



Planning and Strategic Initiatives Committee Minutes

December 1, 2025, 5:30 p.m.

Council Chambers

City of Kitchener

200 King Street W, Kitchener, ON N2G 4G7

Present:

Mayor B. Vrbanovic
Councillor S. Davey
Councillor D. Schnider
Councillor J. Deneault
Councillor C. Michaud
Councillor A. Owodunni
Councillor P. Singh
Councillor B. Ioannidis
Councillor M. Johnston
Councillor D. Chapman
Councillor S. Stretch

Staff:

D. Chapman, Chief Administrative Officer
V. Raab, General Manager, Corporate Services
J. Readman, General Manager, Development Services
J. Lautenbach, Chief Financial Officer, Financial Services
D. McGoldrick, General Manager, Infrastructure Services
J. Mill, Director, Corporate Customer Service
R. Bustamante, Director, Planning and Housing Policy
J. Oosterveld, Manager, Customer Experience and Project Management
N. Goss, Manager, Policy Research
S. Weare, Community Engagement Consultant
E. Pompa, Planner (Policy)
O. Ojurongbe, Project Manager, Planning
D. Saunderson, Deputy Clerk
M. Blake, Committee Coordinator

1. Commencement

The Planning and Strategic Initiatives Committee held a meeting this date commencing at approximately 5:30 p.m.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

2.1 Councillor C. Michaud - Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371

Councillor C. Michaud declared a conflict regarding Item 6.1 Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371, due to place of employment, and did not participate in any discussion or voting regarding this matter.

2.2 Councillor J. Deneault - Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371

Councillor J. Deneault declared a conflict regarding Item 6.1 Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371, due to place of employment, and did not participate in any discussion or voting regarding this matter.

3. Consent Items

Pursuant to Chapter 25 (Procedure) of the Municipal Code, a motion was brought forward by Councillor D. Chapman to discuss Consent item 3.1 listed on the agenda, which was voted on and was **Carried**.

3.1 Elimination of Return Envelopes, FIN-2025-407

The Committee considered Financial Services Department report FIN-2025-407, dated September 29, 2025, recommending the City of Kitchener discontinue the practice of including return envelopes with mailed paper bills, effective February 1, 2026.

J. Lautenbach was in attendance to respond to questions regarding this matter.

It was requested item 3.1 Elimination of Return Envelopes, FIN-2025-407 be voted on separately on a recorded vote.

On motion by Councillor A. Owodunni

it was resolved:

"That the City of Kitchener discontinue the practice of including return envelopes with mailed paper bills effective February 1, 2026, as outlined by Financial Services Department report, FIN-2025-407"

In Favour (8): Councillor S. Davey, Councillor D. Schnider, Councillor J. Deneault, Councillor C. Michaud, Councillor A. Owodunni, Councillor P. Singh, Councillor B. Ioannidis, and Councillor M. Johnston

Contra (2): Councillor D. Chapman, and Councillor S. Stretch

Carried (8 to 2)

3.2 2025 Victus Hockey Academy LP Agreement at Sportsworld Arena, CSD-2025-472

The Committee considered Community Services Department report CSD-2025-472, dated November 10, 2025, recommending the General Manager, Community Services and Deputy CAO be authorized to execute a licence agreement with Victus Academy LP.

On motion by Councillor A. Owodunni

it was resolved:

"That the General Manager, Community Services and Deputy Chief Administrative Officer be authorized to execute a license agreement and any amendments or renewals with Victus Academy LP for space at Sportsworld Arena, municipally known as 35 Sportsworld Crossing Road, said agreement to be satisfactory to the City Solicitor, as outlined in Community Services Department report, CSD-2025-472."

Carried

3.3 Modernizing Human Resource (HR) Policies, COR-2025-449

The Committee considered Corporate Services Department report COR-2025-449, dated November 20, 2025, recommending approval of the modernized Human Resources policies, attached as Appendix "A" to report COR-2025-449.

On motion by Councillor A. Owodunni

it was resolved:

"That the modernized Human Resources policies, attached as Appendix A to Corporate Services report COR-2025-449 be approved; and further,

That the redundant Human Resources policies, attached as Appendix B to Corporate Services report COR-2024-449 be repealed."

Carried

3.4 Municipal Act Section 357(g) Applications - Repairs and Renovations, FIN-2025-453

The Committee considered Financial Services Department report FIN-2025-453, dated October 20, 2025, recommending approval of the draft policy attached to Report FIN-2025-453.

On motion by Councillor A. Owodunni

it was resolved:

"That Council approve the draft policy attached as Appendix A to Financial Services Department report, FIN-2025-453."

Carried

3.5 Municipal Act Section 357(1)(d.1) Application for Sickness or Extreme Poverty, FIN-2025-451

The Committee considered Financial Services Department report FIN-2025-451, dated November 18, 2025, recommending approval of the draft by-law attached to Report FIN-2025-451 to delegate authority to the Assessment Review Board for determining the eligibility for property tax relief for applications received under Section 357(1)(d.1) of the Municipal Act, 2001.

On motion by Councillor A. Owodunni

it was resolved:

"That the draft by-law attached to Financial Services Department report, FIN-2025-451 as Appendix "A" to delegate authority to the Assessment Review Board for determining the eligibility for property tax relief for applications received under Section 357(1)(d.1) of the Municipal Act, 2001 be approved; and further,

That staff forward a certified copy of the by-law to the Registrar of the Assessment Review Board and the Municipal Property Assessment Corporation, as required under Section 357(12) of the Municipal Act, 2001 and thereafter forward a copy of every application received to which this by-law applies."

Carried

3.6 Project Funding Increase for Dundee Secondary Plan and Environmental Assessment, DSD-2025-469

The Committee considered Development Services Department report DSD-2025-469, dated November 20, 2025, recommending an increase for purchase order 213285 - Dundee Secondary Plan and Environmental Assessment.

On motion by Councillor A. Owodunni

it was resolved:

"That Purchase Order 213285 – Dundee Secondary Plan and Environmental Assessment, be increased in the amount \$200,000, plus HST of \$26,000, for a total of \$226,000, as outlined in Development Services Department report, DSD-2025-469"

Carried

3.7 Q24-016 - Professional Services – Ann Street, Becker Street, & Fife Street Reconstruction – Purchase Order Extension, DSD-2025-437

The Committee considered Development Services Department report DSD-2025-437, dated October 10, 2025, recommending an increase in funding for a purchase order extension.

On motion by Councillor A. Owodunni

it was resolved:

"That the Purchase Order for providing contract administration and inspection for the reconstruction of Ann Street, Becker Street and Fife Street, issued to GHD Limited (GHD) be increased by \$496,400.34 funded by the Ministry of Transportation (MTO) and an existing surplus in the project account, as outlined in Development Services Department report, DSD-2025-437."

Carried

4. Discussion Items

4.1 2025 Community Engagement Policy, COR-2025-454

The Committee considered Corporate Services Department report COR-2025-454, dated November 20, 2025, recommending the Community Engagement Policy (GOV-COU-2010), be amended, to make the changes indicated in Attachment 'A', as outlined in Report COR-2025-454.

S. Weare, Community Engagement Consultant, provided an overview of the report.

In response to questions from the Committee, S. Weare advised that the revised policy does not prescribe specific engagement methods, such as hybrid or in-person formats, but rather establishes a principles-based approach that allows adaptation to the context and project. S. Weare further noted that this approach is intended to ensure that public engagement reflects the diversity of the community.

In response to additional questions, S. Weare confirmed that it is standard practice to request demographic information, including gender, underrepresented group status, and postal code, from participants in engagement sessions. S. Weare also advised that the proposed amendments represent a general update to the policy and do not have financial implications at this time. Future engagement methods may involve financial considerations, which are currently unknown.

On motion by Councillor S. Stretch

it was resolved:

"That the Community Engagement Policy (GOV-COU-2010), be amended, to make the changes indicated in Attachment 'A' and outlined in Corporate Services report, COR-2025-454."

Carried

4.2 Inclusionary Zoning, 2025 Residential Market Update, DSD-2025-450

The Committee considered Development Services Department report, DSD-2024-450, dated November 20, 2025, an information report related to the 2025 Residential Market Update for Inclusionary Zoning. It was noted the report was moved to a discussion item as the result of the registered delegations. It was noted written submissions were received from H. Jaegar and P. Nickels regarding this item.

E. Pompa, Planner (Policy) provided an overview of the report. N. Goss, Manager of Policy Research, J. Oosterveld, Manager of Customer Experience and Project Management, R. Bustamante and M. Bennet, NBLC, consultant on behalf of the City, were in attendance to respond to questions of the Committee.

Councillor P. Singh left the meeting at this time. Councillor S. Davey assumed the Chair.

L. Maseo, Waterloo Region Home Builders Association, was in attendance in opposition to the implementation of inclusionary zoning until market conditions improve.

Councillor P. Singh entered the meeting at this time, and assumed Chair.

Councillor A. Owodunni left the meeting at this time.

D. Galbraith and J. Puopolo were in attendance on behalf of Build Urban, in opposition to the implementation of inclusionary zoning until market conditions can sustain it.

Councillor A. Owodunni entered the meeting at this time.

Councillor B. Ioannidis provided notice that he would be putting forward a notice of motion for the agenda on December 15, 2025 regarding the proposed set-side rates due to be implemented through inclusionary zoning.

5. Public Hearing Matters under the Planning Act (advertised)

This meeting is being held to hear the delegations on the planning item listed on today's agenda. Please note that this is not the statutory public meeting required under the Ontario Planning Act. Due to issues related to the public advertising legislation, the statutory public meeting for this application will take place on December 15, 2025. All written submissions and delegations received today will be noted as part of public record. Further information regarding Planning Act Appeals is available through the Ontario Land Tribunal website

5.1 Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371

Councillor C. Michaud declared a conflict on this item. (Councillor C. Michaud declared a conflict regarding Item 6.1 Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371, due to place of employment, and did not participate in any discussion or voting regarding this matter.)

Councillor J. Deneault declared a conflict on this item. (Councillor J. Deneault declared a conflict regarding Item 6.1 Missing Middle and Affordable Housing Community Improvement Plan, DSD-2025-371, due to place of employment, and did not participate in any discussion or voting regarding this matter.)

The Committee considered Development Services Department report DSD-2025-371, dated November 20, 2025, recommending approval of the proposed By-law establishing a Community Improvement Project Area, incorporating all lands within the municipal boundaries of the City of Kitchener.

E. Pompa, Planner (Policy) and O. Ojurongbe, Project Manager, Planning provided an overview of the report. N. Goss, Manager, Policy Research, J. Oosterveld, Manager, Customer Experience and Project Management and R. Bustamante, Director, Planning and Housing Policy were in attendance to respond to questions of the Committee.

S. Wong was in attendance in support of the Missing Middle And Affordable Housing Community Improvement Plan.

Jason Deneault left the meeting at this time.

In response to questions from the Committee, J. Oosterveld noted that construction timelines are constrained, with a goal of achieving units by October 2026. Regarding questions related to affordability, it was noted the definition of affordable housing follows the City of Kitchener Official Plan and is geared toward low to moderate income households. Staff confirmed that the affordability commitments of organizations will be registered on title to ensure compliance for up to five years.

Councillor J. Deneault entered the meeting at this time.

As this was not the statutory public meeting related to the Missing Middle and Affordable Housing Community Improvement Plan, the Committee noted that the matter will be further considered at the Planning Committee meeting on December 15, 2025. The following motion represents an endorsement in principle at this time, with the final recommendation to be completed during the Public Planning Committee meeting on December 15, 2025.

On motion by Councillor B. Ioannidis

it was resolved:

"That the proposed By-law establishing a Community Improvement Project Area incorporating all lands within the municipal boundaries of the

City of Kitchener, in the form shown in Attachment 'A' to Development Services Department report, DSD-2025-371 be approved; and,

That the proposed Missing Middle and Affordable Housing Community Improvement Plan By-law, be approved in the form shown in Attachment 'B' to report DSD-2025-371; and further,

That the General Manager of Development Services or their designate be authorized to execute all agreements and other related documentation, subject to the satisfaction of the City Solicitor, which may be required to administer the Missing Middle Affordable Housing Community Improvement Plan."

Carried

6. Information Items

6.1 Quarterly Planning Report (Q4), DSD-2025-470

6.2 Property Tax Exemption for Affordable Housing Update, FIN-2025-434

7. Adjournment

On motion, this meeting adjourned at 8:11 p.m.

Mariah Blake
Committee Coordinator