

# A Plan for a Healthy Kitchener

(2007 to 2027)



## Community Strategic Plan



# MESSAGE FROM CHAIR

## Message from Compass Kitchener Chair

On behalf of Compass Kitchener and the Healthy Communities Working Group, I am pleased to present to Council, and the citizens of the City of Kitchener, A Plan for a Healthy Kitchener (2007-2027).

This document is the result of the most extensive and inclusive consultation processes in the City's history - the Environics study in 2005, followed closely by the Who-are-you-Kitchener? campaign conducted by Compass Kitchener in early 2006. It also interweaves the many similar themes and strategic directions contained in the City's "First Steps Toward a Healthy Community Plan," completed by the Healthy Community Plan Working Group in June 2006.

Through Environics and Who-are-you-Kitchener? - processes designed to reaffirm Kitchener's identity and produce a report card on the City's performance over the last three years - thousands of residents helped to develop a picture of what we would like Kitchener to be...for ourselves, our neighbours, our children and our community - 20 years from now.

In this plan, we have expanded and added detail to this vision through recommendations for strategic directions - based on citizen input and the directions contained in the "First Steps" report of June 2006.

In essence, this plan is the embodiment of the voice of our community as we continue to work together to set our collective goals and to achieve the

appropriate balance. It's our road map to the future. It shows us where we want to go. It shows us how we can get there - together. And it shows us just what is possible.

I would like to take this opportunity to thank all of the citizens who took the time to attend meetings, make phone calls, write letters and emails, and participate in surveys. It is only because of your candor and constructive suggestions and comments that we have been able to formulate such a progressive and positive vision of the City's future.

As well, I give thanks to the members of Compass Kitchener, the Healthy Community Working Group, and to City staff for all of the time and effort dedicated to this process. It is this kind of collaboration and co-operation that helps to make Kitchener such a special community. And finally, I thank City Council for its far-reaching vision and its belief in the importance of inventing our future.

It has been a pleasure and an honour to be part of this process. On behalf of Compass Kitchener and the Healthy Communities Working Group, we look forward to seeing this plan unfold over the coming years as a living, working document that will be used by Council and City staff as a touchstone to guide planning for the future of this great city.

Respectfully,

Don Bourgeois, Chair, Compass Kitchener

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Healthy communities have a vision of future well being for the total community, and employ a process that helps them achieve their goals. This plan, in no particular order, outlines the common threads in the fabric of our collective vision for a healthy Kitchener -- and the actions we'll take along the way to achieve our goals. Together.

## How We Got Here...

This strategic plan is one part of a continuous process. It actually builds on work that we, Compass Kitchener, did with citizens in 2000, 2003 and 2005/2006 to unearth the qualities about our city that residents hold near and dear to their hearts. Today, we continue to plan our future together, based on the community values and principles that we, collectively, feel are important. A bit of history...

- 2000: Compass Kitchener began a dialogue with citizens to develop a vision for the future of the City of Kitchener. Kitchener citizens were invited to talk about their vision for the city 20 years out. The vision, values and directions they articulated were adopted by Kitchener City Council in June, 2000.
- 2003: Compass Kitchener again reached out to Kitchener citizens. We wanted to re-evaluate the vision and directions against the backdrop of the community issues of the day. What things identified in 2000 were still important? Where did residents feel Council should be focusing its efforts? Through focus groups and a city-wide survey, the 20-year vision was updated.
- 2005/2006: From May 2005 through May of 2006, Compass Kitchener conducted the Environics and Who-Are-You-Kitchener? campaigns to engage citizens in confirming a vision for the future of the city and to produce a report card on the City's performance during the current term of Council. It was the largest, most inclusive public engagement campaign in the city's history.

At the same time as the Who-Are-You-Kitchener? campaign was underway in early 2006; the City's Healthy Community Plan Working Group was wrapping up 18 months of work and preparing to report to Council with the "First Steps Toward a Healthy Community Plan."

We discovered that our initiatives were, in fact, extremely synergistic. Citizens had shared their vision for the future through Who-are-you-Kitchener? and simultaneously the Healthy Community Plan Working Group had taken an extensive look at what the City is already doing in key areas - and what it could do in the future. Both of these initiatives were intended to ensure that Kitchener is always a great place to be and a community that achieves an optimal balance of economic prosperity, environmental sustainability and social vitality, grounded securely in the values and culture of this community.

This document unifies the work of Compass Kitchener and the Healthy Community Plan Working Group and provides a single strategic approach to delivering results in key areas that are essential to the health and vitality of our city, now and into the future. It highlights priorities identified in consultation with the community - quality of life, leadership and community engagement, diversity, downtown, development, and the environment. And it organizes the recommendations resulting from the Healthy Community Working Group review under each of the priority areas as most appropriate - there is and will be overlap. Combined, these efforts present us with A Plan for a Healthy Kitchener (2007-2027).

# HEALTHY COMMUNITY

## What is a Healthy Community?

Ask anyone what it is that makes and keeps us healthy - we all know, intuitively! It's clean air and water, healthy food, good jobs and safe homes in caring neighbourhoods. It's schools with good teachers and fun playgrounds, parks, bike trails, sports fields and theatres. It is a place where people care about each other, are interested in what is going on, and get involved because they feel responsible for giving something back. And it is a place where social, cultural and spiritual differences are welcomed, a place of peace and social justice, a place where everyone belongs.

The quality of our community life is important because we derive physical, mental, spiritual and emotional sustenance - vitality and well-being - from our involvement in community. A community that provides for these basic needs for all of its members, and maintains strong and positive relationships both within and outside the community, is a healthy one.

The 1984 World Health Organization (WHO) identifies four essential principles in creating vitality, prosperity, health and community:

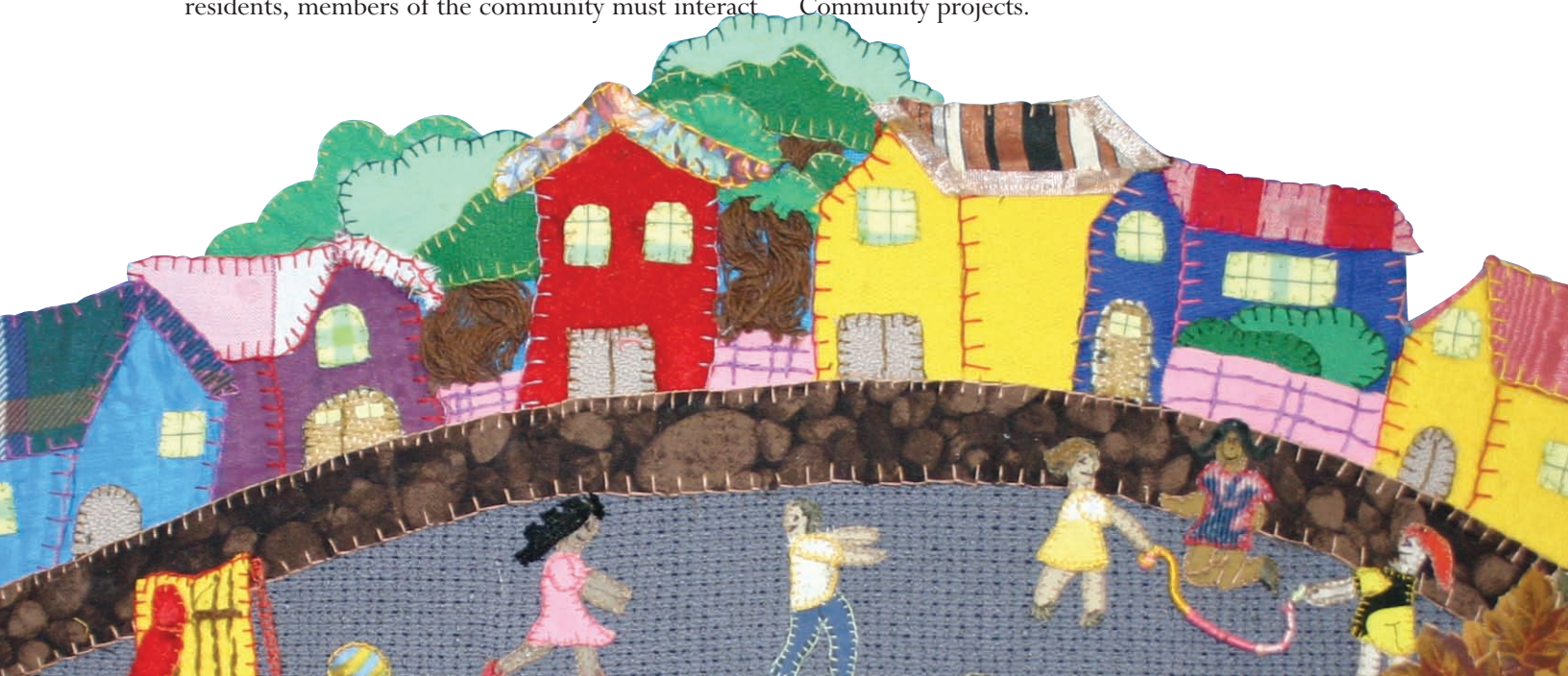
**Wide community participation:** For a community to adequately meet the needs of its residents, members of the community must interact

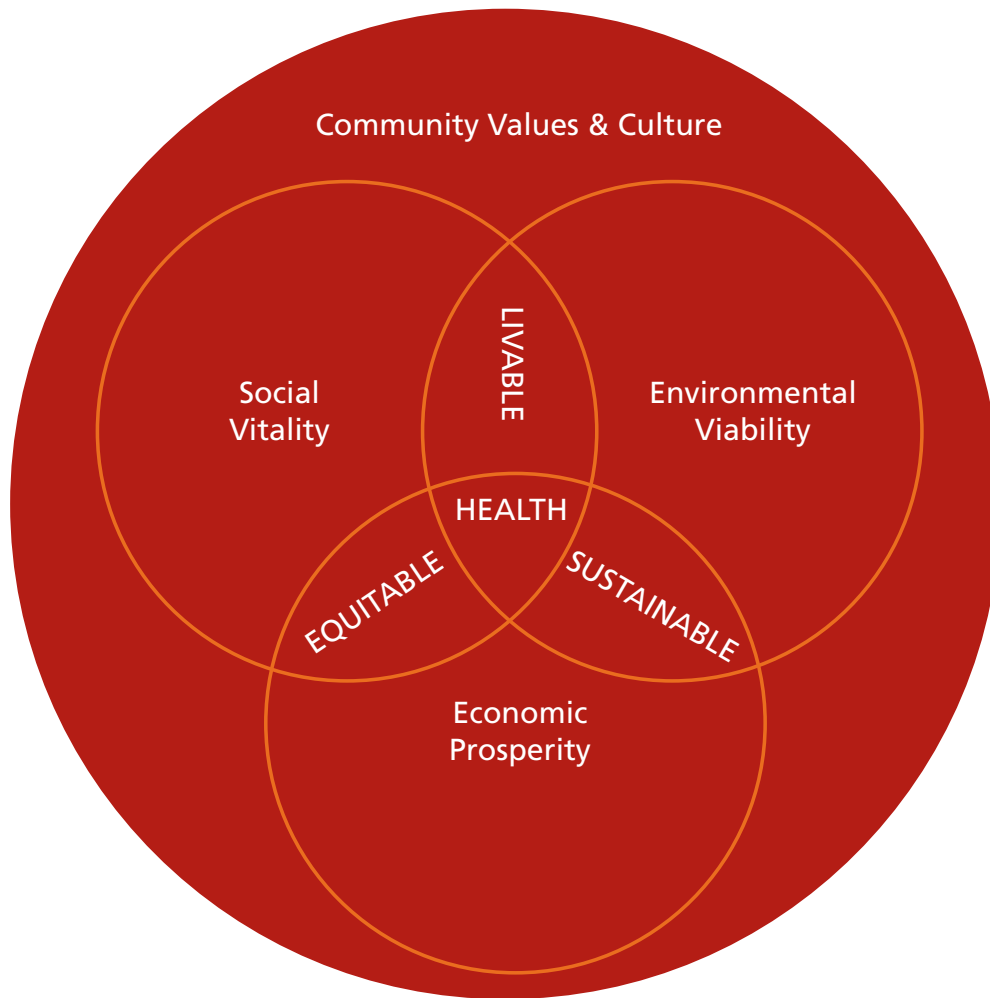
with each other, exchange information, become engaged and work together. They can do this in a variety of ways, such as planting trees, learning and sharing at conferences, coaching youth sports, or sitting on a municipal advisory committee.

**Broad involvement of all sectors of the community:** Working together to look at the issues, we can develop a shared vision of a healthy community. By sharing information, expertise, resources, and by working together, we will better be able to achieve our goals.

**Creation of healthy public policy:** Healthy public policy is designated to enhance health and equity for all community members. It creates a supportive environment that makes it easier for citizens to make healthy choices.

**Government commitment:** Local governments have played an important role in the Healthy Communities movement since it began. They have formed interdepartmental committees to develop and implement Healthy Community strategies, and participated in Healthy Community coalitions. Local governments have also provided funding, staff resources and other in-kind support to Healthy Community projects.





## MADE IN KITCHENER

### Another “Made in Kitchener” Model

The 1984 WHO model is an international staple in describing healthy communities. Three overlapping circles depict both the distinct and inter-related characteristics of social, environmental and economic well-being. Our success can be measured by the extent to which we translate “overlaps” into policies and practices. It is at these intersections that we find the most possibilities for prosperity, health and vitality.

The Healthy Community Plan Working Group decided, after much discussion and debate, to

situate the traditional WHO model within a fourth circle that represents community values and culture. The decision to do so came from the group's desire to both describe and honour the culture of Kitchener and to ensure that all of our work was grounded in that culture. This all encompassing sphere is about the “who” and the “how”; our citizens, our diversity, our values, our commitment to this community, and our willingness to be a part of shaping the future.

This is the essence of Kitchener.

## Quality of Life

A great place to live is important to us.

We want our city to be a place of opportunity for ourselves and our children. We want our city to be safe. We want our city to be clean. We appreciate the City's investment in infrastructure. And we appreciate the many special events, the parks, the playgrounds and the cultural activities the City supports annually that make Kitchener an exciting and vibrant city to live in and raise a family.

In Kitchener, we strive to live well.

We do recognize that to continue all of the services that our City provides is not without its challenges as local governments struggle to do more with fewer dollars. But what we must do is more, not less. To enhance the quality of life and economic vibrancy of our city. To make further progress as a healthy community. To attract and retain more residents willing to make Kitchener their home - and willing to invest their future in ours.

### Citizens' Quality of Life Vision, 2027

“Our shared vision is for Kitchener to be a community that invests in maintaining basic services, in addition to amenities such as community centres, museums, theatres, art galleries, and leisure facilities, even if that means paying higher taxes.”

#### What Citizens Told Us:

Citizens were asked: Thinking about the whole

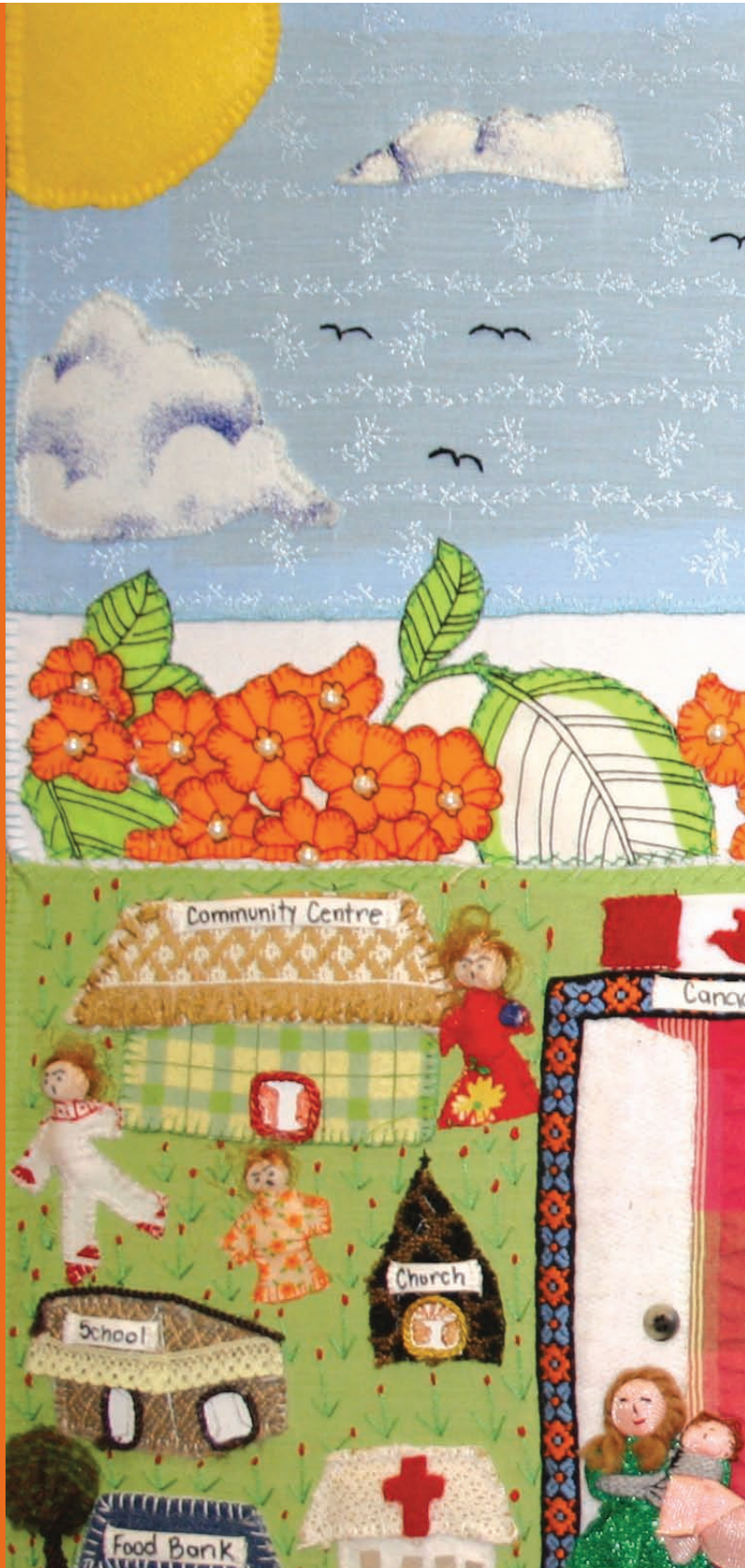
community of Kitchener, what are the two or three things you like the most?

Over 60 per cent told us that their number one “like” about Kitchener was the quality of life enjoyed here. Specifically, the City's size and small town feel; the people; its charm; the location; its cleanliness; and, its safety and low crime.

#### Strategic Directions for Quality of Life

Over the next four years - to ensure that Kitchener achieves and sustains its vision of broad community health and well being - we recommend:

1. That the City put a permanent Healthy Community framework in place, with the following mandate and structure:
  - The identification of community priorities at the outset of Council's term of office and an evaluation of progress against priorities before the end of the current term.
  - The provision of annual status reports to Council and citizens to benchmark progress on priorities, community health and well-being.
  - The development of a “healthy community lens” through which Council considers major issues and decisions.



- Provide assistance in developing a strategic financial plan that aligns broad community priorities with the allocation of corporate resources.
  - Is accountable to City Council and the citizen's through Compass Kitchener, the City's citizen advisory committee on community vision, values and priorities, and is accountable to the corporation through the Chief Administrator's Office.
2. That the City establish greater public appreciation and understanding of our cultural heritage resources through various forms of education.  
  
And,  
  
That the City protect its cultural heritage resources through the employment of various forms of conservation practice, including designation under the Ontario Heritage Act.
  3. That the City highlights arts and culture as a factor critical to the health of the community through supporting goals and objectives of CULTUREPLAN II.
  4. That the City works with its many partners - individuals, families, neighbourhoods, organizations and all orders of government - to create a culture of safety, through social development and through increasing the capacity of communities to discuss, define, and address their shared concerns.

## Leadership and Community Engagement

Keeping our local government connected to a constantly evolving community requires strong and visionary leadership - leadership that fosters an open and understandable decision-making process and a commitment to two-way communication with the community about our shared vision for the future.

The City continues a strong tradition as a leader in community involvement - regularly engaging citizens through the sharing of information; through citizen consultation on specific projects; and through the active and ongoing participation of citizens, businesses and community organizations in the development of city policies, strategies and plans for strategic investments.

And that puts Kitchener on the right track in the eyes of its citizens. Citizens tell us that they want to be informed. They want to speak for themselves. They want to be heard. They want an open, transparent, accountable and accessible local government, now - and for the future.

To this end, we must continue to strengthen the connection and understanding among all people in our community, between our community and city government, and between the City and other orders of government, by enhancing opportunities for public involvement and dialogue.

### Citizen's Leadership and Community Engagement Vision, 2027

“Our shared vision is for Kitchener to be a community in which the residents are engaged and active in decision making about local issues.”

#### What Citizens Told Us:

- 81 per cent told us that they want Kitchener to

play a critical and significant leadership role in the Region of Waterloo.

- 68 per cent indicated that they are satisfied with the level and type of participation in planning and development decision-making; 32 per cent suggest there is opportunity to expand and improve upon current processes.
- 93 per cent want Kitchener to be known for its volunteering and citizen involvement in community activities.

### Strategic Directions for Leadership and Community Engagement

Over the next four years - to ensure that Kitchener sustains a high level of leadership and community engagement - we recommend:

1. That the City partners with citizens, business, agencies, organizations, school boards and all orders of government, as appropriate, in all Healthy Community initiatives.
2. That the City develops a Community Engagement Policy that outlines its commitment to, and passion for, two-way communication with citizens, and open, transparent and inclusive municipal government.
3. That the City develops a strategy and processes to support the Community Engagement Policy, that includes the sharing of all pertinent information and ensures opportunities for involvement of all citizens.
4. That Council designates the financial resources to plan for, implement and sustain a comprehensive Community Engagement Policy.

5. That the City develops a partnership with area school boards and other youth-service organizations in an effort to engage tomorrow's leaders in civic life - today.
6. That City staff evaluates efforts to engage the community annually and reports on results as a way of benchmarking community health and well-being related to citizen involvement.
7. That the City reviews its advisory committees to ensure that committee structures and mandates are clear; that there is member representation from across sectors; and that future direction is tied to broad healthy community priorities.

And,

That the number of meetings for advisory committees increases to incorporate opportunities for Compass Kitchener and committees to come together to review community priorities, share information and insight, report progress, and identify areas where they can work together.

8. That the City of Kitchener develops a full Volunteer Support Strategy in 2006-2007 to ensure volunteer resources that meet community needs.

And,

That the City reviews staff resource requirements against volunteer support needs - now and in the future - as part of its "volunteer strategy development."

9. That the City's Community Investment Strategy, which provides individuals and groups with funding for programs, projects, events and initiatives, includes such things as: broadened support for non-governmental organizations, grant criteria that reflects community priorities; and, evaluation of the use of City grant money.

And,

That the City seeks opportunities to collaborate with funding partners to address any gaps in grant funding for individuals and groups in the community.



## Diversity

Diverse individuals and communities make up the population of Kitchener. Our citizens value the contribution of all of our people. And we are a community that believes that our cultural diversity provides a living fabric that binds our community together. Diversity is our strength - past, present and future.

Our future of a cohesive, strong Kitchener lies within our inclusive vision of society - a society that is equitable and built on the strength of its differences. Citizens want to live in a community that acknowledges and embraces ethnic, cultural and social differences

### Citizens' Diversity Vision, 2027

“Our shared vision is for Kitchener to be a multicultural community in which different ethnic groups are encouraged to retain their cultures and lifestyles.”

#### What Citizens Told Us:

- 86 per cent agree that other cultures have a lot to teach us - our getting to know one another enriches all of our lives.
- 85 per cent indicated their willingness to spend the same or more money on increasing physical accessibility - installing automatic door opener, curb cuts, and greater wheelchair access, are examples.
- 67 per cent want Kitchener to be known - by 2027 - as a city that provides access to a common set of services for everyone.

# DIVERSITY

As an outcome of Who-are-you-Kitchener?, we have chosen to think about diversity in its broadest sense. Simply, we are all different. We view diversity as an issue of access, equity and inclusion for all members of this community. We will work together to open doors, be inclusive, and challenge oppression of any description.

### Strategic Directions for Diversity

Over the next four years - to ensure that Kitchener embraces opportunities to build an inclusive community - we recommend:

1. That the City create a Corporate culture that is inclusive and represents the diversity of our community through:
  - A review of the Corporation's diversity, in its broadest definition, and the use of results as a foundation against which to measure future change and progress.
  - The development of policy and strategies to ensure broad access, equity and inclusion of our diverse citizens in the life of the Corporation.
  - Incorporating outreach to secondary and post-secondary schools into its talent recruitment processes.
  - Conducting an annual review of change and improvement in access, equity and inclusion of citizens.





2. That the City allocate appropriate resources to enable the Corporation to define and realize goals and objectives of a broad community diversity strategy, including corporate and program-specific policies and procedures.
  3. That the City support staff in implementing the 2006-07 priorities from the Leisure Facilities Master Plan including the development of a volunteer strategy, youth strategy, seniors strategy and leisure access strategy.
  4. That the City's efforts to engage the public in initiatives and decisions that affect them include communication and outreach appropriate for, and accessible to, diverse audiences.
  5. That various projects and strategies be co-ordinated when they are similar in results and/or theme, and that they each include two-way communication with citizens to enhance access, equity and inclusion of all citizens.
  6. That staff continues to oversee priorities for physical accessibility improvements in City facilities as required under the Ontario Disabilities Act (ODA), 2001, including:
    - The corporate-wide implementation of all requirements identified in the Accessibility Standards of the Ontarians with Disabilities Act, 2005, and the 2006 Accessibility Plan.
    - The administration of funds from the Corporate Accessibility Capital Fund to remove barriers across City facilities.
    - An audit of its facilities to determine any existing barriers to persons with disabilities so that a priority plan can be developed to address these issues.
- And,
- That the City acts as an advocate with other orders of government to secure formal recognition of the skills, abilities and designations of foreign-trained citizens - within public and private organizations.

# DEVELOPMENT

## Development

We will not sacrifice our quality of life for development. Future development in Kitchener needs to reflect balance and vision - a sustainable healthy community in which to live and raise our families.

Livable, attractive communities are created over time as the result of hundreds, even thousands, of development decisions. We must continue to make the decisions that now, and in the years to come, ensure an effective balance between our economic needs, the needs of business and industry, the needs of our environment, and the needs of residents.

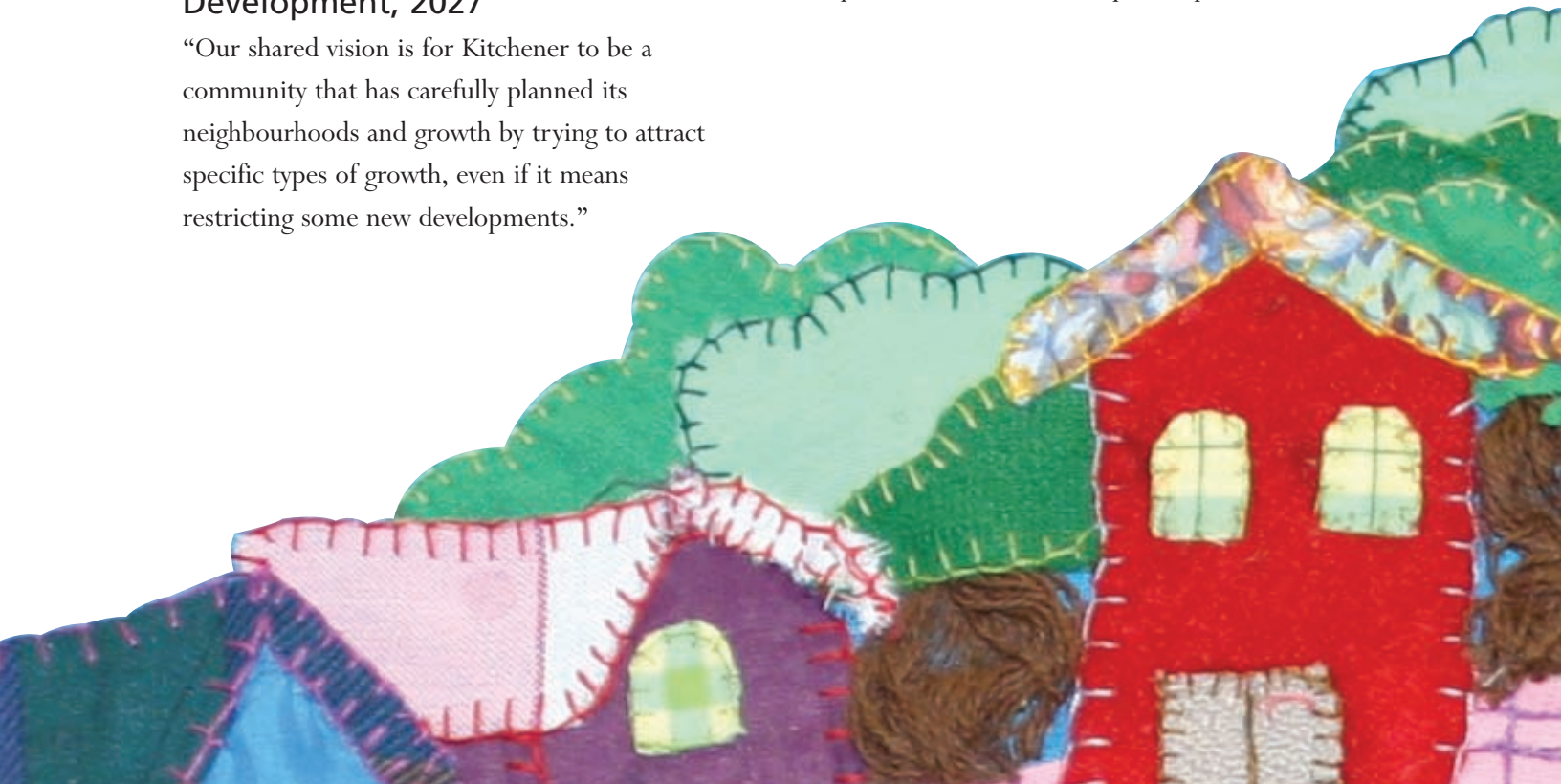
And we should devote as much of our energy, resources, care and concern, to our neighbourhoods as we have to our downtown revitalization efforts because, while we have a downtown on the edge of a new frontier - we are, in the end, one city - and each part of our city must be part of the great success story that we have worked to create.

## Citizens Vision for Development, 2027

“Our shared vision is for Kitchener to be a community that has carefully planned its neighbourhoods and growth by trying to attract specific types of growth, even if it means restricting some new developments.”

## What Citizens Told Us:

- 47 per cent support increasing density and infill in the central neighbourhoods as a viable response to supporting a growing population.
- 89 per cent want Kitchener to focus significant energy and resources on becoming more environmentally friendly, through investments in things like bike trails, improved transit systems, tougher environmental bylaws and stricter growth management policies that limit urban sprawl.
- Respondents told us that the following issues need to be talked about as part of our public engagement in growth management: the environment (28 per cent), services (19 per cent), public transit (17 per cent), roads and traffic (14 per cent) and business impact (9 per cent)



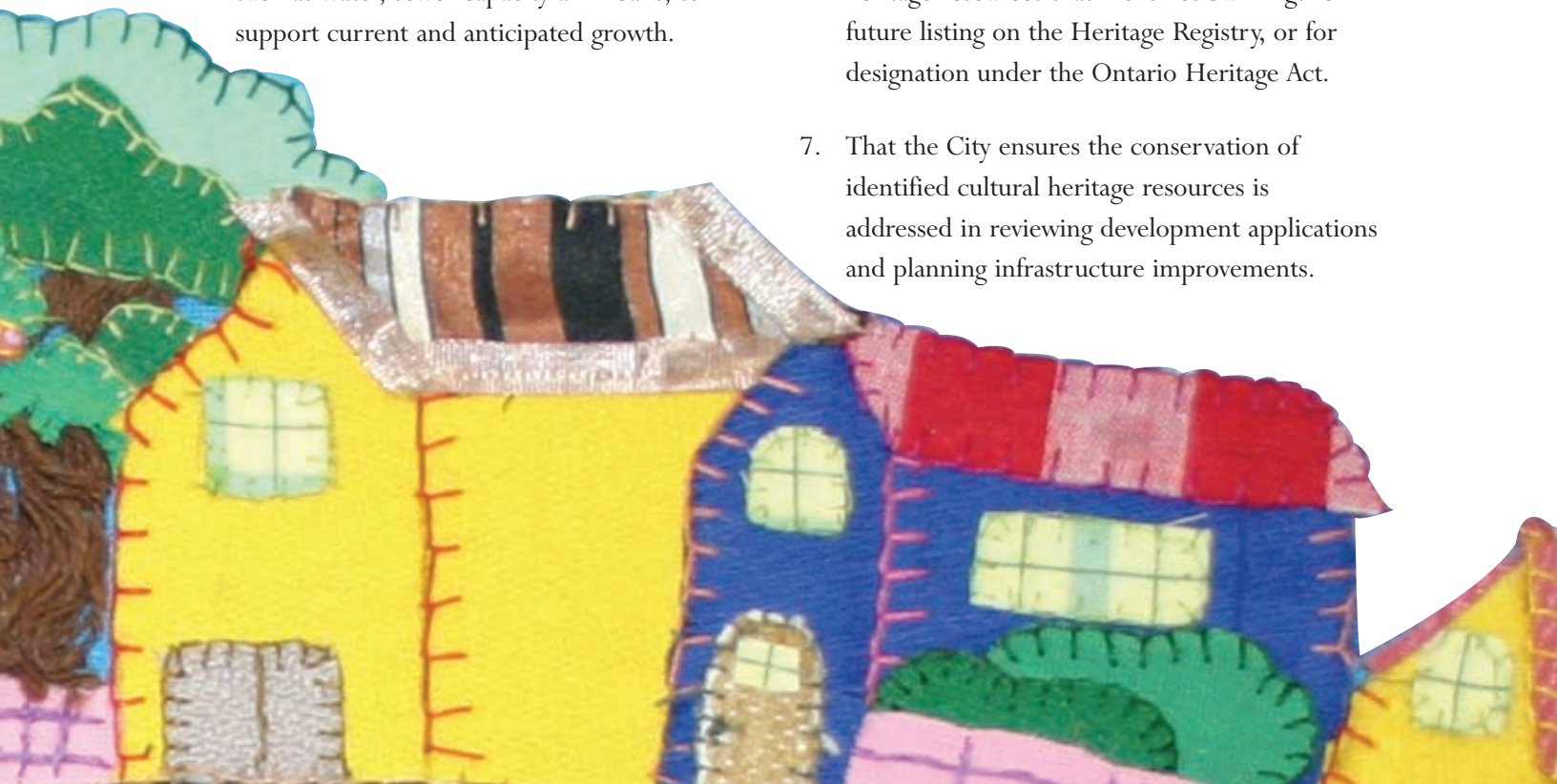
## Strategic Directions for Development

Over the next four years - to ensure responsible, people-centred development of our community - we recommend:

1. That the City manages its growth and development relative to the Province's "Places to Grow", the "Regional Growth Management Strategy" and the "City of Kitchener's Official Plan" with a view to the critical elements of a healthy community. As such the City must consider the economic, social, cultural and environmental implications of all future development projects and initiatives.
2. That the results of the community engagement process on growth management be used in the preparation of key quality of life indicators for the City.
3. That, as part of its growth management strategy, the City maintains its balanced approach to replacing and/or expanding existing infrastructure and building new infrastructure, such as water, sewer capacity and roads, to support current and anticipated growth.

And,

- That the Mayor and Council continue to advocate for Kitchener's share of federal and provincial tax dollars and funds from federal/provincial and other infrastructure investment programs.
4. That the City advocate for and bring forward new technologies as the infrastructure of the future (e.g. fibre optics, wireless).
  5. That the City continues with its economic strategies, including its focus on cluster development (manufacturing, education and knowledge creation, bio-medicine and pharmaceuticals, and arts and culture), urban vitality and employment lands, as a solid approach to the City's economic health and well-being.
  6. That the City completes an inventory of cultural heritage resources that identifies buildings for future listing on the Heritage Registry, or for designation under the Ontario Heritage Act.
  7. That the City ensures the conservation of identified cultural heritage resources is addressed in reviewing development applications and planning infrastructure improvements.



# DYNAMIC DOWNTOWN

## Dynamic Downtown

Downtown Kitchener is experiencing a major turn around that is transforming it into a modern and dynamic city centre.

We believe that the future of downtown Kitchener is among the brightest of any Canadian downtown - made so by a core revitalization process that is founded on a far-reaching vision for the future vitality and success that is critical to our economic health and quality of life.

The message that we're sending to developers and to new urban pioneers - people looking to experience the culture and excitement associated with urban living and playing - is that this is the time to make your move to downtown Kitchener.

We have a vested interest in the future of our downtown. And a belief that - with this renewed focus on its rebirth as a place for pride, prosperity and people - it will succeed.

## Citizens' Vision for Downtown, 2027

“Our shared vision is for Kitchener to be a community that has built a vital and lively downtown which provides all residents with a unique mix of exciting big city amenities and diverse services.”

### What Citizens Told Us:

- The majority of respondents support the direction the City is taking in re-energizing the downtown.
- 72 per cent reported feeling very or somewhat

unsafe in the downtown after dark. Further analysis indicates that this perception is held more so by residents in the suburbs than by those who reside in the neighbourhoods adjacent to the downtown.

- The majority of respondents - 64 per cent - strongly support the City's strategy to attract new economic clusters (education, arts and culture and bio-medicine) to the area.

## Strategic Directions for Downtown

Over the next four years - to ensure the future vitality and success that is critical to our downtown and to the city as a whole - we recommend:

1. That the City continues to implement the Downtown Strategic Plan which outlines the vision and strategy for the revitalization with an emphasis on attracting more people into the core.
2. That the City continues to focus resources, and create partnerships, to address the issue of safety perception in the downtown.
3. That the City continues with its economic strategies as a solid approach to redeveloping its economic health and well-being.
4. That the City supports the goals and objectives in CULTUREPLAN II and, in so doing, fosters vitality in the core.



# ENVIRONMENT

## Environment

Kitchener citizens care deeply about their environment. Responsible stewardship of our environment is, after all, key to the quality of life we all enjoy.

And it is our commitment to sustainable development in the future - development that balances the needs of a growing city with the need to protect its natural environment - that will continue to make us successful in attracting new people, new business and new opportunity.

To this end, we want to ensure that environmental considerations are important factors in every decision the City makes in planning for our future - and that we continue to provide leadership in conserving, protecting and improving the environment for the benefit of all Kitchener residents.

### Citizens' Vision for the Environment, 2027:

“Our shared vision is for Kitchener to be a community that focuses significant energy and resources on becoming more environmentally friendly through investments in things like bike trails, improved transit systems, tougher environmental bylaws and stricter growth management policies that limit sprawl.”

### What Citizens Told Us:

- 78 per cent said that protecting the environment is a high priority,
- 83 per cent are very satisfied with our parks,

playgrounds, walking and bike trails. The majority of residents agree that the preservation of existing green space, parks and trails should be of central importance in development decisions.

- 70 per cent want us to invest in innovative transit systems and bike trails, whereas 28 per cent are looking for an innovative network of roads.

## Strategic Directions for the Environment

Over the next four years - in strengthening our commitment to sustainable development and balance the needs of a growing city with the need to protect our natural environment - we recommend:

1. That the City show leadership in the development of an environmentally sustainable community through dedicating resources to completing its Strategic Plan for the Environment.
2. That Council endorses the proposed Environmental Remediation Strategy and directs staff to prepare an implementation plan to support these initiatives.
3. That Council supports the implementation of the recommendations brought forth in the citizens' report on Air Quality in Kitchener.
4. That the City develops a Transportation Demand Management Strategy that is an umbrella for efficient, environmentally friendly transportation policies and programs for the future.



# WHAT'S NEXT?

## What's Next?

Who-are-You-Kitchener? was the second of a multi-phased citizen engagement process - the first being the Environics Survey done in 2005. Citizen input will be integral to forthcoming community engagement opportunities that are being planned for the coming months on Growth Management (Fall, 2006) and on creating a four-year strategic financial plan, (Winter, 2007).

This Plan for a Healthy Kitchener (2007 - 2027) proposes further focus and activity. As a first step we will build a solid foundation for continued oversight of and community involvement in building and maintaining the health of this City. At the same time, we will focus on the emerging priorities identified by the public - diversity, for example. We will continue to move forward on initiatives and projects identified as valuable to and supported by the public - most notably, our economic and environmental strategies. As we look ahead at both the opportunities and the challenges, our overarching goal should be to relentlessly focus our efforts on developing a complete city - a city of balance.

A city that balances tradition with innovation. A city that balances growth with a desire to protect our natural environment. A city that balances recreation and leisure with arts and culture activities. A city that creates a balance in its downtown development. And a city that balances its small-town feel with big city amenities.

The realization of these strategic planning and visioning goals will continue to require the whole community working together if they are to achieve a real and lasting impact. And we are fortunate because

our citizens want to be involved as partners in helping to build a safe, strong and healthy community.

The realization of our goals will also require continued discipline and prudence, for the simple reason that the decisions we make today will have a long-lasting impact on the quality of life enjoyed not only by ourselves, but by future generations.

While some assume it is a relatively easy task to serve as leaders and stewards of our community during these times of unprecedented prosperity, the reality is quite different.

Why?

Because prosperity gives us the opportunity to do many things...

And when you have the opportunity to do many things, it is more important than ever to ensure that you do the right things.

Through this plan we will work collectively, within our organization, as well as with citizens, all levels of government, the public sector, and the private sector; we will truly take the interests of future generations to heart; and we will take advantage of our unique times and circumstances to meet the social, environmental, cultural and economic needs of our citizens.

Simply put, we will do the right things. To move the City of Kitchener forward and to ensure the very brightest future for us all.



The artwork shown throughout this document is part of the 2006 Arpillera Project, brought to life and co-ordinated by Isabella Cisterna, of Kitchener. Through this annual project, women who have recently arrived in Canada sew colorful fabric scraps, cut into shapes and arranged to tell a story, onto a piece of burlap. The finished Arpillera is then framed by a bright crocheted border.

This artwork was chosen to illustrate this document because of what it represents. It is much more than just embroidery.

The Arpillera Project represents an opportunity to build the very fabric of our community, an opportunity to strengthen our roots and friendships, and an opportunity to leave a mark in the development of this ever changing place, a place these women now call "home". These too are the things that are at the very heart of A Plan for A Healthy Kitchener (2007-2027).



