

Staff Report

Chief Administrator's Office



www.kitchener.ca

REPORT TO: Special Council

DATE OF MEETING: March 28, 2022

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

PREPARED BY: Karen Cooper, Manager, Strategic and Business Planning,
519-741-2200 ext. 7817

WARD(S) INVOLVED: All

DATE OF REPORT: March 23, 2022

REPORT NO.: CAO-2022-160

SUBJECT: Preparing for the 2023-2026 Strategic Plan

RECOMMENDATION:

For discussion

REPORT HIGHLIGHTS:

- The purpose of this report is to seek input from Council on the workplan and engagement process to create a new 2023-2026 Strategic Plan. At the Council strategy session **Council's initial feedback on what is important to include in the process to prepare the strategic plan and the engagement process** will be sought.
- Staff are working with Compass Kitchener to create a meaningful and inclusive public engagement process. The development of the 2023-2026 Strategic Plan will be informed by a variety of community, council and staff engagement opportunities, including an Environics public survey administered in March 2022.
- This report supports the creation of a new strategic plan that builds on the success of the existing strategic and goes further with 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 of Kitchener has a 20+ year history of creating innovative strategic plans to guide decision-making and resource allocation. The current 2019-2022 Strategic Plan was prepared through consultation with Council, the community, staff and stakeholders. Council approved the current 2019-2022 Strategic Plan in June 2019. The 2019-2022 Strategic Plan guides the annual preparation of the budget and business plan. Progress on implementation is well underway and regularly reported to Council and the public, with information and updates available on the city website at:

<https://www.kitchener.ca/en/strategic-plans-and-projects/strategic-plan-and-business-plan.aspx>

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

Compass Kitchener

The City of Kitchener is unique in having a citizen advisory committee, Compass Kitchener, with responsibilities to:

- Provide advice to Council on Guiding Principles, Values, and Strategic Priorities on a regular basis, with the community's input and participation
- Create and implement public engagement processes with staff to determine community concerns and identify community priorities prior to each municipal election to assist in creating the Strategic Plan
- Monitor progress toward achieving the community vision and in implementing the Strategic Plan, and reporting on performance to Council and the Community annually
- Ensuring communication and collaboration among Advisory Committees of Council through two meetings a year

Compass Kitchener oversaw the creation and administration of the 2018 Environics public survey and additional community engagement. This informed the development of community priorities recommended to Council by Compass Kitchener in August 2018. The community priorities informed the creation of Goals and Action Statements by staff which were distributed for public review and revised to reflect the public input. Compass Kitchener worked with the Corporate Leadership Team to develop criteria to be used in evaluating progress in implementing the strategic plan and reported to Council in December 2021 with their independent evaluation of implementation progress.

REPORT:

With the upcoming municipal elections in October 2022, it is timely to begin the process to create the 2023-2026 Strategic Plan with the intent to recommend a 2023-2026 Strategic Plan to the next Council in June 2023.

Context for Developing New Strategic Plan

The new strategic plan is being developed in a context of significant global, national and local events impacting Kitchener, which include:

- Global Warming and Climate Change
- Global Pandemic
- Truth and Reconciliation Recommendations
- Black Lives Matter and Anti-Racism Rallies
- Increasingly Unaffordable Housing
- Significant Increase in Homelessness

Approach

Given the increasing complexities facing the city, Kitchener is exploring new approaches to develop the 2023 – 2026 Strategic Plan. REFOCUS consultants have been retained to help inform and guide the co-development of the strategic plan with the community, Council and staff. REFOCUS' Enterprise Evolution approach combines scientific knowledge and innovative

integrated management processes to optimize how economic, equity and environmental objectives are pursued. The approach also includes deeper and wider engagement with the public, Council and staff to ensure the diversity of people in Kitchener have opportunities to meaningfully contribute to the development of the strategic plan. This approach will increase our community’s resilience in the face of change and empower residents in having a meaningful voice in directing the city’s response to change.

Appendix 1 contains a summary of the Enterprise Evolution Approach.

City Vision

Kitchener’s vision – “Together, we will build an innovative, caring and vibrant Kitchener” – was intended to serve a 20 year horizon. That horizon has been reached and it is time to develop a new vision for the next 20 years.

Workplan and Timing

The Workplan has six stages as illustrated below:



It should be noted that activities and timelines have been calibrated to the 2022 municipal election – engagement and preparatory analysis will be completed before the election. Goal development and preparation of a new Strategic Plan will take place with the next Council once it has assumed office.

Engagement Plan

Compass Kitchener has developed a public survey in consultation with staff that Environics is administering to ensure statistically reliable results. The survey includes expanded demographic questions to ensure we hear from the diversity of residents that make up Kitchener.

Appendix 2 contains the high level Engagement Plan Summary. Each stage of the workplan has a public engagement process with the following underlying principles and goals:

Principles

- **Seek out those we have not heard from**
 - Value and respect each person and their perspectives

- **Ask meaningful questions**
 - Listen to understand
- **Share what we heard**
 - Review to be sure we get it right

Goals

- Collect participant data to ensure it reflects the diversity of the whole community
- Create a variety of ways for people to participate, and make participation easy and accessible
- Collaborate with city staff and volunteers to maximize community connections where trust exists to encourage participation from equity deserving groups
- Continue to build trust in the community by sharing how input is used and demonstrate how it makes a difference

Council Leadership

Council’s role and leadership in positioning the City of Kitchener as an innovator, source of best practices and promoter of community wellbeing has inspired an ambitious agenda in for developing the 2023-2026 Strategic Plan. The City of Kitchener is a leader in localizing Sustainable Development Goals which will form a foundation for developing the Strategic Plan.

In overseeing and directing the completion of the 2023 -2026 Strategic Plan, Council will have opportunities to hear from the public and to provide direction to staff through Council strategy sessions throughout the process.

Discussion Questions for March 28 Council Strategy Session

Compass Kitchener Chair Judy Stephens-Wells will make a presentation at the Council Strategys Session, as will staff and REFOCUS consultants. The presentations are included as Appendix 3 and Appedix 4 respectively.

In preparing to start work on the next strategic plan it is important to hear from Council on the following:

What is important to include in the process to prepare the 2023-2026 strategic plan and in the engagement process?

Staff and REFOCUS will ensure that the key themes emerging from Council’s discussion will be reflected in the workplan.

STRATEGIC PLAN ALIGNMENT:

Creation of the 2023-2026 Strategic Plan will build on the existing 2019-2022 Strategic Plan and use the Sustainable Development Goals as a foundation.

FINANCIAL IMPLICATIONS:

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

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

This report outlines the community engagement opportunities that will be used to support and inform the creation of the 2023-2026 Strategic Plan.

PREVIOUS REPORTS/AUTHORITIES:

There are no previous reports/authorities related to this matter.

APPROVED BY: Dan Chapman, CAO

ATTACHMENTS:

Appendix 1: 2023-2026 Strategic Plan and Enterprise Evolution Approach

Appendix 2: High Level Engagement Plan Summary

Appendix 3: Compass Kitchener Presentation

Appendix 4: Staff and REFOCUS Presentation

City of Kitchener has engaged REFOCUS to support the strategic planning process through July 2023. To support this project, the Enterprise Evolution program that REFOCUS has co-developed, will be facilitated with City of Kitchener staff. The Enterprise Evolution program is designed to enable municipalities to improve how they respond to accelerating change and increasingly complex challenges by adopting systemic management innovations and building the new capabilities needed to apply them effectively. The program delivers an integrated approach designed to optimize how economic, social and environmental objectives are balanced and pursued.

A. Enterprise Evolution Workstreams

The Enterprise Evolution program is made up of four key workstreams described below:

- 1. Stakeholder Engagement:** The health of a municipality depends on the well-being of all actors within and beyond its surrounding community. Overcoming complex issues and achieving sustainability goals requires a collective and collaborative approach. Through this workstream, City of Kitchener will have the opportunity to examine the importance and strength of its relationship with all community actors, including the public. Opportunities for working more closely with various actors and shifting toward a more deliberative form of democracy will be explored, and innovations will be applied to deepen relationships and facilitate greater cooperation.
- 2. Strategic Planning:** Effectively planning for the future hinges on anticipating how external conditions are likely to evolve, and clearer defining how the City aspires to evolve for the future. The strategic planning process will ensure City of Kitchener is prepared for change by leveraging foresight techniques to explore trends and future scenarios. Staff will engage a variety of stakeholders in developing a 20-year future vision for Kitchener that respects the limits of our planet and ensures everyone's well-being is maintained. The 2023-2026 Strategic Plan will be developed based on an integrated approach to balancing objectives and in alignment with the new vision established.
- 3. Sustainability Performance Management:** Optimizing how limited resources are used to achieve interconnected economic, social and environmental goals requires developing science-based measures of success that are specific to Kitchener's unique context. To effectively set priorities, assess all trade-offs and determine how to allocate limited resources, an integrated approach will be taken to measuring the City's positive and negative impacts across the triple-bottom-line (economic, social, environmental). Using a systemic approach to measurement will better inform the goals that are set, establish meaningful targets for measuring performance and support more accurately assessing progress made in a consistent manner.
- 4. Organizational Development:** Effectively applying new innovations and practices as part of the first three workstreams will require City of Kitchener to develop new leadership and organizational capabilities. A group of staff representatives who transcend departmental silos, reach across functional areas of the organization, and connect the diversity of services the City of Kitchener provides, will participate in professional development activities designed to support the City's adoption of systemic management innovations and application of the Enterprise Evolution Program.

B. Stages of the Strategic Planning Process

1. Analysis of Current Situation *January – April 2022*: This stage will be focused on identifying and prioritizing emerging changes and issues affecting the City and community's well-being today. It will also involve mapping the complex system of actors the City of Kitchener is nested within.
2. Foresight & Community Priorities *April – August, 2022*: This stage will be focused on identifying the driving forces and critical uncertainties that will shape the City's future. It will also serve to establish the social and ecological limits that must be respected to achieve a sustainable future.
3. Draft Vision & Goal Areas *September – December, 2022*: This stage will be focused on drafting a new, 20-year vision and mission that concretely describe what the City will aspire to become in the future. A *Backcasting* process will be facilitated to prioritize how the City will strategically innovate from its currently state toward the future vision defined.
4. Draft Vision & Strategic Goals *December 2022 – February 2023*: This stage will be focused on drafting strategic goals that will be prioritized over the next four years and exploring the actions that can be taken to move the City toward its new vision.
5. Draft Strategic Plan, *March – June 2023*: This stage will be focused on selecting the actions to be taken as part of the strategic plan. It will also include assembling all outputs developed, drafting the 2023-2026 Strategic Plan deliverable, and facilitating the review and improvement of the draft, as well as its eventual approval by Council.
6. Recommended Strategic Plan + Implementation, *July 2023*: This stage will be focused on developing a portfolio of projects that will need to be executed to reach the City's 2023-2026 strategic goals. A roadmap outlining how the planned strategic projects will be executed will be defined along with a high-level implementation plan.

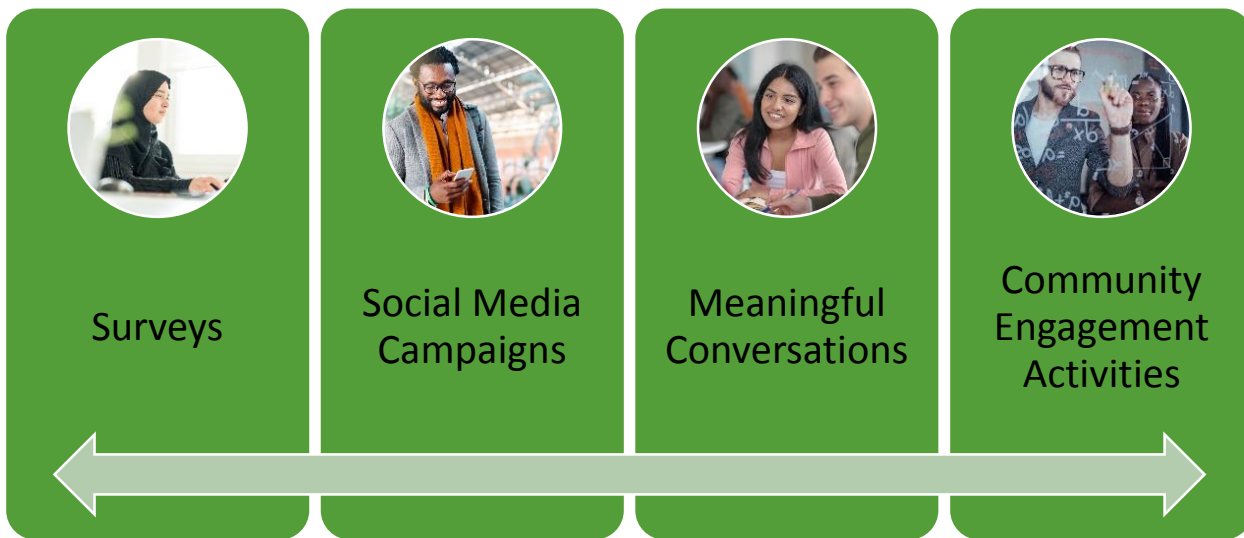
Appendix 2: High Level Engagement Plan Summary

To truly reflect the priorities of the community, it is critically important that the full diversity of the community is engaged, heard, and involved in the development of the strategic plan. Developing and implementing more equitable engagement methods will ensure that the strategic plan is reflective of the community, and that council has the best information available to help make good decisions for the future. Staff from the Equity, Anti-Racism and Indigenous Initiatives Team are providing guidance on an equity informed engagement plan and work plan, and will be providing support throughout the process of developing the strategic plan.

Compass Kitchener Directed Public Engagement

Compass Kitchener supports Council in developing the Strategic Plan through:

- **Public Engagement** - to gather citizen input
- **Recommending community priorities** - based on citizen input
- **Evaluating and reporting on City performance** - in achieving the strategic plan goals and objectives
- **Ensuring communication & collaboration amongst Advisory Committees of Council**



Initial Public Survey

A statistically valid public survey will be conducted by Environics commencing in March 2022. The survey include some questions that were asked in the 2018 Environics citizen survey to measure change, as well as some new questions. There will be open ended questions and closed option questions, with responses being analyzed and reviewed by Compass Kitchener and shared with the Corporate Leadership Team.

Engagement Principles

Compass Kitchener and staff are especially interested in reaching people with lived experiences and people who represent the full range of diversity in our city. In the past, we have missed important voices, especially from those who are marginalized. We plan to do better this time. We will be reaching out to people from all walks of life, from different backgrounds and with a wide variety of experiences. The principles for this engagement are:



Seek out those we have not heard from

Value and respect each person and their perspectives



Ask meaningful questions

Listen to understand

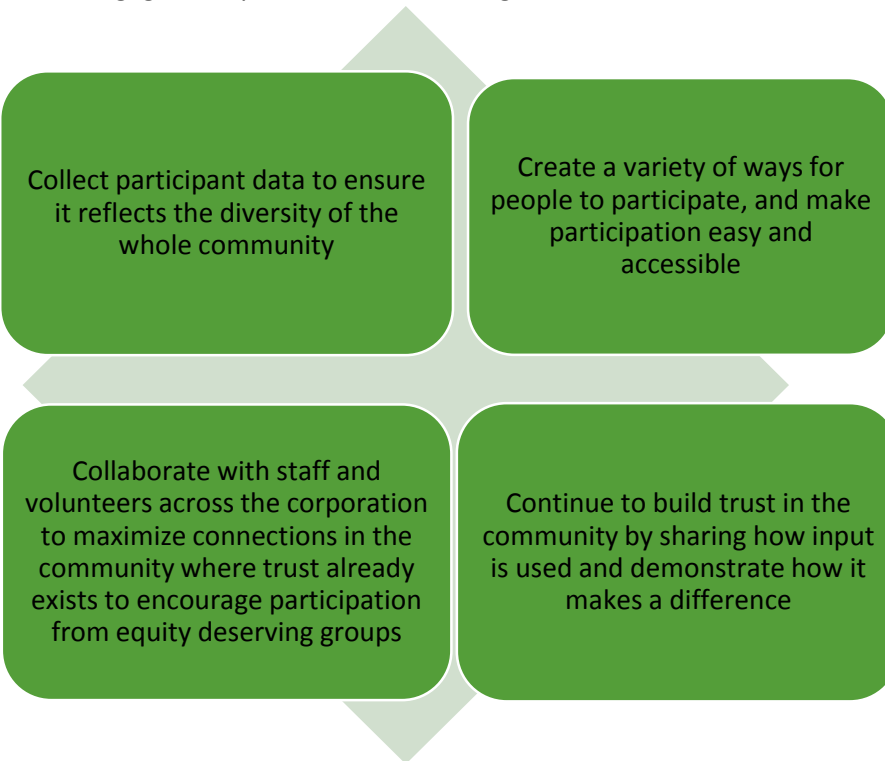


Share what we heard

Review to be sure we get it right

Engagement Process Goals

Key goals for the engagement process for the Strategic Plan for 2023-2026 include:



Opportunities to Leverage Engagement

Staff are exploring opportunities for collaboration across the corporation on engagement activities with the public and other stakeholders. Many significant projects and other initiatives are planned or occurring, and they all require input from the public to be sure they meet the needs of the community. Examples include:



Master Plans

- Places and Spaces
- Downtown Vision
- Arts and Culture Master Plan



Important Initiatives

- Reconciliation
- Equity, Anti-Racism and Indigenous Initiatives
- Sustainability Initiatives



Ongoing Community Connection

- Love My Hood
- Community Centre Collaboration
- NPS Service Provider Networks

By collaborating more deliberately on engagement activities, staff can maximize their efforts, share learnings, and build stronger and more sustainable relationships with stakeholders and members of the public. With this investment in relationship building and by following through on our commitments to listen and collaborate, Kitchener can lead the way in moving from a consultative relationship with the public, to a collaborative, and entrusting relationship with the community.

High Level Engagement Plan

Engagement will include a broad range of approaches for the public and stakeholders to have a meaningful role in the decisions that impact the quality of their life.

Phase	Timing	Summary of Engagement Activities
1	Jan-April 2022	Analysis of the Current Situation and Project Planning – Design and Administer EnviroNics telephone survey
2	April-Aug 2022	Developing Foresight and Community Priorities. Primary focus on analysis of a Public Survey and public engagement on results for Compass Kitchener to develop and recommend Community Priorities to Council
3	Sep-Dec 2022	Visioning and Drafting Goal Areas. Primary focus on broad engagement with the diverse community and stakeholder groups on drafting a 20 year vision, and the goals associated with achieving that future state
4	Jan-Feb 2023	Drafting Strategic Goals and Actions. Primary focus on deeper conversation with stakeholders and community partners on the development of actions to achieve strategic goals
5	Mar-Jun 2023	Strategic Plan Development. Primary focus on sharing the draft Strategic Plan broadly with the diverse community and stakeholders for their feedback and input prior to presenting a recommended strategic plan to Council.



compass kitchener
community . vision . values . priorities

**2023-2026 Strategic Plan
Council Strategy Session
March 28, 2022**

Developing an Equity-Informed Approach

Strategic Plan

- The strategic plan guides the community, council and staff in planning for the future, making decisions, and investing resources.
- It is developed by hearing from the community and prioritizing what is important to them.
- Hearing from the full diversity of the community is critical to getting the plan right and making good decisions for the future.

Compass Kitchener Responsibilities

Provide advice to Council on Guiding Principles, Values, and Strategic Priorities on a regular basis, with the community's input and participation.

Create and implement public engagement processes with staff to determine community concerns and recommend community priorities prior to each municipal election to assist in creating the Strategic Plan

Monitor progress toward achieving the community vision and in implementing the Strategic Plan, and reporting on performance to Council and the Community annually

Ensuring communication and collaboration among Advisory Committees of Council through two meetings a year.

Approach

- Provide opportunities for the public and stakeholders to have a meaningful role in the decisions that impact the quality of their life
 - Surveys
 - Social media campaigns
 - Community engagement events and activities
 - Meaningful conversations
- Especially interested in reaching people with lived experiences and people who represent the full range of diversity in our city.

Compass Kitchener Next Steps

- Receive the public survey results in April
- May Meeting with Advisory Committees
- Public Engagement on Survey Results
- August Report to Council with recommended community priorities
- Meet with CLT on evaluation framework Fall 2022 and Spring 2023
- Meet with Advisory Committees in Fall 2022 and Spring 2023



REFOCUS



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Preparing for the 2023-2026 Strategic Plan

Council Strategy Session

Monday, March 28th, 2022

Session Agenda

01

Introduction

- **Session Objectives**
- **Evolving Municipal Government Context**

02

REFOCUS Presentation

- **Need for Change Context**
- **Enterprise Evolution (EE) Approach**
- **Applying EE to Strategic Plan and Engagement Processes**
- **Council's Leadership Role**

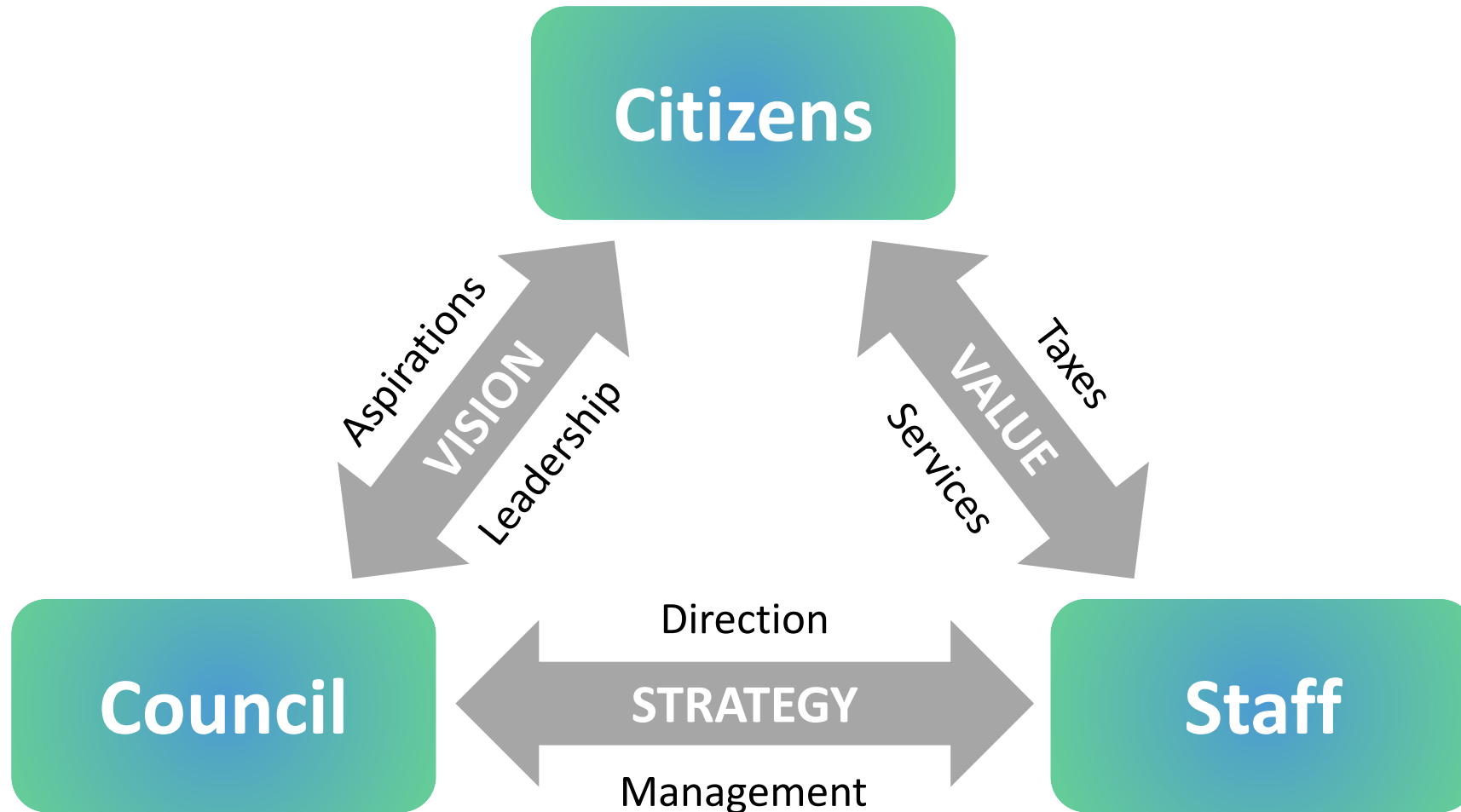
03

Discussion

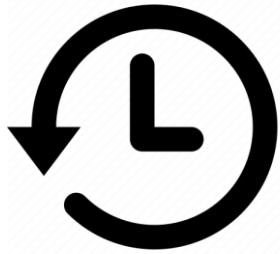
Session Objectives

- 1. Understanding the need for change as the context for preparing a new 20 year Vision and new Strategic Plan**
- 2. Understanding the Enterprise Evolution (EE) Approach**
- 3. Sustainable Development Goals (SDGs) as a foundation - Integrating economic, equity and environmental work**
- 4. Strategic plan process overview**
- 5. Engagement to reach diversity of Kitchener residents**
- 6. Hear Council's initial ideas on what is important for the strategic plan and engagement processes**

Council's Role

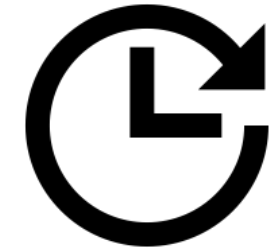


Evolving Municipal Government Context



**Optimizing
Service Delivery**

**EVOLVING MUNICIPAL
GOVERNMENT FOCUS**



**TRANSFORMATION OF MANAGEMENT
PRACTICES**

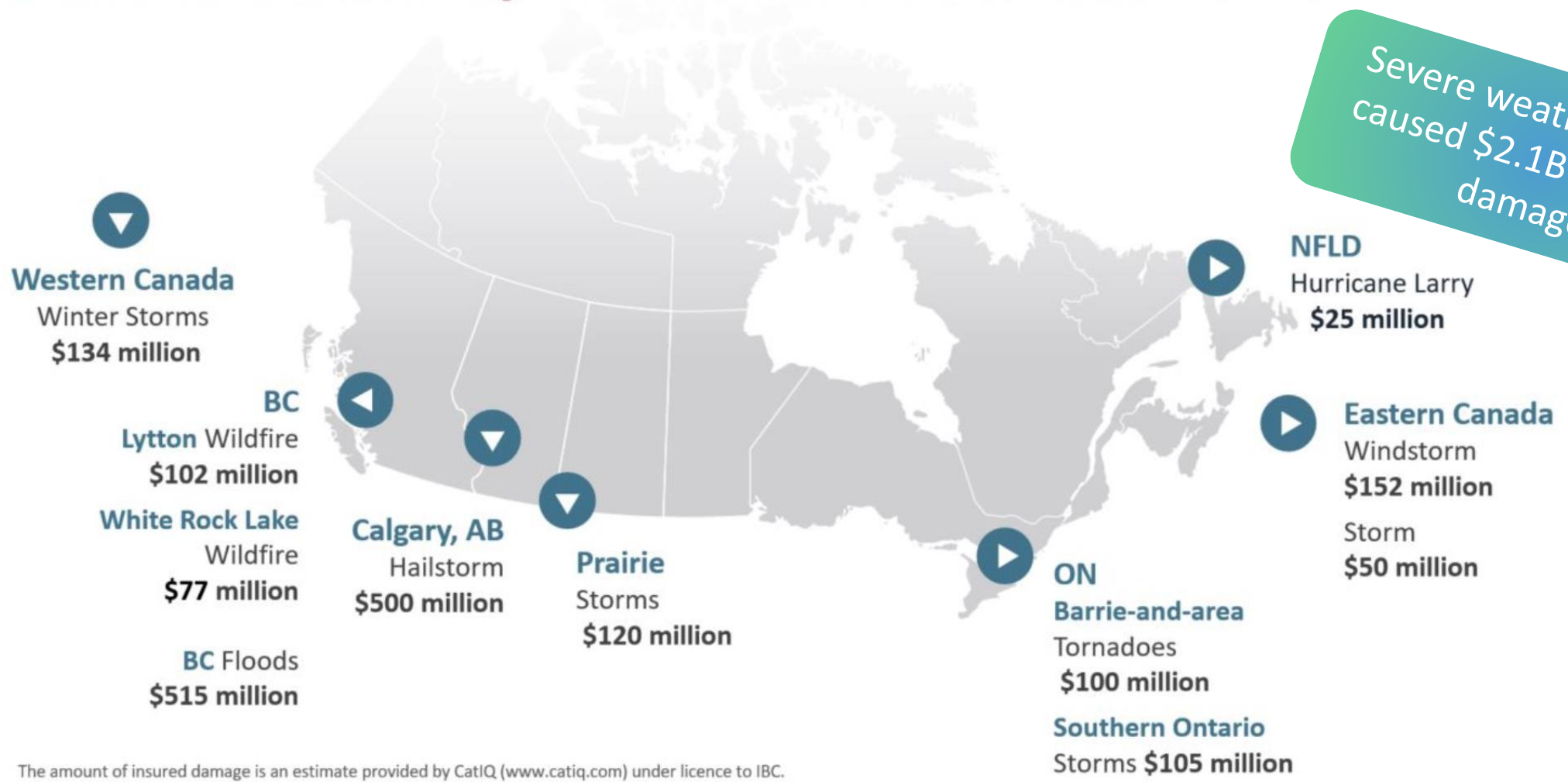


**Enabling
Resilience &
Community
Empowerment**

The REFOCUS Team & **ENTERPRISE** EVOLUTION

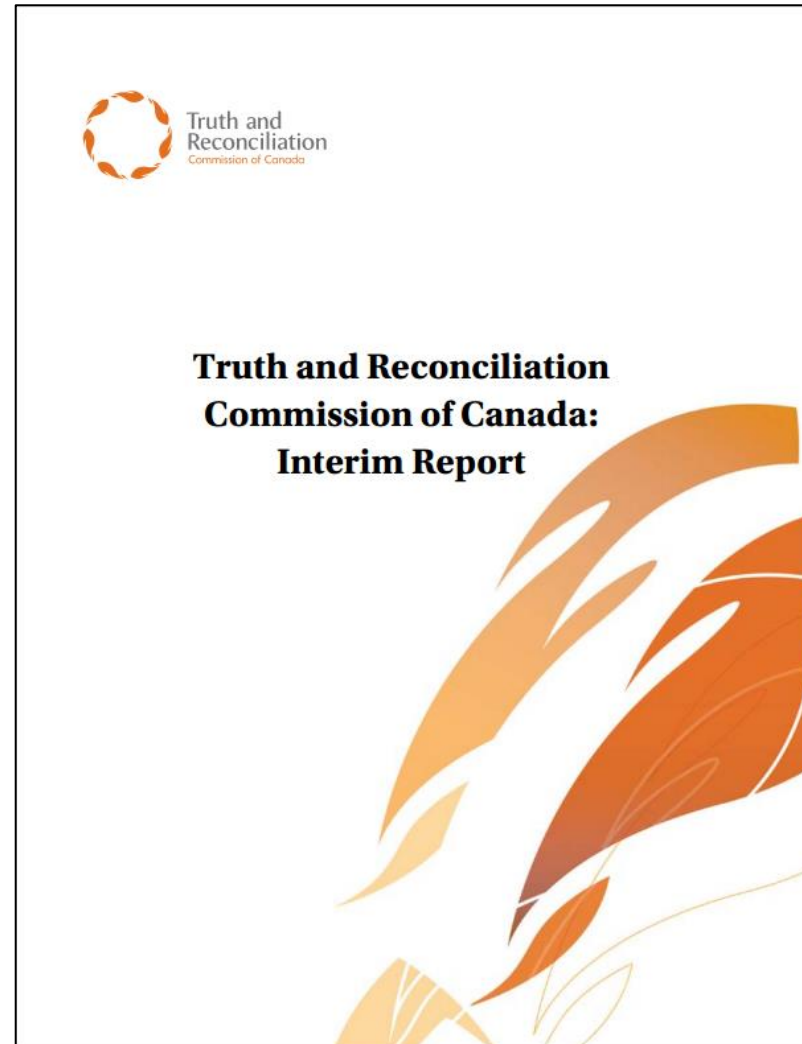
Need for Change: Environment and Climate Change Context

Severe weather in 2021 caused \$2.1B in insured damages

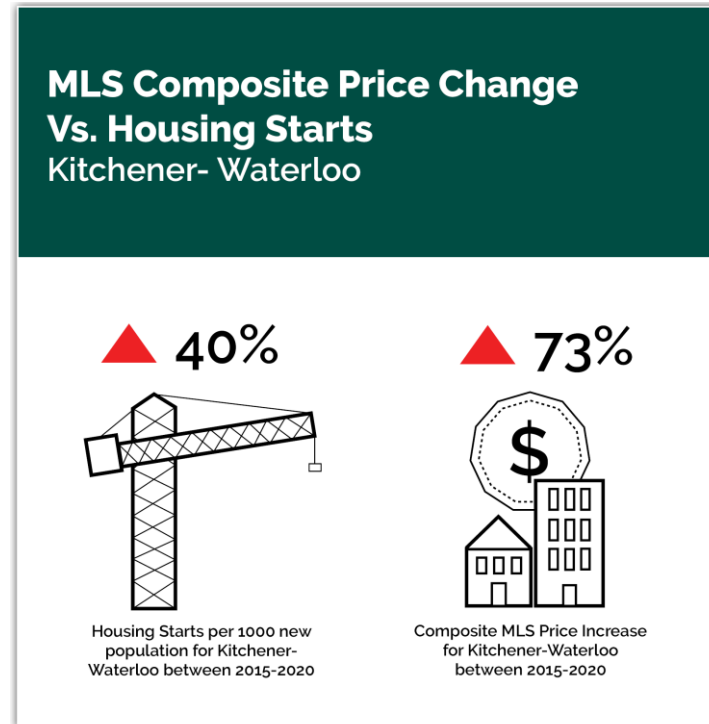


The amount of insured damage is an estimate provided by CatIQ (www.catiq.com) under licence to IBC.

Need for Change: Truth & Reconciliation Commission Equity Context



Need for Change: Housing and Homelessness Equity Context



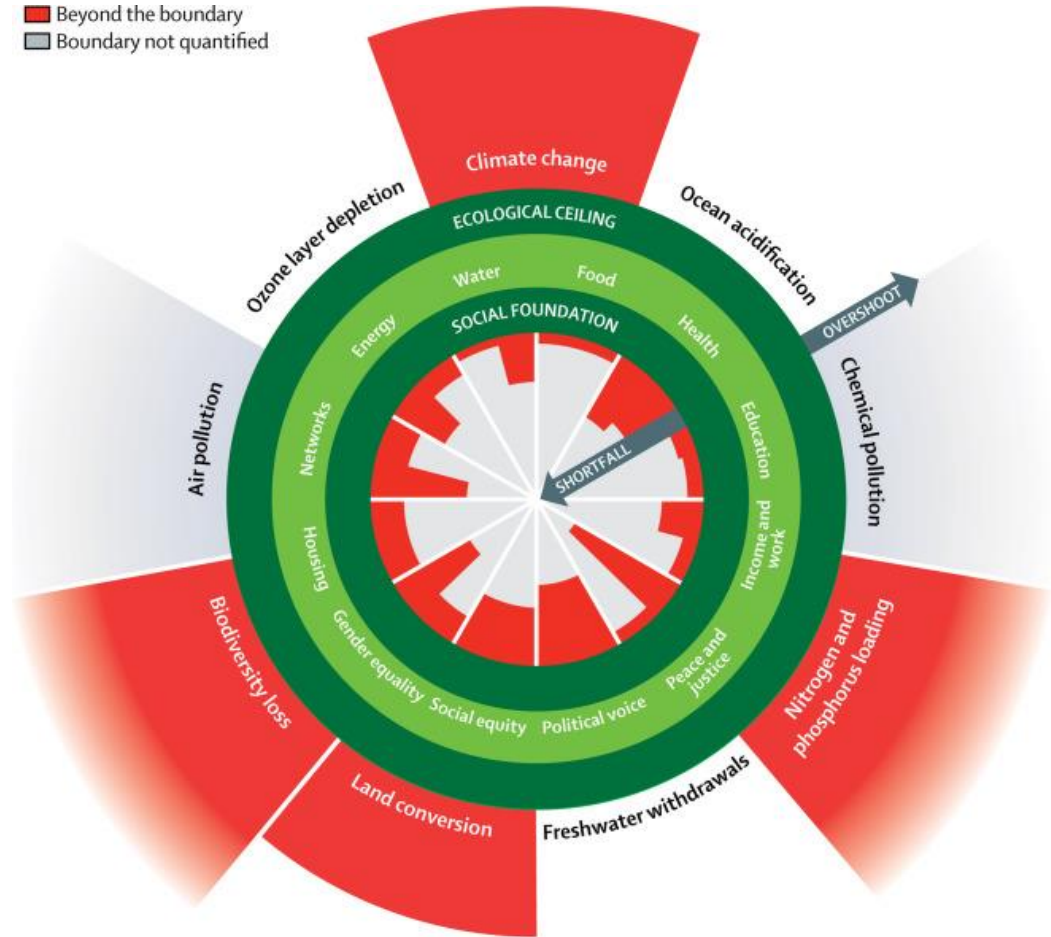
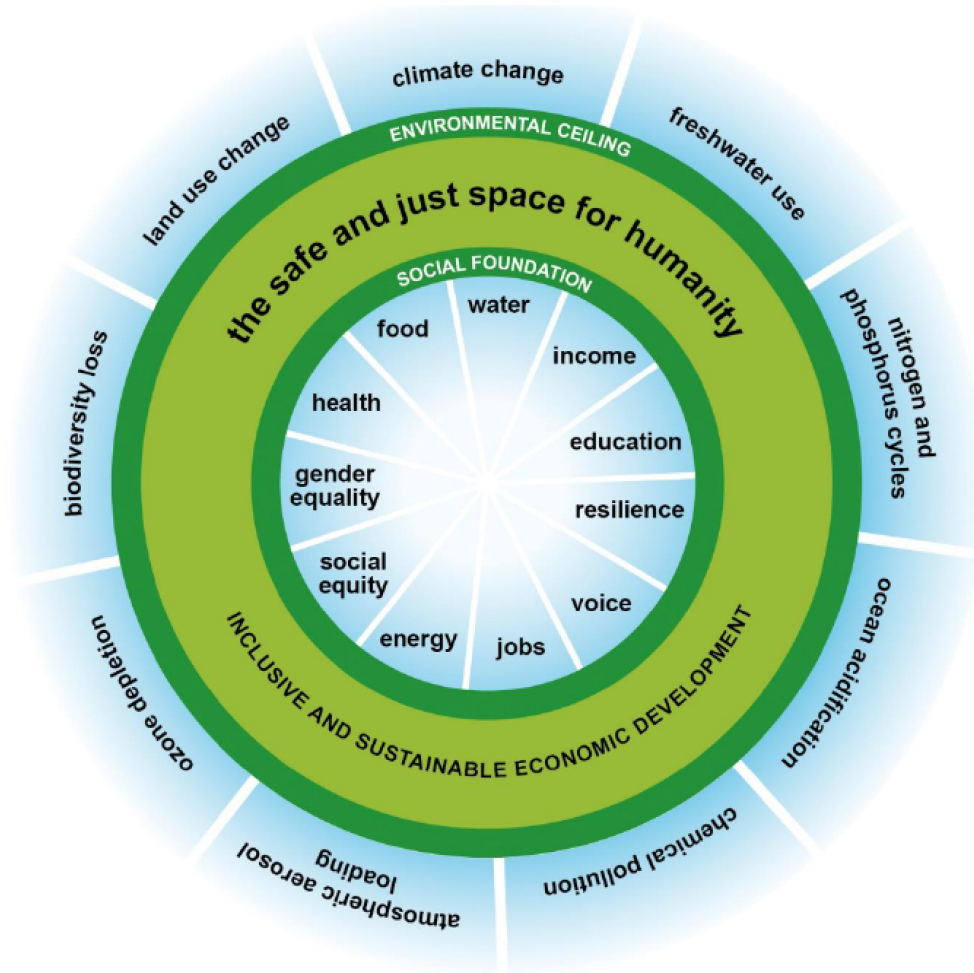
POINT IN TIME COUNT OF HOMELESS

STORIES AND NARRATIVES



Enterprise Evolution Approach

Our finite planet has real boundaries



Source: Kate Raworth, A Safe and Just Operating for Humanity, 2013, Oxfam Discussion Paper

Enterprise Evolution Approach

Systems Thinking and Sustainable Development Goals Foundation



Enterprise Evolution Approach

Preparing a New Vision

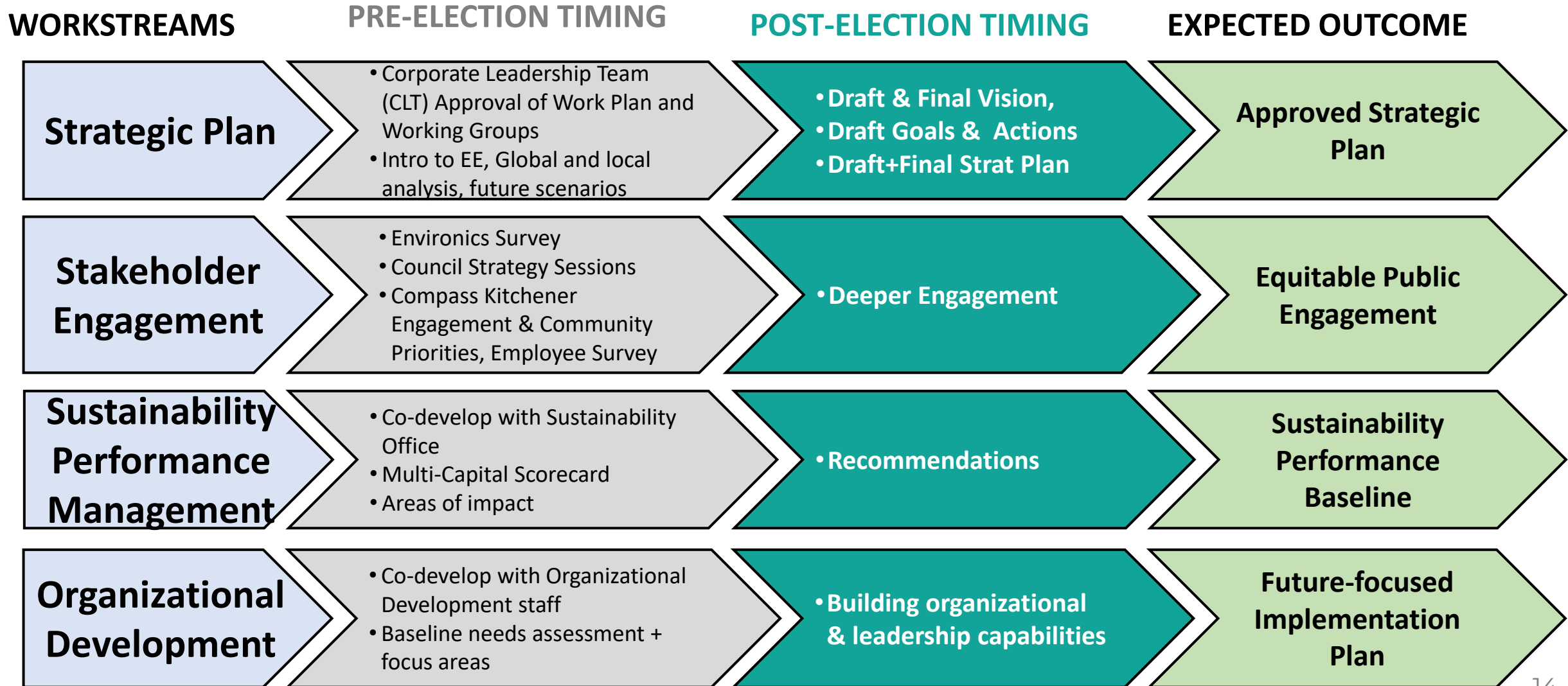
Vision for last 20 years

Together, we will build an innovative, caring and vibrant Kitchener.

Vision for the next 20 years

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Enterprise Evolution Work Plan - Overview



Enterprise Evolution & Strategic Plan Process



Engagement Approach



CONSULTATION



RELATIONSHIP BUILDING

Engagement Principles and Goals

ENGAGEMENT PRINCIPLES:

1. Seek out those we have not heard from
2. Ask meaningful questions
3. Share what we heard

ENGAGEMENT GOALS:

Collaborate across the corporation to connect in the community with equity deserving groups

Collect participant data to ensure it reflects the diversity of the whole community

Create a variety of ways for people to participate, and make participation easy and accessible

Continue to build trust by sharing how input is used and showing how it makes a difference

Staff & Public Involvement in the Strategic Plan Process

	1. Analysis of Current Situation Jan – April 2022	2. Foresight & Community Priorities Apr – Aug 2022	3. Draft Vision & Goal Areas Sept – Dec 2022	4. Draft Strategic Goals Dec '22 – Feb '23	5. Draft Strategic Plan Mar – May 2023	6. Recommended Strategic Plan + Implementation June - July 2023
PUBLIC	Confirm Compass Kitchener’s objectives for public engagement EnviroNics survey design and implementation	Review results of EnviroNics survey with Compass Kitchener Administer first stage of engagement program	Administer second stage of engagement program	Administer third stage of engagement program	Administer fourth stage of engagement program	
STAFF		June Staff Engagement Survey				Staff engagement on Implementation

Council’s Leadership in the Strategic Plan Process

1. Analysis of Current Situation Jan – April 2022	2. Foresight & Community Priorities Apr – Sep 2022	3. Vision & Goal Areas Sept – Dec 2022	4. Draft Strategic Goals Dec 2022 – Feb 2023	5. Draft Strategic Plan Mar – May 2023	6. Recommended Strategic Plan + Implementation Jun - July 2023
March Strategy Session: Strategic Plan + Engagement Process	May Strategy Session: Public Survey Results August Council Meeting: Compass Kitchener Community Priorities	(Election)	January Strategy Session: Draft Vision and Strategic Goals	April Strategy Session: Draft Strategic Plan	June Council Meeting: Recommended Strategic Plan

What we have heard from Council

Output	<ul style="list-style-type: none">• Need for focus (not so broad as to be meaningless)• Clear commitments and accountability for results• Alignment to budget
Process	<ul style="list-style-type: none">• Ability for Council to consider and rank priorities together• Ensure that special interests don't dictate policy
Engagement	<ul style="list-style-type: none">• Statistically relevant survey• Share content in advance to help prepare Council for strategic discussions• Make a concerted effort to engage suburban wards• Focus the engagement in areas within our jurisdiction

Council Discussion

What is important to include in the process to prepare the 2023-2026 strategic plan and in the engagement process?

Next Steps

May Council Strategy Session: Environics Survey Results

Public Engagement

August Council Meeting: Compass Kitchener recommendations
for Community Priorities



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