

CAMBRIDGE CONNECTED OUR VOICE OUR VISION

Cambridge Strategic Plan

January 2016 (Final Version)

Prepared by:



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1 Our Story – Cambridge at a Glance

It's all right here...

Situated on the banks of the Grand and Speed Rivers, Cambridge is a modern, inclusive city with a rich architectural heritage that provides a window to its past. Economic diversity, natural beauty, and vibrant culture have helped to make Cambridge the second largest community within the fast growing Waterloo Region.

- 133,800 (2014 year end population)
- 173,000 (estimated population by 2029)
- Estimated 48,320 households in 2014

Key Features:

- Located centrally within Southern Ontario and a part of Canada's "Technology Triangle", known for a significant critical mass of science and technology based companies;
- A strong labour force of 67,225 and a diverse industrial based with over 8100 businesses;
- Affordable lifestyle and high quality of life – more than 100 parks covering 365 hectares and over 70 km of trails; and
- Numerous organized sporting and leisure activities and a variety of cultural events.

2 2016-2019 Strategic Plan - Cambridge Connected: Our Voice, Our Vision

What is Cambridge Connected?

Cambridge Connected is a strategic planning framework that will help set the stage for decision-making, priority setting and ongoing performance management in the City of Cambridge.

Our voice, Our vision:

- Was developed by listening to the voice of the people who live, work and play in Cambridge;
- Connects the community's vision and goals with the corporate mission, values and actions of the city; and
- Will guide decision-making and help direct tax dollars to community priorities, while also allowing the community to measure progress.



How was the plan developed?

Cambridge Connected was developed through an extensive community engagement process. It reflects the collective vision of the whole community and connects this vision with the short, medium and longer-term goals and objectives of council and city staff over the next several years. The engagement efforts took place over three key phases outlined below.

<p>Connect - Setting the stage and asking: “Where are we now?”</p>	<p>The objective of this phase was to introduce the concept of strategic planning and hear about the community’s vision and priorities for the City of Cambridge.</p>
<p>Collaborate - Identifying potential and asking: “Where do we want to go as a community?”</p>	<p>Building on phase 1, efforts were focused on the generation of ideas for potential goals and actions that the City could include as part of the plan.</p>

<p>Create - Making choices and asking: “How are we going to move forward together?”</p>	<p>Members of the public, City staff and council were invited to review the first draft of the strategic planning framework and provide comment.</p>
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What did we hear?

Throughout the course of the development of the strategic plan, nearly 1,500 Cambridge residents took the time to participate and provide their input. Detailed results from the consultation can be found at: www.cambridge.ca/ourvoiceourvision.

This plan is a direct the result of those ideas and contributions. Throughout the various phases of community discussion and consultation, seven themes were identified as key areas of priority and focus. They are:

- Arts, Culture, Heritage and Architecture;
- Community Wellbeing;
- Economic Development and Tourism;
- Environment and Rivers;
- Governance and Leadership;
- Parks and Recreation; and
- Transportation and Infrastructure.

The goals and objectives for the strategic plan have been structured within these seven themes. From them, three “overarching themes” were identified that were consistent with previous discussions by all the stakeholder groups consulted. As a result, the strategic plan is organized to reflect the following overarching themes:

- People;
- Place; and
- Prosperity.

3 Our Commitment

Our collective vision and corporate mission and values are the foundations that shape this plan. Our commitment is to keep these elements in the forefront of everything we do at the city.

Vision

Our vision is made up of what we see today and what we hope for tomorrow.

Today, it is clear that:

- Cambridge celebrates the uniqueness of its founding communities and is united by its heritage, rivers, cultures and common future.
- Cambridge residents and visitors enjoy the natural environment, safe, clean, caring, sustainable and accessible neighbourhoods, with a wide variety of lifestyle and housing options and ample cultural and recreational opportunities.
- Cambridge, as a community of opportunity, encourages business growth and transition, entrepreneurial spirit, strong leadership, efficient government and the provision of municipal services, personal growth and civic pride.

Looking into the future, we will work towards a Cambridge that is:

A place for people to prosper – **alive** with opportunity.

Mission and Values

The city's mission is an important statement that describes why we exist as an organization. Connecting our mission and corporate values sends a strong message about what we do and how we do it. The two go hand in hand.

Working together.

Committed to our values.

Serving our community.



Services Overview

In addition to federal and provincial services, Cambridge residents and business receive services from two levels of local government – the City of Cambridge and the Regional Municipality of Waterloo (ROW). With the governance structure defined by the framework established in 1973, the intent is that services of regional scale be delivered by the ROW, with local matters governed by the Area Municipality – City of Cambridge.

Below is a break-out of the general services provided by each of these levels of government.

City of Cambridge:

- Local Libraries (Idea Exchange);
- Fire Protection Services;
- Recreation Programs and Facilities and Special Events;
- Parks, Forestry and Cemeteries;
- Economic Development (including employment land and business improvement associations);
- Planning, Building Permits, By-Law Enforcement and business licensing; and
- Roads, Transportation and Other Infrastructure (including local water distribution, parking).

Region of Waterloo:

- Public Health and Social Services (including affordable housing);
- Regional Police and Emergency Response Services (paramedics);
- Regional Planning (including environmental and economic development);
- Waste Management and Water/Waste Water Treatment; and
- Regional Transportation (including Waterloo Regional International Airport, Grand River Transit, ION and regional roads).

Working closely with the regional government, neighbouring area municipalities and other community partners is an important part of developing and maintaining the high quality of life found in Cambridge.

4 Our Plan

People: To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Community Wellbeing	
Goal 1: Promote a caring community where people can make strong connections with others and lead safe, healthy and productive lives.	Objectives: 1.1 Work with partners to create a safe, inclusive and accessible city. 1.2 Support and facilitate community access to services related to health, wellness and personal development. 1.3 Deliver accessible, inclusive and age-friendly services, programs, and facilities. 1.4 Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

Governance and Leadership	
Goal 2: Provide open, transparent, accountable and innovative leadership in local governance and service delivery.	Objectives: 2.1 Provide a wide range of ways that people can become involved in city decision making. 2.2 Communicate often and make sure messages are clear, timely and delivered in a variety of ways. 2.3 Encourage a culture of innovation and engagement that allows all staff to contribute to the ongoing renewal of city services and programs. 2.4 Work collaboratively with other government agencies and partners to achieve common goals and ensure representation of community interests. 2.5 Focus on the responsible management of financial resources, ensuring transparency and accountability.

Place: To take care of, celebrate and share the great features in Cambridge that we love and mean the most to us.

Arts, Culture, Heritage and Architecture	
<p>Goal 3: Promote a creative environment that encourages arts, culture, heritage and values our unique architectural assets.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 3.1 Advance arts and culture initiatives through strong partnerships, collaboration and promotion. 3.2 Conserve and make positive contributions to our heritage districts and buildings throughout the community. 3.3 Facilitate, support and provide a diverse range of events and festivals that bring all people together from across the city, region and beyond.
Environment and Rivers	
<p>Goal 4: Be good stewards of the rivers, waterways and natural environment that this community enjoys.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 4.1 Ensure that sustainability principles are a part of city decision-making processes. 4.2 Encourage innovative approaches to address environmental challenges. 4.3 Work with other partners to educate the public and help make changes to improve and protect our natural heritage features. 4.4 Manage city resources in a responsible and sustainable manner, considering future needs for resiliency and community adaptation.
Parks and Recreation	
<p>Goal 5: Facilitate and deliver a wide range of accessible and diverse community recreation opportunities.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 5.1 Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population. 5.2 Increase community participation in the ongoing care of our parks, natural spaces and environmental areas. 5.3 Develop a strategic approach to programs and services that tie investments/ resources to community outcomes.

Prosperity: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Economic Development and Tourism	
<p>Goal 6: Support and promote a strong, dynamic, and innovative local economy.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 6.1 Support the creation and retention of high quality and diverse employment opportunities by becoming the destination of choice for business and entrepreneurship, including helping existing firms thrive and grow. 6.2 Promote vibrant and inviting downtown cores by encouraging partnerships and creating a wide range of unique, exciting destinations and activities. 6.3 Identify local economic strengths and leverage opportunities through collaboration with our partners.

Transportation and Infrastructure	
<p>Goal 7: Create and maintain a highly effective, sustainable and coordinated local infrastructure and transportation network.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 7.1 Find new ways to help people move within and beyond the city without using a car (walking, cycling and transit). 7.2 Work with the Region and other partners to better coordinate the planning, communication and delivery of infrastructure (including roads and other transportation assets) in Cambridge. 7.3 Provide innovative leadership in the management of city assets to help plan, fund and maintain city assets in a sustainable way. 7.4 Continue to improve the accessibility of all built infrastructure.

5 Our Way Forward

How will we implement our plan?

Cambridge Connected is a living document. While it provides a framework for decision-making, it does not outline specific actions within the plan. Instead, it will be integrated into all city activities through the development of annual departmental business plans and work plans that will identify strategic actions and the initiatives flowing from them.

Work Planning with Departments

City management will be responsible for developing business plans (and work plans) for each department on an annual basis. These plans will be brought to Council for their consideration and decision and will form the basis for annual progress reports to the Community.

Aligning with other City Plans

The vision, goals and objectives within this strategic plan will be integrated into the city's existing organizational structures and policy frameworks. To that end, other City plans will be required to demonstrate alignment with the strategic plan. Further, all staff reports to Council will demonstrate alignment with the strategic plan and refer to the specific goals and objectives achieved.

City Implementation Team

Overseen by the Office of the City Manager, an implementation team consisting of city staff, and council representatives will be established. This team will meet on a regular basis each year to reflect on the actions completed, and to look at opportunities in the future work planning and prioritizing. It will also serve as a resource for the purposes of monitoring operations and providing input on key initiatives. Key responsibilities of the team will include:

- Continuously monitor the progress of the implementation of the plan and communicate with stakeholder groups as appropriate;
- Provide advice relating to the overall implementation of the plan; and
- Assist with the organization of workshops or presentations.

Further, the team may include community representation, which would be coordinated with the activities of the existing committees of council.

Committees of Council

The Implementation Team will continue to work with the committees of council to get feedback and input on the implementation of the strategic plan. With the introduction of this new

framework, there may also be an opportunity to evaluate the current structure to ensure a stronger connection with the overarching themes of the plan – people, place and prosperity. By developing clear mandates related to the goals and objectives within each of these themes and ensuring representation from a variety of areas of expertise, perspectives and demographic areas, these committees could play a very active role in both the implementation of the plan and the annual reporting to the community.

Partnerships

Ongoing partnerships with our neighbouring municipalities , community partners and other orders of government will be key to successful implementation. Together, we will need to establish appropriate and effective partnerships and processes for coordinating the implementation of this strategic plan.

Engagement and Awareness

Many of Cambridge’s residents, employers and visitors took the time to share their ideas and contribute to the Plan’s development. As such, in the interest of maintaining momentum and demonstrating accountability, the city will provide regular updates to all interested stakeholders on its implementation.

Annual Reporting

The collective results of community actions and implementation progress will be shared with the community and city council annually through a “Report Card”. This report will include the results of the plan, share significant successes, and evaluate our performance against goals and objectives for each focus area of this plan. This will be assisted by the development and monitoring of “Key Performance Indicators” or KPIs, that will help show how the city is working towards the community vision.

Reports to Council

To maintain momentum in implementation, and keep the strategic plan top-of-mind, all staff reports to Council will demonstrate alignment with the strategic plan.

Plan Review

While this plan provides high-level strategic direction that goes beyond short-term horizon, there still needs to be appropriate opportunities to review and revise the plan accordingly. At a minimum, this plan will be reviewed during each term of council, ideally within the first year of a new council term. This will allow an opportunity to review and assess the progress of the plan, as well as provide council with an opportunity to review the existing context and any changes to community priorities.

For More Information

We invite you to stay in touch with Cambridge Connected. Visit our website, contact us by phone/e-mail or request your own copy. The plan is available in other formats upon request. Contact: Brooke Lambert, Director of Corporate Strategy at (519) 740-4683 Ext. 4711 or lambertb@cambridge.ca.

For Information on the Region of Waterloo's Strategic Plan, please visit:

www.regionofwaterloo.ca