

MAKE IT  
**KITCHENER**  
— SINCE 1854 —





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THE WORLD CAN ONLY BE GRASPED BY ACTION, NOT BY CONTEMPLATION. THE HAND IS MORE IMPORTANT THAN THE EYE ... THE HAND IS THE CUTTING EDGE OF THE MIND. — *Jacob Bronowski | Mathematician, poet, and creator of the seminal The Ascent of Man documentary series*

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THE MAKERS. THE HACKERS.  
THE WRITERS. THE CODERS.  
THE BUILDERS. THE CREATORS.  
WE DEDICATE THIS TO YOU.

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You inspire us. You lift up the hood, mix up the ingredients, unveil hidden beauty, and harness new powers.

You're fearless with your hands and with your mind.

From Kaufman, Arrow and Pollock to today's Velocity grads, you are Kitchener's original startups — cultivating innovation for more than 150 years. You've made shirts, tires, cold cuts, cookies, software, hardware and art. You've made business plans, diagrams, financial statements and insurance policies. You've raised barns, built homes, connected roads and railways, and connected with each other.

The most transformative developments in our city's history weren't made in isolation. You came together to lend more than a hand — to pool your creative energy, to share capacity and wisdom in the pursuit of your goals.

The entrepreneur, the sales rep and the welder on the floor are all dependent on each other to make it happen. So we depend on you. We know that you take risks and we see your investments of time, energy, resources and passion. To *make it* means hard work, and we are here to support you, whether you're making your own business, or a career, or a contribution to our community.

**YOU MAKE IT HERE IN KITCHENER.  
YOU MAKE KITCHENER.**

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# MAKE IT KITCHENER IS MORE THAN AN ECONOMIC DEVELOPMENT STRATEGY. IT IS A WAY OF CAPTURING THE INTANGIBLE QUALITIES THAT MAKE KITCHENER AN INSPIRING PLACE TO BE.

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*Make it Kitchener* represents a culture, a language, a way of thinking. And when the thinking becomes doing, ideas come to life.

In Kitchener, the spark of an idea becomes a festival, a chocolatier, a robot, a musical career, or a patent. But it takes more than a good idea to get going. Getting started requires perseverance, support systems, tools, space and investments. From the hatching of an idea to its growth into a business, we want to help. This is our focus in economic development.

If the spark of an idea is the point between thinking and doing, how can we support the full continuum of activity from inspiration to commercialization? Do we have any influence over the thinking that sparks fruitful development?

Ideas don't happen upon us — they occur at the intersection of knowledge and experience. They result when people from different perspectives collaborate and challenge each other, because they've been given space and opportunity to do so.

Cities are the conduits for our ideas; they are our engines of innovation. Through city-building, we create an environment that invites and inspires people to pursue and realize their ideas.

Building a strong city establishes the foundation for an economy that is envied for its unstoppable progress. It's this foundation that also makes Kitchener a vibrant place to be, alive with culture, experiences and community.

## MADE BY TALENT

More than any other factor, the hands, hearts and minds of a city's people determine its successes. Curiosity and intelligence. Courage and grit. Dexterity and flair. The ability to innovate with intent.

People drive the creation of new products, new processes and new experiences. As technologies become more affordable and available, the ability to make something new is more accessible than ever before. This democratizes innovation.

But the development of something new isn't just about technological capacity — it also requires the integration of ideas. Humans relentlessly pursue new combinations of ideas, skills and tools to gain cultural insight. And this information travels through communities within dense social networks — these crisscrossed real and virtual networks make ordinary people extraordinary in their capacity to imagine. The city creates the geography of innovation.

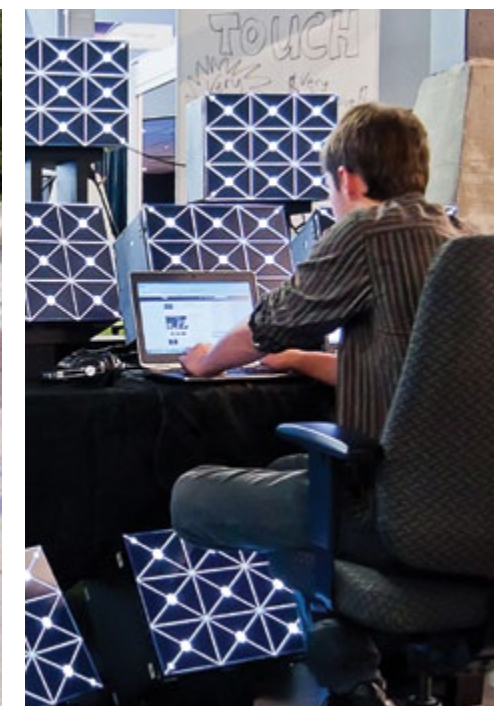
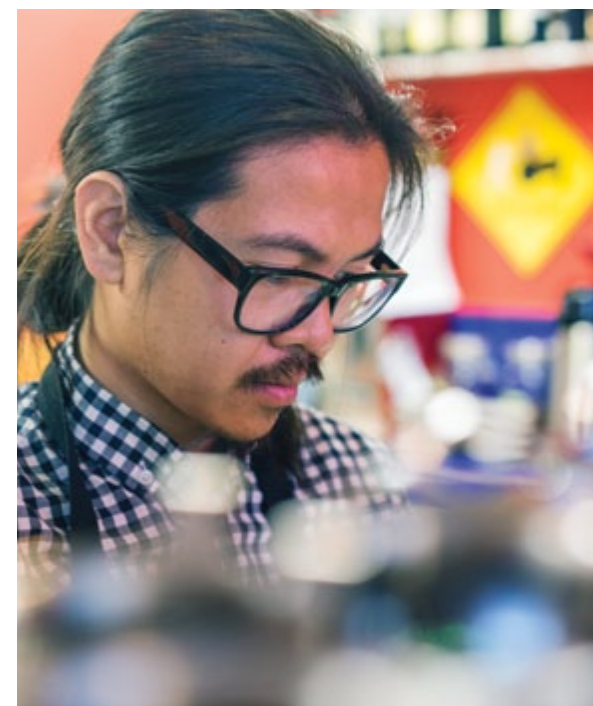
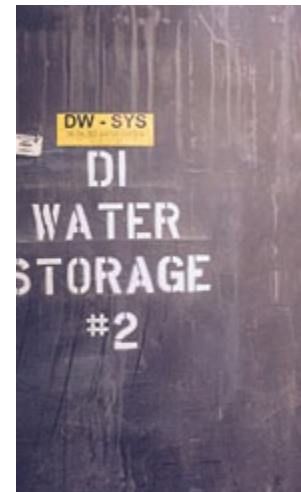


## TO BE A GREAT CITY FOR PEOPLE, WE SEE TWO KEY GOALS:

First, Kitchener must generate varied career opportunities. We want to be the best place for our entrepreneurs to start a business in Canada. But not everyone wants to launch a business, so that means we need to grow the industry that we have — like technology and manufacturing, finance and insurance, environmental engineering — to support job growth through businesses expansion.

Second, Kitchener must be a compelling city in which to live, anchored by a lively urban core that's balanced by bustling suburban neighbourhoods. We need to shape our city to offer desirable lifestyles, and also to support strong urban design. Good design means we minimize our environmental impact and create an attractive cityscape, but also provide better opportunities to our residents. It means creating conditions for people to spend more time connecting, and less time commuting.

As we work toward these goals, we recognize that assets matter — but none more than our people.





HOW TO BUILD  
A DYNAMIC ECONOMY

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KITCHENER'S APPROACH  
TO ECONOMIC DEVELOPMENT  
IS FOCUSED ON INDUSTRY  
INTERSECTIONS; THE  
CONNECTION OR COLLISION  
OF DISTINCT INDUSTRIES  
CAN BE A POWERFUL  
CATALYST FOR INNOVATION.

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New opportunities are found when experts in different disciplines collaborate to solve complex problems. This means that all industries have a role to play in our city's economy.

That doesn't mean all industries are alike. There are clearly different needs to support — high ceilings, loading doors, store front windows, collaborative space, access to rail, proximity to pubs. Fulfilling the varied needs of the business community requires careful thought about how we shape our city.

Beyond our physical assets, we need services that will support the business community, including mentoring, skills and network development, and support for expansion.

We also need to recognize new economic opportunities for residents, including the social economy as a mechanism to deliver greater value to the community. Social enterprises like community gardens and car shares serve dual purposes. As the values of our community evolve, so must we.

We build thriving industries by supporting playful experimentation, the launch of all kinds of startups, and the evolution of growing companies.

PALETTE *working among student startups in  
the Velocity Garage, University of Waterloo*



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HUSTLE IS THE DARK HORSE OF CREATIVITY, THE CLOSE COUSIN OF GRIT AND TENACITY. WITHOUT THE HUSTLE, DRIVE AND COMPLETE DEVOTION TO MAKING THINGS HAPPEN, YOU ARE AVERAGE. — *Rebecca Rebouché* | *Visual artist*

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## MAKE IT SPARK

Human beings are innately creative. We see it in the first ambitious gestures of an infant, the composition of a masterpiece, the elegant assembly of a line of code or an automotive part. But behind the scenes we see the enormous effort required in the creative process. The inherent risk of failure can halt hopeful projects. To embrace creativity is to embrace experimentation, and to know that it's worth the risk.

This courage is infectious, spreading across disciplines and communities. Experimentation happens in kitchens, repair shops, classrooms, labs, recording studios and basements. We as a community celebrate creativity — whether it be in the arts, in business, or in life.

An economic benefit emerges when a great idea has commercial potential, but this isn't required to reward the creator or community. The intrinsic value of making something ourselves is reason enough. This can be motivated by a desire for self-expression, a functional need, an appetite to entertain, or an impulse to explore. Whatever the reason — or the outcome — the process is empowering.

The maker movement is challenging people to rediscover our ability to create. This intersection of industrial arts, manufacturing, technology, craft, and do-it-yourself culture encourages us to recognize our creative potential. To build a culture of creativity, we must support this passion for making.

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### WE SEE THREE OBJECTIVES:

- 01 *Support creative experimentation.*
- 02 *Encourage the intersection of art and industry.*
- 03 *Support creative clusters such as music, film, performing arts, and design.*

JEN & AGNES *make paper*  
*creations at Kwartzlab*

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## HOW TO MAKE IT HAPPEN

Support maker culture — in particular among youth — and support access to tools and spaces, like the kids' makerspace in THEMUSEUM.

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Expand support for maker-instigated event programming, including Discovery Square and Maker Expo.

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Explore options to support the creation of additional makerspaces where gaps might exist.

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Support investments in community tools and programming, like the Kitchener Public Library's 3D printer in the digital lab, and the Youth Video Competition.

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Support programming that encourages digital literacy for women and girls.

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Support hackathons, working groups and conferences in emerging fields such as health sciences and Fintech.

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Expand funding for the artist-in-residence program and accept applications from artists working in any discipline.

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Sponsor skill development workshops in creative industries such as theatre, music and film.

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Support professional development in user experience design.

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WHEN YOU CAN DO THE COMMON THINGS OF LIFE IN AN UNCOMMON WAY, YOU WILL COMMAND THE ATTENTION OF THE WORLD. — *George Washington Carver | Botanist and inventor*

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## MAKE IT START

Creativity can result in a commercial opportunity, especially in a community that values entrepreneurship. Kitchener is an incredible place to start and grow a company in Canada. Our partners in the Startup City ecosystem are among the best anywhere — University of Waterloo’s Velocity program, Communitech, Accelerator Centre, Conestoga College’s Centre for Entrepreneurship, and the Waterloo Region Small Business Centre. These organizations have set the benchmark for startup support. But we can do more.

As they grow, startups need spaces that can accommodate them without losing the community atmosphere and experiences provided in incubator or accelerator settings, especially in our Innovation District. We can

work with real estate developers and building owners to make sure the city has an ample selection of spaces, including urban places for software startups and micro-manufacturers, and retrofitted suburban industrial spaces for manufacturing startups.

As the startup community evolves, there is a growing demand for incubator or accelerator spaces in many critical sectors like hardware and manufacturing, life sciences, music, digital media, and food production. A number of projects are currently in the planning process, but they need support. To continue to be the best place to start a business in Canada, we must extend our services into new areas and industries.

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### WE SEE THREE OBJECTIVES:

- 01 *Be agile in the provision of services for startups.*
- 02 *Continue to attract entrepreneurs — locally, nationally, and globally.*
- 03 *Become a magnet for investment.*



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## HOW TO MAKE IT HAPPEN

Support the development of an advanced maker lab, offering specialized accelerator programming for startup manufacturers.

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Replicate the downtown Startup Landing Pad program city-wide to help redeploy under-utilized industrial buildings for hardware/manufacturing startups.

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Support digital content startups by facilitating the development of a digital content incubator in 44 Gaukel.

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Explore additional innovative solutions to make affordable space available to startups; for example, support the reuse of downtown homes as offices and workspaces for emerging businesses.

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Establish a creative hub for artists — especially in the music, film, theatre and digital media industries — offering such things as rehearsal spaces, entrepreneurial and promotional services, skills development, and event programming.

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Continue to use the Kitchener Market, Night Art Markets and special events to support prospective artisans, musicians, culinary entrepreneurs and retailers seeking to enter the marketplace.

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Explore opportunities for pop-up retail to allow prospective entrepreneurs to test concepts and products.

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Explore the potential development of a food and restaurant incubator/co-working space.

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Support the development of life sciences startups in association with the University of Waterloo Velocity program.

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Supplement a core set of business skills development programs with topical training, like food or retail workshops.

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Continue to mobilize mentors and ambassadors to support entry into the local entrepreneurial ecosystem, targeting people in transition (e.g., youth, new Canadians).

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Expand the downtown Startup Landing Pad program to support creative and cultural industries and establish offices of national and international venture capital firms.

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Support investment attraction through partner initiatives like Techtoberfest.

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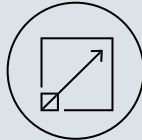
CALVIN & JARED *make software for Palette's modular controllers in the Velocity Garage, University of Waterloo*



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ONE NEVER NOTICES WHAT HAS BEEN DONE; ONE CAN ONLY SEE WHAT REMAINS TO BE DONE.  
— *Marie Curie* | *Physicist, chemist and pioneer in the study of radioactivity*

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## MAKE IT GROW

Kitchener has continually reinvented itself as technological revolutions swept across the globe. In fact, throughout our more than 150-year history, our business leaders have been builders of industry, creatively reshaping their firms to respond to new opportunities — from phonographs to digital projection systems, from injection molds to electronic consoles, from rubber tires to clean energy components. Our businesses have accumulated expertise and capabilities

to support development of the world's most complex and demanding new technologies.

Kitchener builds world-beating companies and the supply chains to support them. Today, you can source anything you need to make a wearable device or an automotive component in our city. With a bit more effort and investment, we can become globally renowned as a maker hub.

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### WE SEE THREE OBJECTIVES:

- 01 *Build Kitchener's identity as a global maker hub.*
- 02 *Work with existing businesses through partnerships (like the Manufacturing Innovation Network) to support their needs.*
- 03 *Help develop cluster supports that make these systems work (e.g., industrial design, marketing, finance, supply chains).*

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## HOW TO MAKE IT HAPPEN

Retain startups as they graduate from local programs like Velocity Garage, Velocity Foundry, or LaunchPad.

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Explore new opportunities to support manufacturing through the Manufacturing Innovation Network (MIN).

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Work with local post-secondary educational institutes to ensure programming reflects the training needs of the business community.

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Encourage business investment and cost-competitiveness by waiving or reducing some development charges, offering heritage and façade grants, and supporting the regional brownfield program.

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Work in partnership with the regional economic development corporation to create an environment that is responsive to business needs.

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Conduct a retail analysis to identify mechanisms to support both urban retail and retail centres in suburban neighbourhoods.

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Continue to act as a liaison between expanding businesses and property owners.

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Partner with regional municipalities to establish a music, film and media officer to facilitate cluster development and provide professional, craft and entrepreneurial support services.

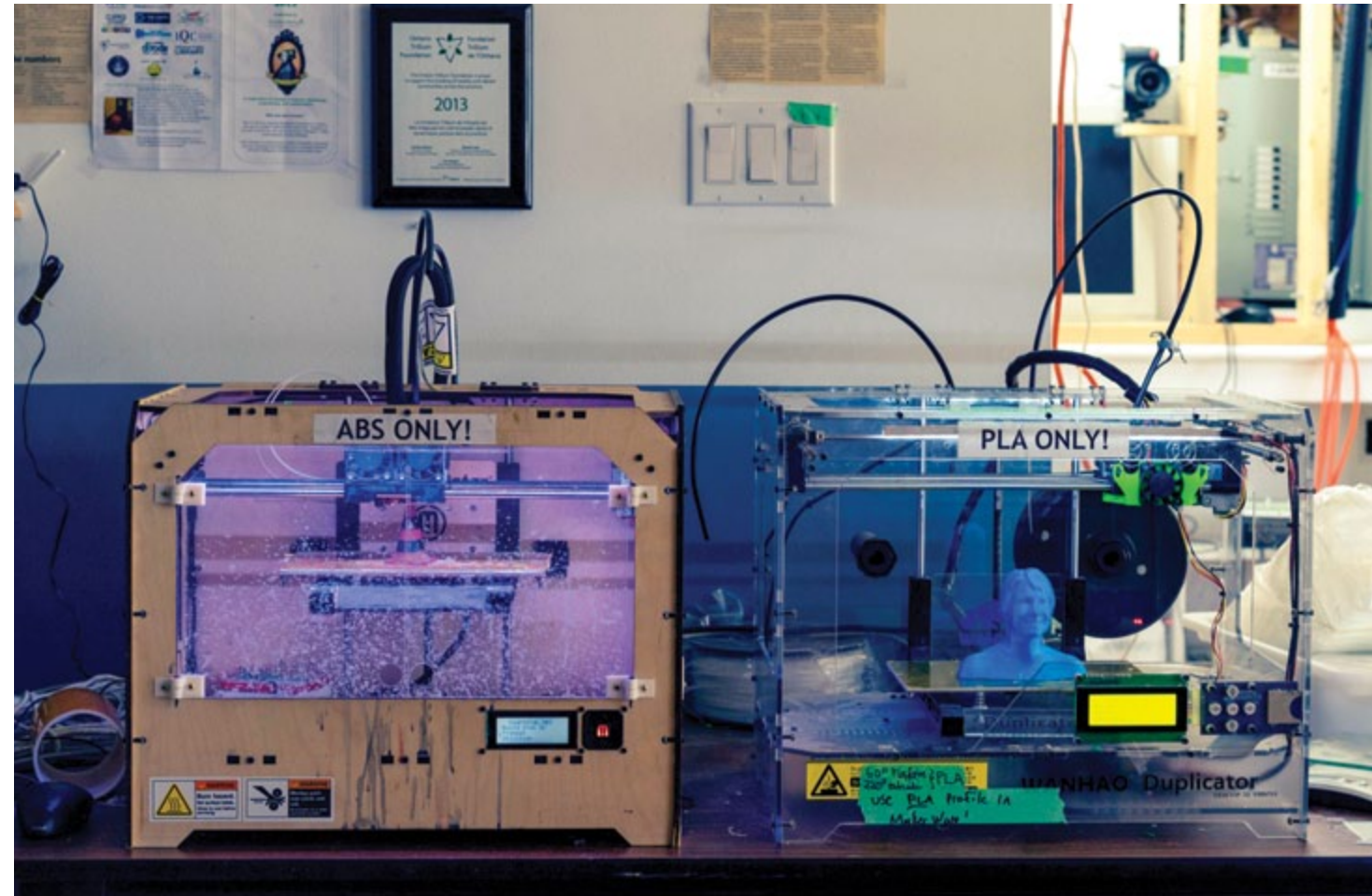
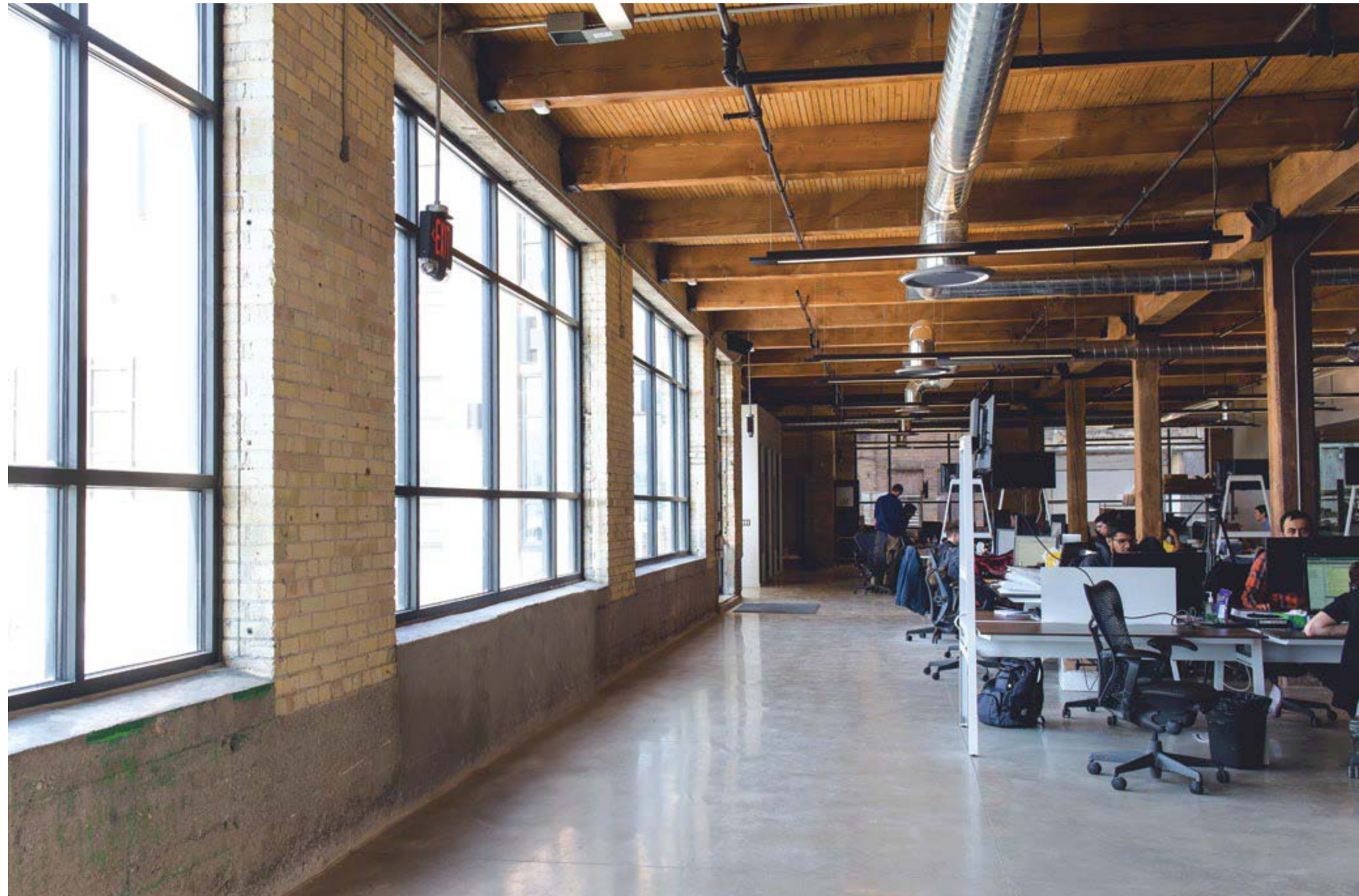
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Redevelop a joint film location services website, leveraging the existing "FilmKW" relationship with the City of Waterloo and other partners.

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MOHAMMAD *makes chrome pieces for a motorcycle at Kuntz Electroplating Inc.*





## HOW TO BUILD A GREAT CITY

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THE SHAPE OF OUR CITY SUPPORTS THE DEVELOPMENT OF OUR ECONOMY. AND THE SHAPE OF OUR CITY IS DEFINED BY HOW WE MOVE WITHIN IT.

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This makes well-integrated transportation networks an economic priority. We need to think about integration not only within our city, but in the context of our neighbouring cities and the Waterloo Region — Toronto innovation corridor.

The development of our city isn't just about infrastructure. The quality of our spaces — and more importantly our experiences in these spaces — influences our happiness, shapes our community identity, and makes a compelling case for business investment.

A vibrant city reveals rich opportunities for the things that make life more enjoyable, like festivals and board game cafes and farm-fresh produce, or a chance encounter with an old friend at yoga in the park. The lives we lead in between work and home are increasingly important as people prioritize experiences over the accumulation of more things.

As we elevate the profile of our city, we attract foreign investment, new Canadians, and returning residents, and these influxes of energy and culture enable us to become even more diverse. This attraction is important, but only as a complement to the development of home-grown talent.

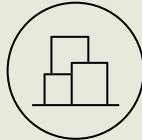
We build a great city by supporting smart urbanization, delivering inventive programming in these spaces, and making sure it all connects to a larger economic region.



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THERE IS A NEAR-PERFECT CORRELATION BETWEEN URBANIZATION & PROSPERITY ACROSS NATIONS. — *Edward Glaeser* | *Economist, professor, and author of Triumph of the City*

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## MAKE IT URBAN

Proximity matters. Cities are very simply characterized by the absence of wide spaces between people and businesses. The most significant density of residents and industry is in Kitchener’s downtown, the heart of the city. Downtown exemplifies an urban identity at its best, with arts, culture, recreation and commercial spaces that contribute to an excellent quality of life for all citizens.

But urbanization is about more than a strong city core — it’s about using the strength of that core to weave together the fabric of all communities in the city. It means improving the quality of urban life throughout our neighbourhoods, recognizing that the benefits of urbanization needn’t be contained in the core. Continued intensification and more walkable public spaces support neighbourhood-scale retail activity, community collaboration, and cultural participation.

The most significant urbanization opportunity in Kitchener lies in a strong central transit corridor that will integrate intercity light rail, commuter rail, buses and active transportation like walking and cycling. Our city-wide network of trails and bike lanes provide a sought-after urban amenity that makes Kitchener bicycle- and pedestrian-friendly.

Transportation infrastructure brings together neighbourhoods and business areas to connect communities, ideas, and industries. Within these spaces, we pursue integrated, well-designed communities, and collaborative or creative overlaps that set the stage for vibrant experiences.

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### WE SEE THREE OBJECTIVES:

- 01 *Continue to develop a dynamic downtown, and promote urbanization across the city.*
- 02 *Lead the way in the redevelopment of our own properties, and work with the private sector to apply these same standards.*
- 03 *Facilitate and encourage sought-after urban amenities, like outdoor movies and rooftop terraces.*

JANICE *makes poetry and music*  
*at Workplace One*

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#### HOW TO MAKE IT HAPPEN

Advance the redevelopment of city-owned lands in the Innovation District and Civic District for mixed-use intensification projects.

Support the development of Station Area Plans with appropriate land use, zoning, density and urban design provisions to encourage future growth along the ION Light Rail Transit line.

Work with building owners to use vacant spaces as collision spaces for entrepreneurs and supporters.

Broaden the landing pad and façade grant programs to encourage the subdivision of downtown retail space to support sustainable retail operations, and permit rear-access office or commercial space.

Embrace and plan for new urban amenities, such as dog parks, pop-up parks, bistro chairs, cycling super sharrows, street trees and furnishings.

Encourage city-wide do-it-yourself urbanism (e.g., guerilla gardening, little libraries).

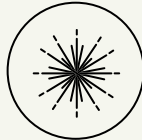
Continue to advance the Kitchener Market as the heart of the urban food community.



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A MIND THAT IS STRETCHED BY A NEW EXPERIENCE CAN NEVER GO BACK TO ITS OLD DIMENSIONS. — *Oliver Wendell Holmes, Jr. | Scholar and associate justice of the United States Supreme Court*

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## MAKE IT VIBRANT

Experiences in public spaces affect how strongly connected we feel to our city and each other. With a focus on placemaking, we encourage creative communities to help reflect, shape and express our identities. Kitchener's artists and performers play an essential role in invigorating our city, giving character and life to the spaces where they work and inspiring others with their creations. Such experiences support strong neighbourhoods and create a sense of belonging.

Vibrant urban places are essential to bringing together the many different communities that transcend the borders of individual neighbourhoods. Festivals, live music, and Kitchener Market cooking classes all help to build social ties, and stir our civic pride.

Very simply, an animated city not only makes Kitchener a great place for its residents, it also cultivates a powerful cultural identity that will attract people from beyond our borders.

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### WE SEE THREE OBJECTIVES:

- 01 *Build Kitchener's identity as a festival city.*
- 02 *Encourage our creative community to use the city as a stage, invigorating the city through new programs, and in unconventional spaces.*
- 03 *Support strong communities and neighbourhood identities through distinct events and creative expression.*



NICK *makes tacos*  
*at the Kitchener Market*

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## HOW TO MAKE IT HAPPEN

Work with key event organizers to develop festivals that regional tourism partners can promote to a global audience.

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Facilitate the collision of niche communities and programs into larger coordinated events and festivals.

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Support Kitchener's new neighbourhood strategy, which will facilitate citizen-led placemaking in neighbourhoods, and the creation of highly participatory experiences.

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Implement a community-led public art program through our neighbourhood matching fund grant.

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Continue to grow the Kitchener Market as a cherished community gathering space, while extending the Market's brand beyond the building to include, for example, pop-up markets, LRT station branding and external events.

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Invigorate passive and underutilized urban spaces (like alleys, parkettes, empty storefronts) as venues for community experiences and creative expression. Start by activating our City Hall retail space for visual arts.

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Continue the Downtown Live program to develop and showcase emerging and established local musicians in venues like Carl Zehr Square, Victoria Park and the Kitchener Market.

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Develop performer-friendly policies like unloading permits, and ensure Downtown Live performers have access to technicians, appropriate equipment and fair compensation.

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Facilitate policies and programs to encourage live performances everywhere, including venue development to support opportunities for performance experiences in venues of all sizes.

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Portray community diversity through equitable representation in programs like Downtown Live.

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I DON'T KNOW WHAT ANY OTHER INDIVIDUAL SHOULD DO ABOUT CROSSING HER OWN BORDERS. I ONLY KNOW THAT I LIVE A HAPPIER, MORE ADVENTUROUS LIFE, BY CROSSING BORDERS. — *Sherman Alexie, Jr. | Poet, filmmaker, and award-winning author of The Absolutely True Diary of a Part-time Indian*

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## MAKE IT CONNECT

Kitchener is a collection of diverse communities and part of several larger communities, including Waterloo Region and the urban region around Toronto. To succeed, Kitchener must participate and compete in the global community. We are a city that does business far beyond our borders. Our people travel the globe and are in demand in the great cities all over the world. To thrive in this environment, we must develop and deploy all of our assets and relationships. We must become a more connected city and those connections must be supported by the best infrastructure available — transportation, broadband telecommunications, and social networks.

Dynamic networks and relationships converge in downtown Kitchener's Innovation District. Anchored by the Communitech Hub, Velocity Garage, the University of Waterloo School of Pharmacy, and our future multi-modal hub, the district is home to major employers like Google and some of the most promising startups in the world. The Innovation District demonstrates that investments in building a city can also support the development of industry. Infrastructure, support systems, inspiration and experiences — the Innovation District offers it all, and the world is starting to take notice.

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### WE SEE THREE OBJECTIVES:

- 01 *Champion the creation of infrastructure to develop and fortify an innovation corridor between Waterloo Region and Toronto (GO Trains, fibre networks).*
- 02 *Build the partnerships needed to support it — regional economic development, Communitech, Toronto clusters.*
- 03 *Develop the Innovation District as the heart of the system.*

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## HOW TO MAKE IT HAPPEN

Advocate for two-way, all-day GO Trains and future high-speed rail between Kitchener and Toronto.

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Champion the adoption of ION Rapid Transit by the business community.

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Support Kitchener's upcoming digital strategy by advocating for better fibre and wireless infrastructure.

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Work with our regional economic development corporation, tourism corporation, and Waterloo and Cambridge to promote Kitchener and the region abroad.

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Extend our Kitchener brand into the digital and physical environment (e.g., signs, websites, communications).

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Formalize the physical identity of the Innovation District through urban design elements, and promote the district as the centre of the region's innovation system.

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# MAKE IT KITCHENER IS ABOUT EMPOWERING PEOPLE AND THEIR PASSIONS.

Our city is propelled by entrepreneurs, investors, artists, machine operators, chefs, agents of change, and so many others. Our four-year economic development strategy is about making Kitchener an inspiring place to be by fueling our citizens' creative engines and making more space for collaborative experiences, whether you're launching your business, building your career, or supporting your community.

For more on Kitchener's Economic Development Strategy: [www.makeitkitchener.ca](http://www.makeitkitchener.ca)

## HOW TO BUILD A DYNAMIC ECONOMY:



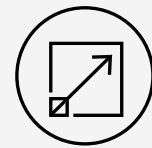
### MAKE IT SPARK

*We will support experimentation, encourage the intersection of art and industry, and support creative clusters such as music, film, performing arts, and design.*



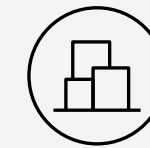
### MAKE IT START

*We will be agile in the provision of services for startups, continue to attract entrepreneurs (locally, nationally, globally), and become a magnet for investment.*



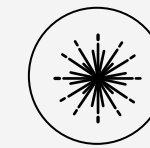
### MAKE IT GROW

*We will build Kitchener's identity as a global maker hub, work with existing businesses to support their needs, and help develop cluster supports that make these systems work.*



### MAKE IT URBAN

*We will continue to develop a dynamic downtown and promote urbanization across the city, lead the way in property redevelopment, and facilitate the creation of sought-after urban amenities.*



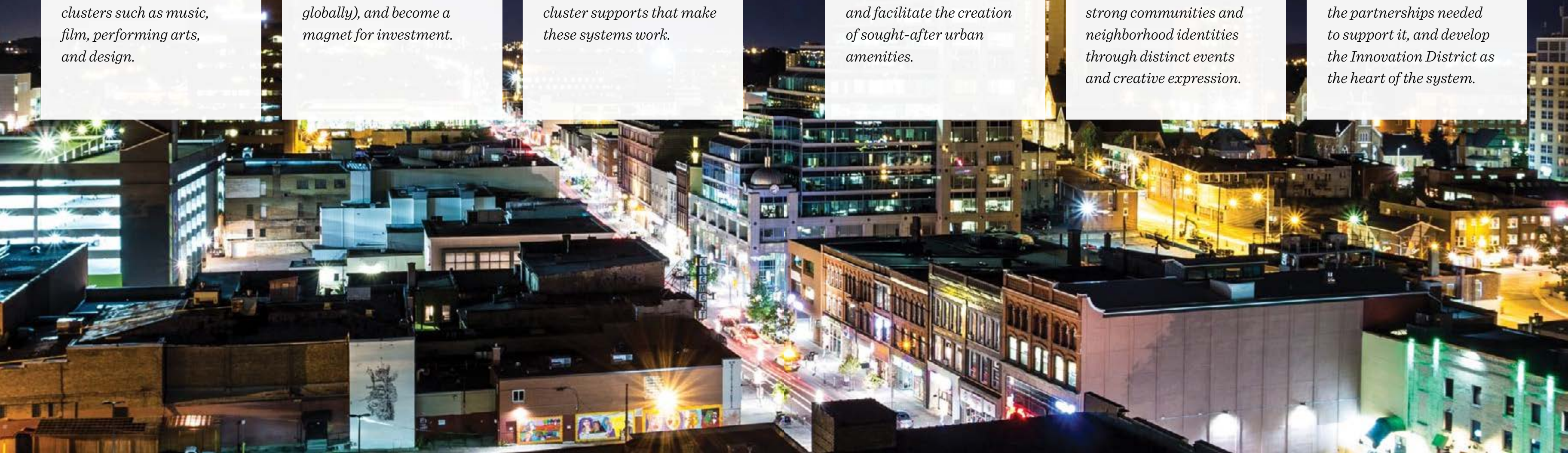
### MAKE IT VIBRANT

*We will build Kitchener's identity as a festival city, encourage our creative community to use the city as a stage, and support strong communities and neighborhood identities through distinct events and creative expression.*



### MAKE IT CONNECT

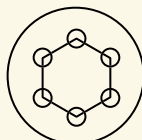
*We will champion the creation of infrastructure to develop an innovation corridor between Waterloo Region and Toronto, build the partnerships needed to support it, and develop the Innovation District as the heart of the system.*



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IF I HAVE SEEN FURTHER IT IS BY STANDING ON THE SHOULDERS OF GIANTS.  
— *Sir Isaac Newton* | *Physicist, mathematician, and author of Principia*

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## MADE BY OUR COMMUNITY

The City of Kitchener is committed to building a great city with a prosperous economy. But *you* have an even more important role to play in making it happen. Kitchener's theatres, incubators and business parks are empty without your interpretation of what can happen in those spaces. You bring them to life with your vision. Your talents drive our strategy and make it happen.

With talent as our priority, Economic Development decided to develop this strategy by talking to the people who will live it. We engaged more than 400 citizens, stakeholders and partners through our "Ideas of the Brave" consultations. You shared your vision for our future, and we used your insights and ideas to shape this strategy.

You told us that artists need affordable space. That hardware is the new software. That the makers will connect us all.

You suggested that we can be a global maker hub. That transportation matters. That music venues matter. That the intersection of all these things will set us apart.

You shared your values: diversity; collaboration; affordability; sustainability.

You told us that it's not just about growth — that it's about building a complete community.

When it comes to economic growth, there is a gap between what we measure and what we value. How do we understand prosperity? Is it more jobs? Better jobs? A more inclusive economy?

We need to make a city that is for everyone, in which we balance our programming to serve a diverse city. But we must make choices about how we allocate our resources. We must ask how we can make the greatest impact.

The answers are always changing as our city, our region and the world change. We have always pursued growth, but strictly speaking, growth alone is not the answer. Economic growth simply means producing more of the same, while economic development is the pursuit of different and better things. If we aren't growing in a way that makes us a more complete community, we have to make it better.

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YOU SHARED YOUR VALUES: DIVERSITY;  
COLLABORATION; AFFORDABILITY;  
SUSTAINABILITY. YOU TOLD US THAT IT'S  
NOT JUST ABOUT GROWTH — THAT IT'S  
ABOUT BUILDING A COMPLETE COMMUNITY.

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WE MAKE A CITY FOR EVERYONE

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OUR CITY AND OUR ECONOMY ARE CHANGING. THEY ALWAYS HAVE, ALWAYS WILL. TODAY IS NO DIFFERENT — NEW TECHNOLOGIES ARE EMERGING, INDUSTRIES ARE OVERLAPPING, SPENDING PATTERNS ARE CHANGING AND WORLD EVENTS ARE CHANGING OUR CONTEXT.

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But Kitchener has always managed to thrive. Why? Because we don't lament. Instead, we make things. We always have, always will. And even though we are a city of thousands, with many moving parts, we always make it together. We've never been about one industry, one culture, one neighbourhood or one means to an end. We build our city for everyone.

And we don't stand pat. We innovate. We make things, we fix them, and we make them again. We make better, and we help our neighbour make better.

We are brave. We adapt our city for tomorrow, not today. From horses and steam engines to electric cars and rapid rail, we always look forward. We'll grow up, not out, and fill our city with life.

And while technologies change and our city changes, our reaction to them does not. We will always fearlessly grasp the next brave idea, and **MAKE IT HAPPEN.**





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