



Compass Kitchener Advisory Committee

Committee Minutes

December 3, 2025, 4:00 p.m.

Schmalz Room - Second Floor City Hall

City of Kitchener

200 King Street W, Kitchener, ON N2G 4G7

Present

T. Glover, Chair
J. Young, Vice Chair
J. Stephens-Wells, Member
C. Abarca, Member
K. Brabazon, Member
L. Thompson, Member
L. Terry, Member
L. Trumper, Member
R. Gill, Member

Staff:

S. Sweazey, Senior Policy Advisor
A. Remillard, Committee Administrator
M. Love, Director of Strategy and Corporate Performance

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- 1. Commencement**
 - 2. Disclosure of Pecuniary Interest and the General Nature Thereof**
 - 3. Delegations**
 - 4. Discussion Items**
 - 4.1 All Advisory Committees Chair & Vice-Chair Meeting Debrief**

Compass Kitchener members shared what they thought worked well at the meeting and what they thought could be done differently when planning the next All Advisory Committee meeting. Some of the comments from their debrief included:

- Overall, the meeting went well. Members thought more deliberate consideration could be given in future meetings to seating arrangements. (Advisory Committee members tended to sit with members of their own Committee).
- Consider our method of communicating the next agenda; some of the Committee Chairs / Vice-Chairs were not aware they were required to provide presentations.
- The choice of caterer was a hit and made for an easy clean up.
- Provide more structure around the activities (ie: prescribed slides with blanks to fill in).

M. Love provided more clarity around quorum when hosting All Advisory Committee meetings. The next meeting will need to be treated as a public meeting and the agenda posted on the City of Kitchener website. Members of the public would be allowed to observe the meeting but not join the discussion.

T. Glover asked Compass Kitchener members to brainstorm ideas for the spring All Advisory Committee meeting.

4.2 2026 Strategic Plan: Engagement Update - Margaret Love

M. Love provided Compass Kitchener members with an update on several strategic opportunities that will help inform the 2027-2030 Strategic Plan:

- A United Nations Sustainable Development Goals Voluntary Local Review, led by the University of Waterloo Local Futures Institute in partnership with the City of Kitchener - has commenced and will help inform our Strategic Plan priorities.
- The City is also partnering with the University of Waterloo to develop a graduate level course project that will further explore the theme of social resilience through a multi-solving lens.

A few high-level updates were also provided by M. Love:

- An 18-month secondment position is being used to support the development of the next strategic plan.
- The City's new REDI director will be involved in the development of the City's engagement plan for the next strategic plan.

M. Love asked members of Compass Kitchener three questions about what strategic roles Compass Kitchener Advisory Committee can play in supporting the development of the next Strategic Plan.

1) What engagement practices from the 2023-2026 Strat Plan do you feel had the greatest impact?

- The resident panel modeled constructive, civil dialogue grounded in finding middle ground rather than advocating fixed positions - building trust throughout the process - and staff reinforced this by keeping the panel informed and aligned through consistently closing- the- loop after each engagement.
- Street teams that met people in locations they were already at and asked for feedback (versus coming to the city).

2) What kinds of engagement activities does Compass Kitchener want to help design or co-lead as part of the Strategic Plan?

- appreciate a role in supporting facilitation and having a voice at the table.
- staff noted that best practice is for facilitators not to participate directly; Compass's input should be gathered through separate channels.
- really helped to have staff participating as facilitators as well; it was noted that staff will also be asked to support community engagement facilitation activities.
- Compass Kitchener shared that they do not need to be engaged in every facet of engagement related to the development of the strategic plan.

3) When and in what ways should Compass Kitchener offer its collective input into the development of the next Strategic Plan?

- engage shortly after engagement sessions that Compass Kitchener is facilitating so that they can share their thoughts while keeping the content fresh in their minds.
- monthly meetings present a challenge to extensive engagement, openness to possibly adding extra meetings.
- All Advisory Committees meeting in spring would be a good opportunity (in May).
- Provide ideas for community organizations to potentially engage.
- Receiving an update on the development of the survey questions for the City's Environics (statistically significant) survey.

4.3 District Energy Project - Finalize Draft Evaluation

T. Glover reminded Compass Kitchener members that they would share the responsibility of creating the draft evaluation document for the next project.

After review of the draft District Energy Project, Compass Kitchener members identified that two references to 'Direct' Energy in the document needed to be changed to 'District' Energy. T. Glover noted that Compass Kitchener members can always review their project evaluations again before they finalize the final version of the report card.

4.4 Procurement Innovation Project Review

T. Glover asked Compass Kitchener members whether sufficient information was provided to them in the project briefing note, as well as the supplemental documentation provided by the project manager to complete the evaluation or whether they wished for a presentation from the project manager at an upcoming Compass Kitchener meeting to allow for a more thorough question and answer opportunity. Compass Kitchener members agreed they would like to have more context.

S. Sweazey suggested Compass Kitchener could also send follow-up questions to Staff and provided more clarity about the project.

Compass Kitchener members proceeded to review and debrief on the Procurement Innovation Project Staff Evaluation using the four Evaluation Criteria categories.

Responsible Project Delivery: Exceeded Expectations

Compass Kitchener members agreed that being under budget and providing extra product qualified as exceeding expectations.

Impact/Public Value: Meets Expectations

Transparency and Communication: Meets Expectations

Members of Compass Kitchener agreed they put a lot of effort into getting the word out there. It was clear, the website was updated appropriately, the news article in Bloomberg cities; and they received many decent responses (14).

Public Engagement: Meets Expectations (tentative)

Compass Kitchener members were satisfied with the project stakeholder engagement that took place but were unclear the extent to which the public was engaged on the project and requested more information.

S. Sweazey offered to reach out to the project manager to follow up on the three specific questions:

1) What criteria were used to select the successful participants of the first Pitch Kitchener pilot?

2) How were the city's pre-selected problem statements developed, and was there any public engagement to inform them?

3) What were the key takeaways from the pilot?

S. Sweazey stated that Staff would be given one week to respond after which the answers would be distributed to Compass Kitchener for review prior to the next meeting. Five minutes will be allocated on the agenda at that meeting to determine the final evaluation.

Overall Evaluation: Dependent on Staff responses to questions to be determined at the January meeting.

4.5 Review Previous Minutes

Compass Kitchener members reviewed the November 5th meeting minutes.

5. Information Items

5.1 Procurement Innovation Project - Completed Staff Evaluation Template

5.2 Pitch Kitchener Overview

5.3 Draft District Energy Evaluation

6. Adjournment

The meeting adjourned at 5:39 pm.