

CAMBRIDGE CONNECTED OUR VOICE OUR VISION

Draft Strategic Framework

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Submitted to:



Submitted by:





DRAFT



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1 Introduction

Project background and purpose

The City of Cambridge received approval from Council on February 17, 2015 to develop a new strategic plan for the City entitled “**Cambridge Connected: Our Voice, Our Vision**”. The strategic plan will provide a new framework that will help set the stage for decision making, priority setting and ongoing performance management. This strategic plan will reflect the collective vision of the whole community and connect this vision with the short, medium and longer term actions of Council and City staff throughout the current term of Council (2015 - 2018).

Our voice, Our vision will:

- Be developed by listening to the voice of the people who live, work and play in Cambridge;
- Connect the community's vision and goals with the corporate mission, values and actions of the City; and
- Guide decision-making, help direct tax dollars to community priorities, and allow the community to measure progress.



This report provides a summary draft Strategic Framework that has been developed by of the Steering Committee, the Senior Management Team and the staff Project Team – based on various discussions as well as the feedback received from the public from Phase 1 and 2.



2 Strategic Framework

Vision

As part of the process to refine the vision, staff were presented with three options for consideration:

- Using three words or ideas;
- Creating a short statement or sentence; and
- Developing a short paragraph.

Generally it was agreed that a concise statement would be the desired preference, consisting of the following potential ingredients:

- Heritage, community, opportunity
- Place, people, prosperity

Using the above ingredients and much discussion, the proposed vision statement is as follows:

Cambridge will be:

“A place of prosperity and opportunity, where we celebrate our people and heritage”

Variations Include:

- [Cambridge will:] Embrace a unified Cambridge of prosperity and opportunity that celebrates our people and heritage
- [Cambridge will:] Champion prosperity and opportunity while celebrating our people and heritage
- [Cambridge will be:] A champion of opportunity where we celebrate our people, place and prosperity
- [Cambridge will:] Champion opportunity and together, celebrate our people, place and prosperity
- [Cambridge will :]Champion opportunity by connecting people, place and prosperity

Mission

Staff were also presented with several options for the mission statement. Based on an iterative discussion, the following draft Mission Statement was proposed:

“Committed to working together - with respect, integrity, inclusiveness and service - to deliver exceptional and sustainable programs and services”



Values

In 2014 staff collaboratively developed the following values, to be applied in the city's strategic framework:

- Integrity
- Inclusiveness
- Respect
- Service

Themes

Seven themes for Cambridge's strategic framework have emerged through the community's input:

- Arts, culture, heritage and architecture
- Community and social wellbeing
- Economic development (including location and tourism)
- Environment and rivers
- Governance and services
- Parks and recreation
- Transportation and infrastructure

Objectives

Ideas for objectives within the seven theme areas were discussed by staff attending the workshop on September 17. This draft framework was further augmented by discussion by the Project Team, the Steering Committee and by reviewing the results of the public consultation and engagement process. For each theme, draft goal statements and possible objectives were developed. The full overview of this work can be found in Appendix A.

3 Proposed Strategic Planning Framework

Following the full review of the preliminary strategic planning framework, staff identified three "overarching themes" that were consistent with previous discussions by all the stakeholder groups consulted. As a result, the proposed framework was reorganized to reflect the following themes:

- People
- Place
- Prosperity

The following draft framework brings all of the proposed goals and objectives together.



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

Community and Social Wellbeing	
<p>Goal: Promote a caring community where people can make strong connections with others and lead safe, healthy lives.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Work with partners to create a safe, inclusive and accessible city. • Support and facilitate community access to health and wellness services. • Deliver accessible, inclusive and age-friendly services, programs, and facilities. • Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.
Governance and Services	
<p>Goal: Provide progressive, transparent and accountable leadership in local governance and service delivery.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Provide a wide range of ways that people can become involved in city decision making. • Communicate often with the community and make sure the messages are clear, timely and delivered in a variety of ways. • Create a proactive, open and engaging culture of service in every city department. • Work collaboratively with other government agencies and partners to achieve common goals and ensure representation of community interests. • Focus on the responsible management of financial resources, ensuring transparency and accountability. • Develop a culture of continuous improvement that allows all staff to contribute to the ongoing renewal of city services and programs.



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

Arts, Culture, Heritage and Architecture	
<p>Goal: Cambridge will 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"> • Advance arts and culture initiatives through partnerships, collaboration/coordination and the promotion, and increased communication. • Conserve, honour and make innovative contributions to our built heritage. • Facilitate, support and provide a diverse range of events and festivals that bring people together from across the city, region and beyond.
Environment and Rivers	
<p>Goal: Be good stewards of the rivers, waterways and natural environment that this community enjoys.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Focus on the integration sustainability principles in city decision making and encouraging innovative approaches to environmental challenges. • Work with other partners to educate, communicate and change behaviours for the protection/improvement of our natural heritage features. • Manage city resources in a responsible and sustainable manner, considering future needs for resiliency and community adaptation.
Parks and Recreation	
<p>Goal: Facilitate and deliver a wide range of affordable and diverse community recreation opportunities.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population. • Increase community participation in ongoing care of our parks, natural spaces and environmental areas. • Develop a strategic approach to programs and services that tie resources to 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 (includes Location and Tourism)	
<p>Goal: Support and promote a dynamic, strong and innovative local economy.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Become “the destination” in Waterloo Region for business and entrepreneurship by integrating economic development considerations into city decision making. • Create vibrant downtown cores through encouraging partnerships and “placemaking” activities. • Identify local niches and capitalize/leverage those economic opportunities through collaboration with institutional and business partners (including post-secondary institutions and the new Waterloo Region Economic Development Corporation). • Develop and communicate a wide range of locations for business of all sizes. • Promote the local tourism assets in collaboration with other agencies and partners.

Transportation and Infrastructure	
<p>Goal: Maintain and create a highly effective, sustainable and coordinated local infrastructure and transportation network.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Find new ways to help people move around the City and Region without using a car (walking, cycling and transit). • Work with the Region and other partners to better coordinate the planning, communication and delivery of infrastructure (including transportation) in Cambridge. • Provide leadership in Asset Management to help plan, fund and maintain city assets in a sustainable, responsible and smart way. • Continue to improve the accessibility of all built infrastructure in Cambridge.



Appendix A – Developing the Draft Strategic Framework

On September 17, a workshop was held to begin to develop the draft strategic framework. Participants were asked to collaboratively develop potential strategic directions/objectives. Points noted in blue are potential gaps that have been identified by Lura Consulting. Both “what we heard from the community” columns should be read as representative samplings of community feedback received through Phase 1 and 2 engagement efforts. This information was then refined by the Project Team and Steering Committee.

Note: The Project Team met on September 25th to discuss this initial framework. Some of the high level comments included:

- Keep language simple. Define concepts or give examples if required.
- Identify the key objectives in general terms – What do we want to accomplish?
- Will have to ensure there is a commitment across the corporation to accomplish the objectives.
- How will we measure the outcomes and know if we are successful.

This work was then augmented with further discussion from the Steering Committee on October 5th. The final draft goals and objectives are noted below.

Themes: Transportation and Infrastructure

Proposed Goal Statement:

- **Maintain and create a highly effective, sustainable and coordinated local infrastructure and transportation network**

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Find new ways to help people move around the City and Region without using a car (walking, cycling and transit). • Work with the Region and other partners to better coordinate the planning, communication and delivery of infrastructure (including transportation) in Cambridge. • Provide leadership in Asset Management to help plan, fund and maintain city assets in a sustainable, responsible and smart way. • Continue to improve the accessibility of all built infrastructure in Cambridge. 	<ul style="list-style-type: none"> • Transportation focused on local and short distance vs. long distance and mobility. • Better coordination of infrastructure at all levels. • Reduce car dependency through public transportation and neighbourhood development. • Ensure long-term (20-50 years) sustainable funding for key infrastructure based on approved service levels. 	<ul style="list-style-type: none"> • Mobility – within the community “Make it easier to move around without a car”. This includes all forms of active transportation (walking, cycling, transit) • Coordination – at all levels of government • Accessibility (access to services – out in the community – not just in one location) • Customer Service - The focus on all projects, services • Communication • Sustainable 	<ul style="list-style-type: none"> • Access • Connections (around the city, the Region, the GTHA). This includes GO, transit, the airport, streets, trails, greyhound, by-pass • Coordination – better coordination of planning, priorities, implementation and decision making, funding • Congestion • Funding – taxes, gas tax funding, regional dollars, special infrastructure levies • Maintenance of existing assets (roads, underground infrastructure, facilities) • Planning for infrastructure, sustainability • Urban Design - it doesn't have to be ugly 	<ul style="list-style-type: none"> • A system where pedestrians, bikers, cars and work together. Pedestrians are taken into consideration when planning. • Better planning in construction • Better public transit • Better roads • Better traffic flow • Better traffic patterns • Better water supply • More pedestrian and bike friendly, more trails to avoid roads, more trees on main roads • Bore public transportation • Trail system, hiking trails



Themes: Transportation and Infrastructure

Proposed Goal Statement:

- **Maintain and create a highly effective, sustainable and coordinated local infrastructure and transportation network**

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Alternatives to car (walking, cycling, transit) • Roads/construction • Water supply/sewer/stormwater 			<ul style="list-style-type: none"> • Active transportation – creating options for people to get around without a car – cycling and pedestrians 	<ul style="list-style-type: none"> • Biking/ Hiking Trails • Better public transit (at night and weekends)

Theme: Parks and Recreation

Proposed Goal Statement:

- **Facilitate and deliver a wide range of affordable and diverse community recreation opportunities**

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population. • Increase community participation in ongoing care of our parks, natural spaces and environmental areas. • Encourage and help the community to host their own celebrations throughout the city. • Develop a strategic approach to programs and services that tie resources to outcomes. 	<ul style="list-style-type: none"> • Improve greenspace connections and trails. • Responsive to changing community needs. • Eliminate “Lame-bridge” persona (youth not entertained). • Open space (greenspace, natural landscapes, public and private access, urban spaces in the built environment) • Recreation programs and services 	<ul style="list-style-type: none"> • Agile Services (responsive, flexible) • Strategic/ Focused (what are the outcomes? Why do we do what we do?) • Openness • Accessible • Programming • Innovative • Enabling/Encouraging (community to take the lead) 	<ul style="list-style-type: none"> • Communication of programs and opportunities for recreation • Engagement of the community to deliver certain programs • Facilities and equipment that meet the needs of a changing and growing community (sports, parks, recreation, waterparks, splashpads) • Maintenance of existing facilities • Affordable and accessible programming that meets the needs of the community and offers variety – a wide range of activities 	<ul style="list-style-type: none"> • Better funding for activities • Better parks • More activities for children • More green space, make Cambridge beautiful • More involvement for people with developmental disabilities • More trails • Recreation, love trails • Parks and Trails • Green space and parks



Theme: Parks and Recreation

Proposed Goal Statement:

- Facilitate and deliver a wide range of affordable and diverse community recreation opportunities

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Parks and open space • Recreation centres, programs and services 				

Theme: Governance and Services

Proposed Goal Statement:

- Provide progressive, transparent and accountable leadership in local governance and service delivery

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Provide a wide range of ways that people can become involved in city decision making. • Communicate often with the community and make sure the messages are clear, timely and delivered in a variety of ways. • Create a proactive, open and engaging culture of service in every city department. • Work collaboratively with other government agencies and partners to achieve common goals and ensure representation of community interests. • Focus on the responsible management of financial resources, ensuring transparency and accountability. 	<ul style="list-style-type: none"> • Clear communication and engagement. • Collaboration with all levels of government. • Open, transparent and accountable. • Strategic and follow-through • Program and policy decisions based on priorities and values. • Respectful interactions. • Providing top-level city services, programs and amenities. 	<ul style="list-style-type: none"> • Active Communication (vs. passive)/ Push (vs. pull) • Leadership • Exceptional • Educate • Sustainability (Financial and otherwise) • Equity (of access and engagement vs. outcomes) • Relevance • Forward-thinking • Continuous improvement 	<ul style="list-style-type: none"> • Communication and engagement – open, transparent, timely. Should encourage people to be involved – online, town halls, voting, public meetings, circulation of minutes, decisions, follow-up. Listen to your customers. • Financial sustainability - Keep taxes low, prices stable. Review budget process. Be careful with money spent. • Intergovernmental – improve relationship and decision making with regional government. Need more influence and better representation. Coordination of services, communication. • Openness – process, information, 	<ul style="list-style-type: none"> • More community based with communication • Organizations like this that care about our opinions • More involvement, communication with council • More public input, events • Residents having more say on decisions



Theme: Governance and Services

Proposed Goal Statement:

- Provide progressive, transparent and accountable leadership in local governance and service delivery

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Develop a culture of continuous improvement that allows all staff to contribute to the ongoing renewal of city services and programs. <p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Communication, engagement and access to government • Open, transparent and accountable • Financial Management 			<p>accountability, transparency.</p>	

Theme: Economic Development (includes Location and Tourism)

Proposed Goal Statement:

- Support and promote a dynamic, strong and innovative local economy

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Become “the destination” in Waterloo Region for business and entrepreneurship by integrating economic development considerations into city decision making. • Create vibrant downtown cores through encouraging partnerships and “placemaking” activities. • Identify local niches and capitalize/leverage those economic opportunities through collaboration with 	<ul style="list-style-type: none"> • Youth employment initiatives and incentives. • Economic diversity. • Labour force development. • Local artisan, sharing economy, creative class. • Entrepreneurial spirit and support • Partnership development to move projects forward. • Supporting all businesses, small and large. 	<ul style="list-style-type: none"> • Placemaking (do the roads go through it, or to it??) • Be a Destination – Community of Choice • Unique Competitive Advantage (what’s our niche? – don’t have to replicate what other communities have done) • Leadership (Solving Problems – Finding Solutions) • Opportunity • Connections/Collaboration (with other 	<ul style="list-style-type: none"> • Attraction – being attractive to business and visitors. We need to know what kind of business we want to attract. What will keep people here (youth) • Communication - external and internal. People need to know what business are here. • Financial assistance – for cores, small business, environmentally conscience, brownfields, tax breaks for small business, 	<ul style="list-style-type: none"> • Good industrial parks • Improve downtown areas, encouraging growth of small businesses • More business downtown, less empty space • More jobs/ job opportunities • More local businesses • Nearer to Toronto • Opportunity for partnership with KW • Spruce up downtown



Theme: Economic Development (includes Location and Tourism)

Proposed Goal Statement:

- Support and promote a dynamic, strong and innovative local economy

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<p>institutional and business partners (including post-secondary institutions and the new Waterloo Region Economic Development Corporation).</p> <ul style="list-style-type: none"> • Develop and communicate a wide range of locations for business of all sizes. • Promote the local tourism assets in collaboration with other agencies and partners. <p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Downtown cores • Partnerships/leveraging resources/connections/collaboration • Industry? • Tourism? 	<ul style="list-style-type: none"> • Amenity support (quality of life for people). • Creating the environment for investment. • Be a leader in innovation and technology. • Leverage relationships with post-secondary institutions 	<p>jurisdictions)</p> <ul style="list-style-type: none"> • Strategic – (Focused on the needs of our community) • Sustainable Growth/ Balance • Leveraging resources • Partnerships 	<p>affordable rents</p> <ul style="list-style-type: none"> • Innovation – creative solutions, co-working spaces, resources for start-ups • Small business – entrepreneurial supports, promotion of local business so they can succeed and grow 	<ul style="list-style-type: none"> • Downtown • Our diverse shops • Better jobs for youth • Creating a more appealing location for businesses to settle

Theme: Environment and Rivers

Proposed Goal Statement:

- Be good stewards of the rivers, waterways and natural environment that this community enjoys

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Continue to focus on the integration sustainability principles in city decision making and encouraging innovative 	<ul style="list-style-type: none"> • Improve people’s connection to the environment (education). • Resiliency efforts and community 	<ul style="list-style-type: none"> • Placemaking • Deliberate/Strategic • Collaboration 	<ul style="list-style-type: none"> • Access to the rivers and more activities, ways to enjoy it (boating, fishing, paths) • Changing behaviour – cleaning up and 	<ul style="list-style-type: none"> • Building inward • Environmental awareness • River



Theme: Environment and Rivers

Proposed Goal Statement:

- Be good stewards of the rivers, waterways and natural environment that this community enjoys

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<p>approaches to environmental challenges/concerns.</p> <ul style="list-style-type: none"> • Work with other partners to educate, communicate and change behaviours for the protection and improvement of our natural heritage features/resources. • Manage city resources in a responsible and sustainable manner, considering future needs for resiliency and community adaptation. <p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Natural heritage (including water and rivers) • Land use planning and urban design • Resources (waste, energy) 	<p>adaptation</p> <ul style="list-style-type: none"> • Hit our tree canopy goals (Forestry Plan) • Low impact development requirements and standards • Energy • Waste • Water and rivers • Natural heritage 	<p>What the project team said:</p> <ul style="list-style-type: none"> • Access • United • Leadership 	<p>taking pride in our environment (more garbage cans, community clean-ups) plant more trees, recycling facilities in parks. Enhance existing natural areas, protect and ensure health of river. Maintenance.</p> <ul style="list-style-type: none"> • Communication and education- working with the young, celebrate the environment, promote programs • Enhance existing natural areas, protect and ensure health of river • Create a sustainable community (higher density development, protect agricultural and environmental areas, brownfield redevelopment, active transportation, supporting policy) 	<p>What we heard from the community (intercept survey, students, etc.):</p> <ul style="list-style-type: none"> • Safer environment, environmental awareness and sustainability • Nature is not put in the backseat and left, there are green parks, conservation, etc. • More efficient use of space (random open - use for business) • Cleaning up the environment • more environment programs • Clean river • Less Pollution - more pants • Urban design

Theme: Arts, Culture, Heritage and Architecture

Proposed Goal Statement:

- Cambridge will promote a creative environment that encourages arts, culture, heritage and values our unique architectural assets

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Advance arts and culture initiatives through partnerships, collaboration/coordination and the 	<ul style="list-style-type: none"> • Enhance public-private partnerships • Promote local talent • Preserve and protect natural heritage 	<ul style="list-style-type: none"> • Fun - the Place to Celebrate/ Enjoyment – Cambridge could be known for how we celebrate 	<ul style="list-style-type: none"> • A wide range of affordable activities, events and opportunities to celebrate, have fun and showcase local talent year round 	<ul style="list-style-type: none"> • Art, culture, history • Beautiful city • Community Events



Theme: Arts, Culture, Heritage and Architecture

Proposed Goal Statement:

- Cambridge will promote a creative environment that encourages arts, culture, heritage and values our unique architectural assets

Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<p>promotion, communication and increased awareness of the local creative ecosystem.</p> <ul style="list-style-type: none"> • Conserve, honour and make innovative contributions to our built heritage. • Facilitate, support and provide a wide and diverse range of events and festivals that bring people together to celebrate from across the city, region and beyond. <p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Arts and culture • Heritage and architecture • Events and festivals • Tourism 	<p>What we heard at the staff workshop:</p> <ul style="list-style-type: none"> • Save heritage buildings/promote heritage stewardship • Promote strong arts and culture community • Promote First Nations heritage • Sport tourism 	<p>What the project team said:</p> <ul style="list-style-type: none"> • Key Competitive Advantage (Tourism) • Community Ownership/Programming (Crowd Sourcing) • Enable/Encourage/Empower • Leveraging Partnership 	<p>What we heard from the community (online survey):</p> <ul style="list-style-type: none"> • Better communication, advertisement and promotion of all local events – this would improve local awareness and highlight attractions for potential tourists • More overall coordination and engagement of the community (volunteers) – leverage the resources available • Collaboration within the arts community • Making arts and culture financially sustainable – options for public and private funding – making sure opportunities are affordable • Supportive policy environment (food trucks, buskers, parking) • Access to events • Quality Offerings - professional • Adequate Facilities 	<p>What we heard from the community (intercept survey, students, etc.):</p> <ul style="list-style-type: none"> • Community, arts, heritage, architecture, nature • Continue with community events, promotion of cultural events • Family oriented, nice festivities • Historic areas, love Hespeler, architecture • Home , historical town, beautiful architecture • Lots of history and culture • More community events • More events to attract people • More events to bring families from here and outside • More events/more accessibility • Nice place to get out of town to visit, festivals • Nice town with cool shops and festivals • Place to visit • Architecture • Our artists and galleries • Its character and beauty • The old buildings • The history

Theme: Community and Social Wellbeing

Proposed Goal Statement:

- Promote a caring community where people can make strong connections with others and lead safe, healthy lives



Draft strategic directions/objectives	What we heard at the staff workshop:	What the project team said:	What we heard from the community (online survey):	What we heard from the community (intercept survey, students, etc.):
<ul style="list-style-type: none"> • Work with partners to create a safe, inclusive and accessible city. • Support and facilitate community access to health and wellness services. • Deliver accessible, inclusive and age-friendly services, programs, facilities and infrastructure. • Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods. <p>The draft strategic directions have been derived from the following “sub-themes” that have been identified:</p> <ul style="list-style-type: none"> • Safety • Community wellness/health • Accessibility and inclusion 	<ul style="list-style-type: none"> • Safety • Community wellness/health • Accessibility • Inclusion • Age friendliness • Community events 	<ul style="list-style-type: none"> • Convenient Services/Customer Service • Supporting and learning from Partners (United Way – knows the need) • Coordination • Open • Equity 	<ul style="list-style-type: none"> • Accessibility and inclusiveness • Active Transportation – more walkable, cycling, transit • Affordable (housing), living wage, recognizing financial constraints • Celebration of diversity – be a welcoming community • Services and supports for all (youth, new Canadians, 50 +, differently abled) • Engagement – opportunities for people to work together, get involved make contributions to the community • Health – access to services • Employment opportunities for all – specific focus on low income workers and youth 	<ul style="list-style-type: none"> • A safe place to live and raise my family • about community, opportunity • City with small town values • Community engaged, environmentally aware • Family, community, comfort, home • Friendly place to live • Great community • Hespeler / Preston / Galt become 1 Cambridge • Home quiet friendly community • Home town, small town feel • Home, place to raise our kids • More community involvement • My place to live and play • Need to feel safe in certain areas (i.e.: downtown Preston) • Safe secure community to raise my children • Sense of community, great place to raise children • Small town, lots of culture • We have everything we need and want here • Inclusion • Multicultural • Where people can be who they are & the place where diversity thrives • A friendly environment to call home • Home, friends, family, nature, fun connection, community • A safe place • Diversity • It's quiet and safe for everyone • Neighbourhood Associations • Entertainment • More youth programs