & lockdowns
2020 – Joe Biden elected in US
2020 – UK officially withdraws from the EU
2021 – Governor General forced to resign over toxic workplace allegations
2021 – all-time Canadian heat record set in Lytton, BC (49.6 degrees)
2021 – BC wildfires
2021 – Residential school gravesites discovered
2021 – Mary Simon, first indigenous Governor General, sworn in
2021 – Taliban returns to power
2021 – UN climate report declares “code red” for humanity
2021 – International supply chain crisis
2022 – Russia invades Ukraine
2022 – Gas prices hit record high in North America

2023-2026 Strategic Plan Development: Strategic Foresight and Community Engagement Update

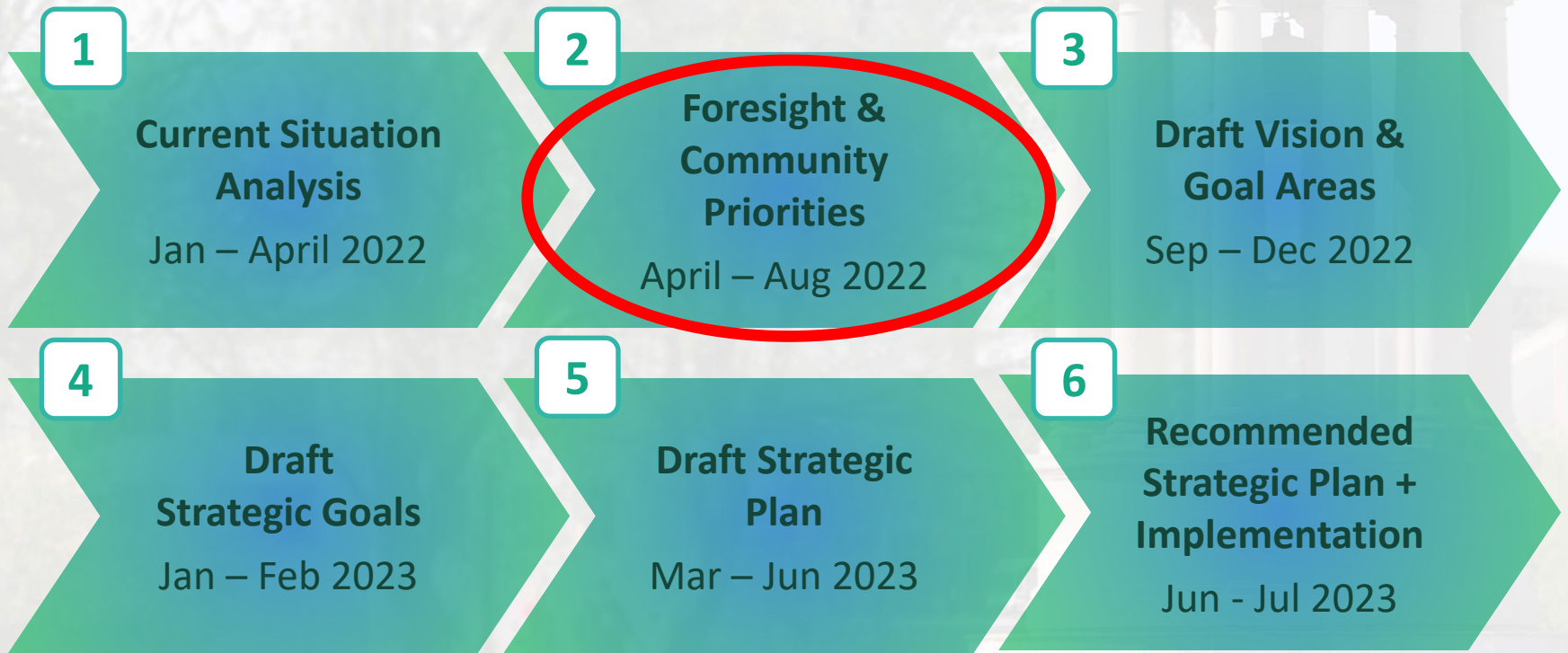
Council Strategic Session
August 22, 2022

Agenda



1. Council's governance role in Strategic Planning
2. Community engagement highlights
3. Strategic foresight horizon scan overview
4. Engagement around key trends
5. Next steps

Strategic Plan Workplan



Council's Governance Role



March 2022 - Overall planning process

Council feedback:

- Include focus on core City services
- Apply broad approaches and engage through different means

Council's Governance Role



May 2022 - Overall planning process

Council feedback:

- Seek a broad range of voices, equity deserving groups
- Learn more about City services, public engagement, sustainability, housing affordability, recreation programs

Engagement Tactics




- Online Engage Page – Ideas boards, Share your Vision Art, Quick poll
- Street Team pop-up interviews
- In person Neighbourhood Conversations
- All Advisory Committee workshop
- Resident Panel

Engagement Highlights

My Name is celle In 2042 I will be 29 years old from your age plus 20

My dream for Kitchener in 20 years looks like this:



My picture means:

A treehouse when you can go up to the top
There is a high tech computer that allows you to
find your way anywhere. Type in anywhere you want
to go. This could be in backyards or parks.

Recreation and Leisure Programs and Services

23 days ago
In [the survey](#), residents told us that it is most important for us to offer recreation and leisure programs that support mental health and wellbeing (83%) and services for vulnerable populations (89%). Addressing homelessness and poverty was also the third most important issue facing our community today. Also, 85% said city services and programs should be paid for by everyone's through tax revenues, while 37% said those who use City programs and services should pay for them through user fees.

We'd like to understand what this means to you and why this is important. Share your comments and hear the ones you like or agree with.

Here are some questions to consider:

- Why is it important to you that the city provide programs that support mental health and wellbeing? Why is it important to you that the city provide programs that support vulnerable populations? Why does this issue matter for our community?
- The pandemic revealed many inequities in our community. Some Kitchener residents can't get the support they need. We cannot afford to offer all services for free, but we also want everyone to be able to access the services they need. How might we strike a balance between the City's financial limitations and providing services to those who are more vulnerable?
- If over the next 20 years we made major improvements in the programs and services we provide, how would our community change for the better?

Add your idea

0 Comment 0 Hearts

Street Team Interview
11 days ago

Smiles on faces are important to life's well-being
I love to see a smile on others faces as it brings on to mine. This Buss Fest event is great

0 Comment 0 Hearts

Kitchener Native
9 days ago

Teens involvement in free recreation helps reduces drug use & keeps youth on right path
Excellent results in Iceland -

0 Comment 0 Hearts

CountryHillsguy
3 days ago

New Auid at the bus shelter
Bring concerts and hockey games to the downtown core. Something for everyone. Great for business.

0 Comment 0 Hearts

Street Team Interview
3 days ago

Fields not used much (at Southwest Optimist park)
The field is here at Southwest Optimist park are not used much for the sports that are intended for. Great views too!

0 Comment 0 Hearts

Street Team
7 days ago


Advertising of programs
No advertisements are available on social media or on TV channels of what is happening in the Community Centre. There are few

0 Comment 0 Hearts



My Dream Accessible City, 2043

by sbrown, 8 days ago



Continue reading

Write your comment

A Utopian Vision

by njackson, 12 days ago

Well isn't that something? Twenty years ago, homelessness was rife in Kitchener; public transport needed further improvements; cars frequently collided with the LRT causing harm to people; expensive damage and inconvenient delays; fountain water and toilets were not easily accessible; it was really a pedestrian last town. Climate change lead to more extreme weather during the summer: lawns were parched and brown, and when there was rain, it came down sideways with strong winds - trees fell and damaged houses, roads were obstructed and powerlines by dangerously exposed. It's almost hardly believable in comparison to now.

Now, homelessness has been...
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Strategic Foresight



Forecasting uses data from the past to make assumptions about the future.

Predictions are very often inaccurate and are best guesses, often based on unquestioned assumptions.

Foresight is about creating understanding about a variety of futures and applying these understandings in socially useful ways.

“The aeroplane will never fly.”

- Lord Haldane, British Minister of War, 1907

“We don’t like their sound, and guitar music is on the way out.”

- Decca Recording Co., rejecting the Beatles, 1962

“640k [of RAM] ought to be enough for anybody.”

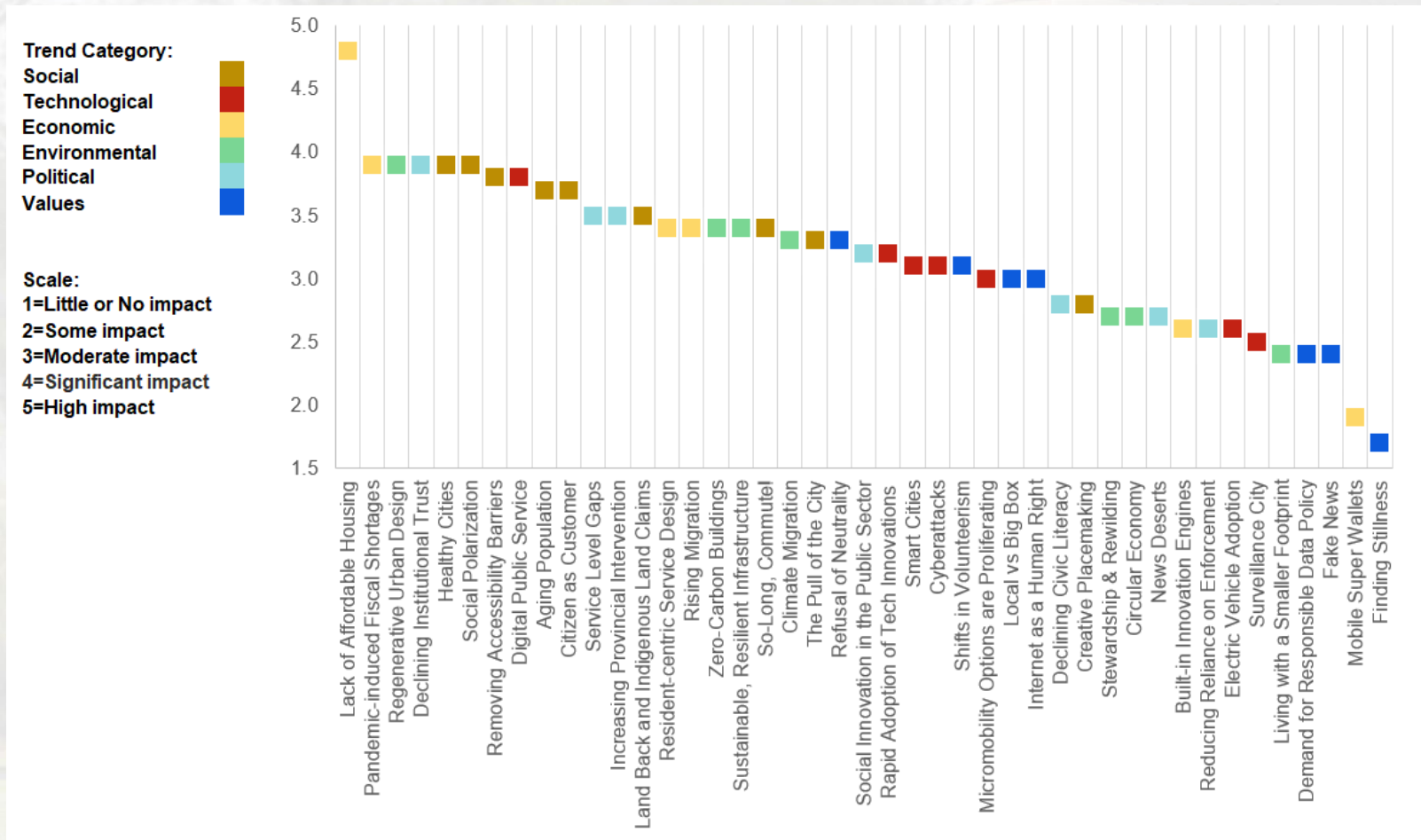
- Bill Gates, 1981

Strategic Foresight



Strategic Foresight

Degree of Impact of Key Trends on Kitchener's Future (Staff Rating)



Discussion



What trends are key to Council's legacy for the long-term future of Kitchener?

Which would you like to see amplified or reversed as part of that legacy?