

CAMBRIDGE CONNECTED OUR VOICE OUR VISION

Phase 1 Stakeholder and Community Engagement Summary

June 2015

Submitted to:



Submitted by:



CAMBRIDGE
CONNECTED
OUR VOICE
OUR VISION





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1 INTRODUCTION

Project background and purpose

Cambridge is a city with a unique past, vibrant present and exciting future. With a tradition of planning for sustainability and responsible management of community resources, the City is committed to providing a citizen-focused approach that reflects the values of respect, integrity, inclusiveness, and service.

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.





The strategic planning process includes three phases:

- **Phase 1** – Connect: Setting the stage and asking: “where are we now?”
- **Phase 2** – Collaborate: Identifying the potential and asking: “Where do we want to go as a community?”
- **Phase 3** – Create: Making choices and asking: “how are we going to move forward as a community?”

This report provides a description of the Phase I Stakeholder and Community Engagement Program, as well as a summary of the feedback received from the consultation activities that were undertaken.

Phase 1 - Setting the Stage

The purpose of Phase 1 was to set the stage for the new strategic planning process with members of Council, staff and the broader community. The objective was to introduce the concept of strategic planning and hear about the community’s vision and priorities for the City of Cambridge. The questions addressed during this phase included:

1. What does Cambridge mean to you?
2. What do you love about your Community (Neighbourhood, City, Region)? What should we showcase about our community?
3. What changes would make our community better? What are your top 3-5 priorities?

2 PHASE 1 STAKEHOLDER AND COMMUNITY ENGAGEMENT PROGRAM

Purpose of stakeholder and community engagement program

The Phase 1 stakeholder and community engagement program was designed to provide a variety of stakeholders, including the Community, Council and Corporation, with the opportunity to outline their vision and priorities for the City. By effectively engaging these three stakeholder groups, the City will be able to develop a new strategic plan framework that accurately reflects Cambridge’s unique needs.



Engagement Activities

Between April and June 2015, stakeholder and community engagement was facilitated through 8 distinct consultation activities, each designed to obtain feedback from key target stakeholder groups. The activities are described below.

Public Workshops

Three public workshops were held between April 29th and May 7th to introduce the strategic planning process and provide the Cambridge Community with the opportunity to share their thoughts on the future of the City. The dates and locations of the meetings are outlined below.

Wednesday April 29, 2015

Cambridge City Hall
(Bowman Room)
50 Dickson Street,
Cambridge ON N1R 5W8

Monday May 4, 2015

Hespeler Memorial Arena
(Beehive Hall)
640 Ellis Road West,
Cambridge ON N3C 4K1

Thursday May 7, 2015

Preston Auditorium
(Banquet Hall)
1458 Hamilton Street,
Cambridge ON N3H 3G5

Schedule:

5:00 pm – Open House
6:30 pm - Presentation
7:00 to 9:00 pm – Workshop

Schedule:

5:00 pm – Open House
6:30 pm - Presentation
7:00 to 9:00 pm – Workshop

Schedule:

1:00 pm – Open House
1:30 pm - Presentation
2:00 to 4:00 pm – Workshop

Each public workshop began with a drop-in Open House providing participants with the opportunity to review informational display boards and ask the project team questions. An update presentation on the Region of Waterloo Strategic Plan was given by Lorie Fioze, Manager of Strategic Planning and Strategic Initiatives, Region of Waterloo. Following the Region’s presentation, Brooke Lambert, Director of Inter-Governmental Relations & Strategic Initiatives introduced the City of Cambridge’s Strategic Plan. Participants were provided with an opportunity to ask questions of clarification.

Participants spent the remainder of the workshop having small-group discussions. Participants were encouraged to write their responses to the three questions posed to them on post-it notes. Over 109 members of the public attended the three workshops and provided their feedback. **Please see Appendix A for the discussion notes from these sessions.**



Online Engagement

The City's project website was used throughout this phase of engagement to enable online participation. In addition to acting as a portal for information about the project, the website directed viewers to join the conversation by completing an online survey.

JOIN THE CONVERSATION ONLINE WHAT DOES **CAMBRIDGE** MEAN TO YOU?

The online survey asked participants to provide their thoughts on what Cambridge means to them. The online survey tool included interactive components that allowed individuals to engage in a conversation with one another. For example, participants were able to comment on other people's ideas, and vote for the ideas that they support.

High School Outreach

In order to ensure that all people of all ages could participate, a specific outreach effort was made to the local high schools. From June 2nd to 11th, staff visited five high-schools, where students were asked to share their thoughts on the questions above.

Schools included:

- Monsignor Doyle;
- St Benedicts;
- Southwood;
- Jacob Hespeler; and
- Preston.

Please see Appendix B for the notes from these sessions.



Communication and Promotional Tactics

City's Website - The project website (www.cambridge.ca/ourvoiceourvision) was updated to serve as a portal for all information and activities relating to the development of the strategic plan. The website includes an overview of why the strategic plan is being created, information about consultation events and opportunities to provide feedback, including a direct link to the online survey.

Media Coverage - Notice of the Public Workshops were published in the Cambridge Times to encourage broad participation.

Invitations - Email invitations were sent to the City's stakeholder list of over 900 individuals and organizations, to participate in the Public Workshops.

Social Media - Twitter and Facebook were used as a complementary promotional tactic to the media coverage/invitations. The project hashtag #ourvoiceourvision was used on all tweets to promote and track discussion.

3 SUMMARY OF PARTICIPANT FEEDBACK

Key Highlights

Three questions were asked of participants during this phase of consultation:

1. What does Cambridge mean to you?
2. What do you love about your Community (Neighbourhood, City, Region)? What should we showcase about our community?
3. What changes would make our community better? What are your top 3-5 priorities?

The project team received community feedback through several different methods, including: workshop discussions, individual "post-it note" submissions (over 1250 from the workshops alone), completion of online surveys and submission of feedback forms. A number of themes emerged throughout this phase of consultation.



The list below represents the nine focus areas or “common threads” that emerged:

- ❖ Community
- ❖ Rivers
- ❖ Arts, Culture & Tourism
- ❖ Heritage & Architecture
- ❖ Environment, Parks & Recreation
- ❖ Government
- ❖ Services, Transportation & Infrastructure
- ❖ Location
- ❖ Economic Development & Core Areas

Summary of Feedback

A summary of the community feedback collected during Phase I is provided below and organized according to the questions above. **For a full compilation of all the verbal and written comments received, please see Appendix C.**

Question #1: What does Cambridge mean to you?

Community members shared their thoughts on what the City of Cambridge means to them. There were several consistent messages communicated when asked this question, including: appreciation for the City’s natural environment, parks, recreational facilities, history, architecture, location and wide range of services offered. Participants also outlined opportunities for improvement, such as: preservation of the natural environment and historic character of the City, improvements to the transportation network and aging infrastructure and more transparency, openness and communication between the local municipality and the residents, and the Region of Waterloo and City of Cambridge.

Nine (9) main themes emerged from this question:

- ❖ **Community.** This included references to the strong links between family, friends and home, a diverse and aging population, safety, strong neighbourhoods with a small town feel, and key educational institutions. Also of note under this theme was the comment that the community is sometimes divided and split along historic boundaries.
- ❖ **Rivers.** The Grand and Speed Rivers are a defining element of this community. Many commented that Cambridge is lucky to have these beautiful assets which provide a wealth of recreational opportunities – although we may have to do a better job making the most of them.



- ❖ **Arts, Culture & Tourism.** Many in the community mentioned the great theatres, library system, festivals and events that are held in the City. Of note was the Mayor’s Celebration of Arts, UnSilent Night, the Dunfield Theatre and Christmas in the Cambridge. Cambridge is thought of as an artistic community with lots to offer families and visitors. While there is significant tourism potential, there was some thought that there is little night life for the young.
- ❖ **Heritage & Architecture.** A strong theme emerged related to the heritage and architecture that can be found throughout Cambridge. The many heritage buildings, neighbourhoods, historic churches (and their steeples) are a special asset that this community recognizes and values. There was some concern that this heritage could be fading and that there needs to be an effort made to retain the original roots of the communities while moving forward together as a city.
- ❖ **Environment, Parks & Recreation.** There are a wide range of stellar recreational opportunities available in the City. Participants made mention of the various green spaces, parks, recreational facilities and sports clubs, and community gardens. The need to protect environmentally sensitive areas, waterways, and wildlife was also highlighted.
- ❖ **Government.** The way in which the community is governed was a subject that garnered much discussion. Comments ranged from the concern regarding the relationship between the Region and City in terms of decision making and authority to how some citizens feel that City Hall is not open or transparent to the citizens. There is a definite view that Cambridge residents feel disengaged from the regional level of government and that the community is not part of the Waterloo Region.
- ❖ **Services, Transportation & Infrastructure.** A range of services were identified by participants as both positive attributes and as areas where there are opportunities for improvement. Participants noted good medical facilities and effective transportation as positives while outlining traffic congestion, aging infrastructure and the lack of a connected transit system as concerns.



- ❖ **Location.** The central location of Cambridge and the convenience this affords to access other parts of the province and the US borders was one of the main benefits mentioned. Cambridge is the gateway to Waterloo Region and has both an urban and small town feel. While its proximity to Toronto can be beneficial, there is also a concern that we could be becoming bedroom community of commuters.
- ❖ **Economic Development, Work & Urbanization.** Cambridge has a vibrant economy that is financially competitive, affordable, and forward thinking - characterized by progress and innovation. There is, however, an acknowledgement that some industries are fading and there is a need to expand the economic base. It was suggested that the City should better support the high-tech industry and encourage more brownfield and greyfield initiatives.

Question #2: What do you love about your community?

Community members highlighted the characteristics of their community that they love. Cambridge residents take pride in their unique neighbourhoods and feel a strong connection to the natural environment and the services provided by these resources. Additionally, the seasonal and year-round cultural experiences offered by the City are regarded highly by the community. Five (5) main themes emerged from this question:

- ❖ **Community.** This included reference to the great people that reside in Cambridge and the diverse culture, services and housing available to the community. Many members of the community noted that they feel safe in Cambridge and value their pedestrian-friendly and unique neighbourhoods.
- ❖ **Arts, Culture & Tourism.** Community members overwhelming shared their love for the art, culture and architecture that characterizes the City of Cambridge. Many made mention to a number of art and cultural hubs in the City, including the Cambridge Arts Theatre, Dunfield Theatre, Fashion History Museum, Queens Square and School of Architecture. The many festivals and events held in Cambridge were also recognized by the residents as important aspects of the community. The Cambridge Live Music Festival, Mill Race Festival, Mayor's Celebration of the Arts, Unsilent Night, Candyland event, Cookies & Kids, Fall Fair, Riverfest, Santa Claus Parade and holiday train were all identified as special community and tourist events.



- ❖ **Environment, Parks & Recreation.** The City of Cambridge is home to vast array of conservation areas, including: parks, rivers, dams, woodlands and trails. Residents recognize these areas as important features of the community. These areas provide habitat and corridors for wildlife, support a variety of recreational activities and provide important ecological functions.

- ❖ **Location.** As identified by many members of the community, the City of Cambridge is centrally located as the entranceway to the Region of Waterloo. The City is easily accessible by Highway 401 and is only a short trip away from the City of Toronto and other Greater Toronto Area cities. Particular mention was given to the following streets and nodes within Cambridge: Downtown Galt, Avenue Road, Blair Road, Dickson Hill, and Can-Amara Parkway.

- ❖ **Economic Development & Core Areas.** Cambridge has a vibrant and diverse economy. The local economy services the community with a variety of restaurants, café’s, and shops.

Question #3: What changes would make your community better?

Community members made recommendations as to how their community could be improved. A strong theme emerged that there is a need to increase government accountability, transparency and communication with the public. Additionally, the community wants traffic congestion to be alleviated through a better planned transportation network and provision of transportation alternatives. The top priorities identified at the three Public Workshops are listed below.

Top Priorities:

- | | |
|--|--|
| ✓ Sense of belonging | ✓ Government accountability (financial responsibility and budgeting) |
| ✓ Single identity: this is Cambridge | ✓ Open consultation/open government process |
| ✓ Open accessibility to all community, public services and environment | ✓ Communication and engagement |
| ✓ Environmental protection/preservation | |



- ✓ Brownfield clean-up and utilization of land
- ✓ Connected post-secondary schools/institutions in core neighbourhoods
- ✓ Transportation
- ✓ Address traffic congestion
- ✓ Transportation by-pass
- ✓ Governance beyond term of Council
- ✓ Change governance of area to reflect more local input and influence at local level
- ✓ Improved decision making through transparency, communication, public respect, accountability, end results
- ✓ Living wage

Beyond the top priorities outlined above, members of the community identified a number of other changes that should be made to improve the community. Seven (7) themes emerged from this question:

- ❖ **Community/Social.** Inclusion was identified as a top priority of residents. Community members want to live in a City that is accessible, affordable and equitable. To achieve this, it is recommended that the City address social issues and provide more support to youth, seniors and social services/volunteers.
- ❖ **Arts, Culture & Tourism.** Participants outlined that they would like to see the City invest more in the arts and the cultural fabric of the community. It was suggested that the City further promote the arts, build more community/recreation centres and theatres, improve accessibility to these services and encourage more night life in the downtown. A few participants outlined that they would like the City to rethink the location of the new recreational/sports complex.
- ❖ **Heritage & Architecture.** To ensure the history of Cambridge is preserved, participants identify stricter preservation policies and enforcement as a priority. Community members want to see historical and architecturally significant buildings preserved and enhanced and the alignment of heritage roads maintained.
- ❖ **Environment, Parks and Recreation.** There are a number of ecologically significant lands located within the City of Cambridge and residents want to see these areas protected. It was emphasized by participants that there needs to be a focus on *protection*, not mitigation, and actually enforcing and monitoring the protection of these areas. Participants recognize these lands as important resources, not only for outdoor



recreation, but also for the many ecological services they provide. It was also suggested that the Greenbelt boundary be expanded to include Cambridge.

- ❖ **Governance.** Community members are concerned about the current regional and local government decision-making processes and perceived lack of transparency, openness and communication with the public. Participants want the City and Region to provide meaningful engagement with everyone in the community (youth, seniors, newcomers). Of particular interest is the city budget and need for increased transparency with regards to spending. Participants outlined that there needs to be a better balance between funding “the needs” versus “the wants”. Additionally, it was noted that Cambridge should be better represented at the regional level.
- ❖ **Economic Development & Core Areas.** Having a downtown that is economically sustainable and vibrant is a priority of the community. Residents would like to see a revitalized downtown core with thriving shops, restaurants and small businesses.
- ❖ **Services, Transportation & Infrastructure.** Improving connections, alleviating traffic congestion and offering alternate modes of transportation were identified as key priorities for the community. Although Cambridge is centrally located in close proximity to the rest of the Region and even the City of Toronto, residents outlined that important transportation connections are required - such as GO Train service to Toronto, a more coordinated transit system, LRT, bike lanes and wider sidewalks. It was also noted that the City should prioritize the maintenance and improvement of existing infrastructure (e.g., Hespeler Road).

4 NEXT STEPS

Phase 2 “Collaborate” – Launch

With the completion of Phase 1, staff are now preparing to launch the second phase of this process that will involve extensive opportunities for community engagement and discussion. Building on the common threads that emerged in the first phase, the focus will be to generate ideas on potential goals and actions that the City could include as part of the plan. Included in this are the following key pieces:



1. **Cambridge Connected Video.** This video highlights the opportunity for the community to get involved in the discussion around the strategic priorities and encourages them to get involved.
2. **Community Survey.** This survey will be conducted in partnership with the Cambridge Chamber of Commerce. It will build on the themes identified in Phase 1 and ask the community more detailed questions about the direction they think the city should go in.
3. **“Workshop in a Box”.** This activity will be available to community groups and other organizations who would like to host their own conversation on the strategic plan. An orientation session for community leaders will be held to provide them with materials and instructions.
4. **Focus Groups with key stakeholder groups.** Staff will arrange focus groups with key stakeholder groups (Youth, 50 +, New Canadians, etc.) to ensure that a wide range of community perspectives are part of the discussion.
5. **Community Event Attendance.** Staff will be attending a series of public events and festivals throughout the summer to reach out to the community and engage them in discussion. This schedule will be available on the Cambridge Connected website.
6. **Staff Engagement Schedule.** A series of staff engagement sessions have been scheduled to discuss the strategic plan as well as the new corporate values that have been developed. These sessions will be held throughout the month of June.
7. **Council Workshop.** Members of City Council will be invited to attend a facilitated workshop to share their thoughts on the potential directions of the City. This session is anticipated to be held mid-July.



APPENDIX A: OPEN HOUSE AND WORKSHOP DISCUSSION NOTES

Open House and Workshop – Cambridge City Hall

Participants: 44

Date: April 29, 2015

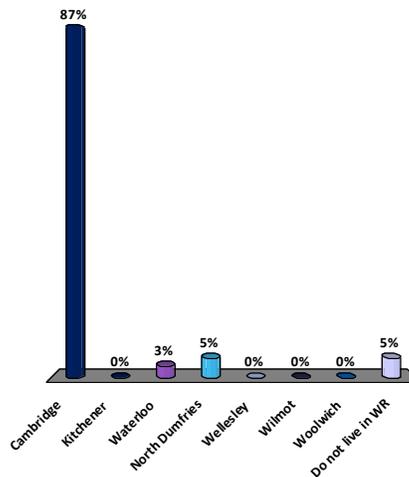
Time: 6:30

Presentation

- Q: Difference between strategic plan and official plan?
- Q: Document that doesn't sit on a shelf- what kind of oversight is there?
- Q: I don't think I saw anything on the services that related to infrastructure other than LRT -roads and access-
- Suggest – map one of the biggest confusion for almost everyone is who owns what roads – which are city which are region- no one has these answers – and if you ask anyone they trip up- sewer is the same – clarity around who the region is what it does how much of it does and put it on a big piece of paper- percentages- get a map and colour city and region differently. Region doesn't provide water it provides filtration.

What Municipality do you live in?

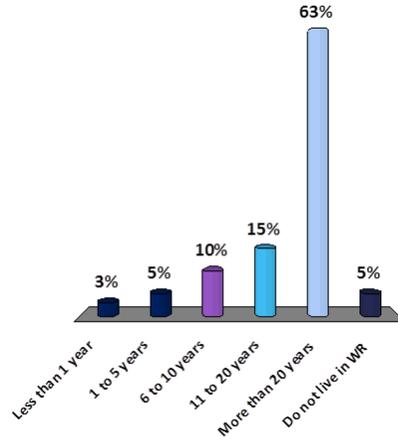
1. Cambridge
2. Kitchener
3. Waterloo
4. North Dumfries
5. Wellesley
6. Wilmot
7. Woolwich
8. Do not live in WR





How long have you lived in Waterloo Region?

1. Less than 1 year
2. 1 to 5 years
3. 6 to 10 years
4. 11 to 20 years
5. More than 20 years
6. Do not live in WR

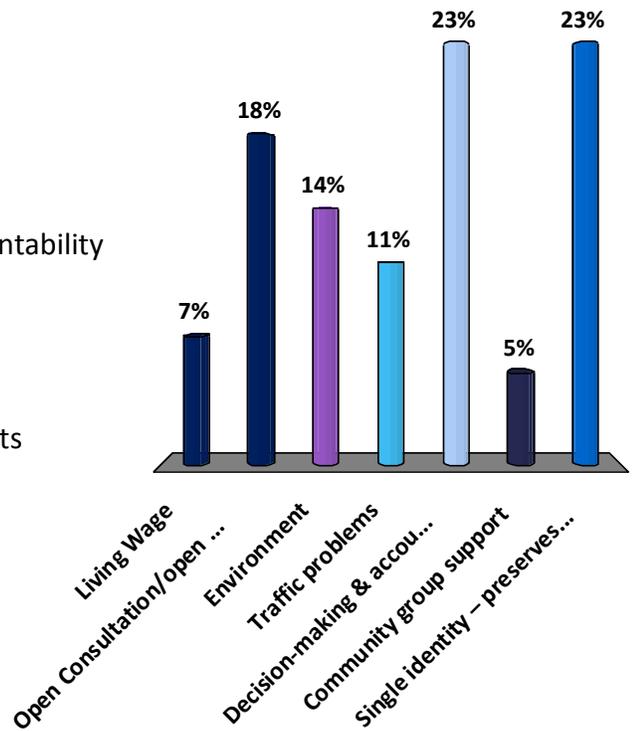


Top Priorities

- Living wage
- Open consultation,
- Traffic problems
- Environment
- Decision making and accountability
- community group support
- single identity

Clicker result:

1. (top two) Single identity and decision making and accountability
2. Open consultation
3. Environment
4. Traffic problems
5. Living Wage
6. Community group support – volunteers to support events





What changes would make our community better?

- Volunteer support/ community support- trails and festivals
- Improve entrance to city- it doesn't look wonderful- infrastructure changes to make it so that coming to the community is good
- Clean up Brownfield and utilize properties better- reduce green house gases etc.
- Traffic problems in Cambridge- trying to funnel too much traffic through old cores- improvements to old roads and bypasses to make sure roads are safety and traffic moves quickly
- Downtown core- keep shops back from the road ways, signs small, greenery around – avoid turning it into a big commercial monstrosity
- Region has fantastic beautiful spaces- but you don't see this until you go through ugly commercial spaces
- Citizen engagement – it is strategically very important to have citizens engage and citizen voices heard
- Try to develop a single identity for city. This doesn't mean getting rid of the three individual identities, but address issues that hold up community spirit- embrace each other
- Economic development opportunities
- High-tech
- More secondary education
- Transportation- LRT and GO train to Cambridge- and building bypass road(s)
- Heritage and Cultural Development – Revitalizing and maintaining historical centers
- Social policy- need more community support
- Balanced decision making process
- Diversity of housing (Esp. in the cores)
- More interaction with the region – unifying Cambridge and building consensus
- We have lots of great and very diverse natural areas/ features – Grand River, trails, etc. we need to prioritize Environmental protection – waterways, trees, air- etc.
- Making sure Cambridge is conservation focused, protect the environment
- Improve decision making, accountability, and engagement



- Increase advocacy and engagement – north and east and vision that they have is further east than west- e.g. who lives out in the newer communities and comes to the core events/ festivals. How do we engage these groups (suburbs)
- Focus on important and urgent items-needs first then wants- e.g. public transportation
- Build environment- walkability and transportation diversity- Hespeler road is an issue, it's an industrial basin, but how do we get there without a car
- Community support- support those who need it. Are we a caring community? If so let's show it by spending time and resources there.
- GO train, public transit, LRT etc.
- Showcase Cambridge to others - it is centrally located to Toronto Stratford Niagara – we need to be further connected
- Social policy – living wage, poverty reduction, Housing, and employment – those who are hungry and have basic needs that are not being met don't have energy to engage. We need to represent them
- Open consultation and government process- bring more voices to the table – community engagement
- The only diversity represented here today is Male and Female- How can we engage others- those besides the white, old, males and females- other ages, cultures, etc.
- Q: what is your time line in terms of this process
- In the summer it's hard to hit some of the groups – try not to do consultation in the summer – sometimes it's difficult to get engagement
- Engagement though events in the summer works
- Technology and education in the community- e.g. the tech hub in KW – boasting industry and technology – Cambridge residents work abroad- Cambridge needs a tech hub
- Q: feedback / implementation -How do results come back to the Community? Where can we find it?
- 8 events and dates- rock the mill – kids event go to them! Young families need to be represented
- Go to events, have a box and a bunch of sheets of paper. Ask people to list 5-6 things of community and put their name on it. Do a draw for prize, like swimming passes for the family. Young families that are not represented here – go to hockey games, parks etc.



- Why are we doing this right now it's already 2015- execution time – is a very short time plan – what about 10 year and 20 year plans?
- What are you doing with the Post-Its you collected? There is a lot of information on those tonight and there's the collected data through clickers- what are you doing with all this material?
- Given a large part of this exercise involved the Region with respect to transit, roads, etc. – how does the Region interact with this information? How do we find out what the Region is doing with this information? Please come back and present it to council here. The Region needs to present the strategic plan to all municipalities as it will impact us. Gather input form communities and then feed it back to the community. Coming to present at council or holding a special meeting to present the plan.
- Cambridge has a pattern of writing plans based on consultation/ feedback and not implementing them. e.g. The heritage plan, the Arts and Culture plans are plans that were good when developed and then they sit on the shelf and gather dust. How are we going to implement and integrate today's ideas? It's been a discouraging pattern.
- Community engagement. Do a speakers corner at events where people talk to a video camera. Also, Engage youth leaders to lead this activity and make it happen – start with SAC council- and use social media, make it interesting.
- It would be helpful if you share hashtags at beginning of session – we would like to participate too.

Open House and Workshop - Hespeler Memorial Arena

Participants: 35

Date: May 4, 2015

Time: 6:30

Questions (from audience):

1. How much weight does community engagement play into the plan?
2. LRT rail against. Why 'we' did not get a vote? Cambridge resident.
3. Will the strategic plan look at the overall governance of the Region 'over' the city of Cambridge? (So that residents can go to the Province and look at a renegotiation of this municipal arrangement?)



4. How are measurement tools used for tracking implementation of strategic items?

Comments from audience

Make sure you talk to citizens before decisions take place; you need to truly involve citizens in decision making. We are the community – we are Cambridge. You need to gather input in many ways in order to have the reach. Not everyone has time or ability to attend a public input session. Need online tools etc. Use Multiple methods and then also come back and report to the community about what the decision are, and why.

What changes would make our community better? What are your top 3-5 priorities? What is your top priority? (Individual Group responses)

Group 1

- Natural beauty, heritage, identify, role of post-secondary education plan in the economy.
 - **Priority 1** - Attracting post-secondary into the core areas.
- Heritage, governance beyond term of council.

Group 2

- **Priority 1** - Long term plan, implement plan, better communication, encourage participation, reuse the land we already have, preserve green space. Preserve heritage.
- Give city council input from the bottom up, city can pass it along to the Region. It's backwards now. More grassroots input, neighborhood level.

Group 3

- **Priority 1** - Governance, three cores need neighborhood associations, local focus, like it was in the old days, get back to local governance.
- Tangible items, more green initiatives, trees, waste management, accessibility, lighting, sidewalks, improve walkability 1.



Group 4

- **Priority 1** - Transportation! Make it easier to get across the city, remove trucks from city centre, everything to do with getting around, through or out of the city.
- Transportation, micro-buses, governance, create a Region of Cambridge, healthcare and education,

Group 5

- **Priority 1** - Communication and engagement.
- Transportation, getting around town, micro-buses, flexible schedules, sharing resources, getting around town – bypasses so that through traffic does not interfere with local traffic. Consult with experts, local experts, engagement and collaboration around this issue.

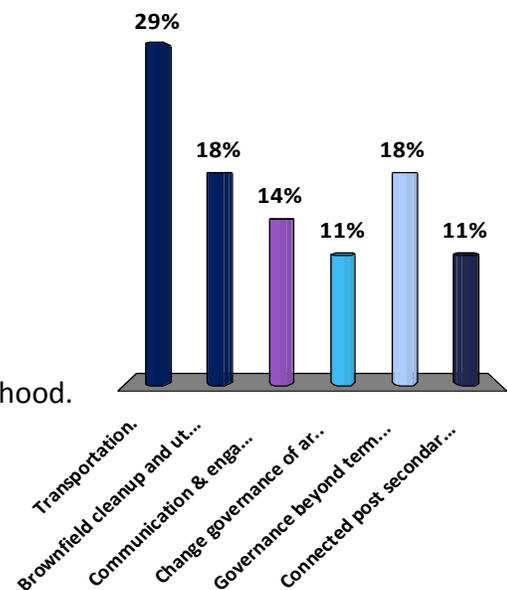
Group 6

- **Priority 1** - Brownfield site remediation – we cannot spread out forever, start cleaning up contaminated sites for redevelopment. Make these sites available – engage with other levels of government.

All groups combined TOP priority (using clicker, all groups):

1. Transportation, **2.** Brownfield cleanup, **3.** Governance.

1. Transportation.
2. Brownfield cleanup and utilization of land.
3. Communication & engagement.
4. Change governance of area to reflect local input and influence at local level.
5. Governance beyond term of Council.
6. Connected post secondary schools/institutions in core neighbourhood.



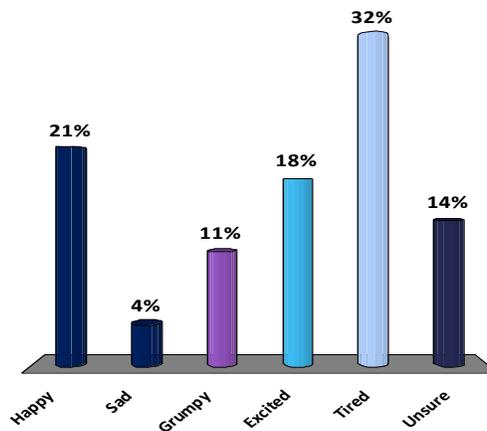


Comments questions at the end:

- 8-9 years ago, public consultation process, same process, disappointed in result, not followed through.
- How are you going to respond to the community with the results of this process?
- We value what you are doing, (however) strategic planning on Sports complex issue for example, lots of planning money, very little execution.
- Time is of the essence - decisions have already been made – what we said tonight does not matter.
- I vote, I know my councillor; I want to hear back about what you are going to do. Talk to your councillor.
- We want (you) to go where the people are, go to the associations, reach out to the people, add a staffer to support this effort. Council should do this too. Bring services back to the people.
- Engagement – we are not capturing the younger demographic – they have ideas – reach out to these people, in high school for example.
- Does the strategic plan benchmark against other communities?
- Is our strategic plan overshadowed by the Region’s strategic plan?

How are you feeling today?

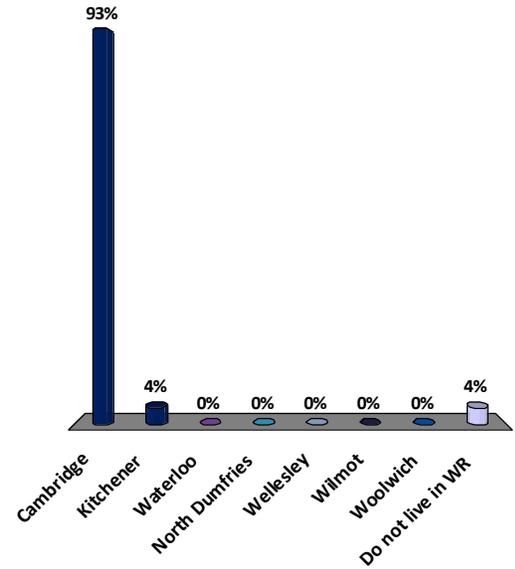
1. Happy
2. Sad
3. Grumpy
4. Excited
5. Tired
6. Unsure





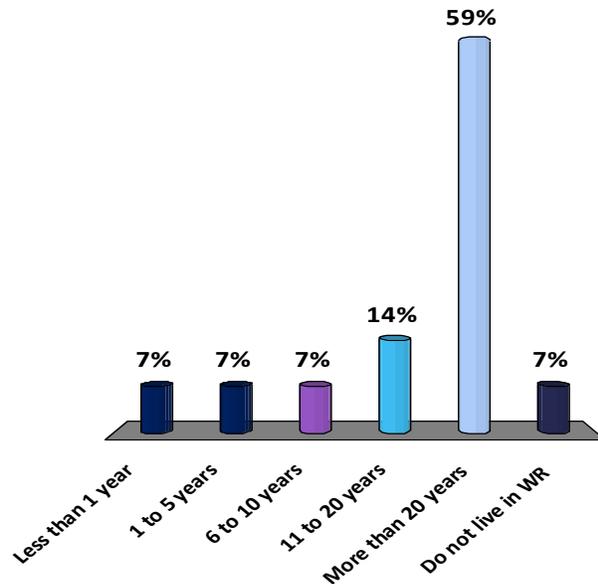
What municipality do you live in?

1. Cambridge
2. Kitchener
3. Waterloo
4. North Dumfries
5. Wellesley
6. Wilmot
7. Woolwich
8. Do not live in WR



How long have you lived in Waterloo Region?

1. Less than 1 year
2. 1 to 5 years
3. 6 to 10 years
4. 11 to 20 years
5. More than 20 years
6. Do not live in WR





Open House and Workshop – Preston Auditorium

Participants: 30

Date: May 7, 2015

Time: 1:30 pm

Presentation

Q: What is the most recent Regional service that has been implemented?

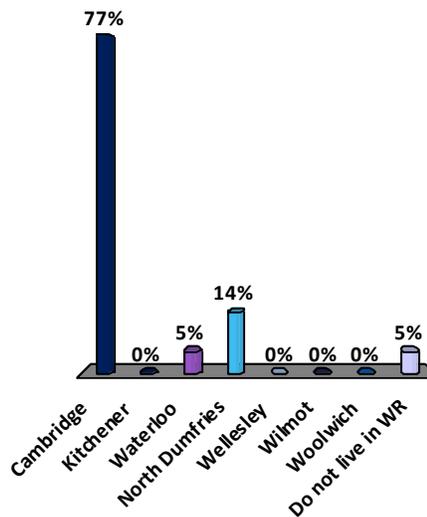
Q: What kind of situation analysis was done in the community before beginning the Strat Plan? Have things such as income, willingness of citizens to pay taxes, and decreases of citizen income been taken into context prior to beginning this process? Have recent economic trends been accounted for to ensure that these plans match what the community needs?

Q (for City of C): Is this the first time that the City of Cambridge has created a Strat Plan? What happened to the Moving Forward initiatives that were created prior to this? Members of public did not see enough out of the Moving Forward workshops. These were well attended workshops and citizens with many backgrounds were at these events. What were the priorities previously brought up at these past events? Have these issues been acted upon? Achieved? Ignored? Following the Moving Forward plan, there was very little communication to the public about what was going on.

Q: At end of this 3 year period, will there be metrics following reported in order to show what areas fell short and what plans were completed? Can there be a public “rating” system of success on this plan and how well it was implemented as well as how well things were changed?

What municipality do you live in?

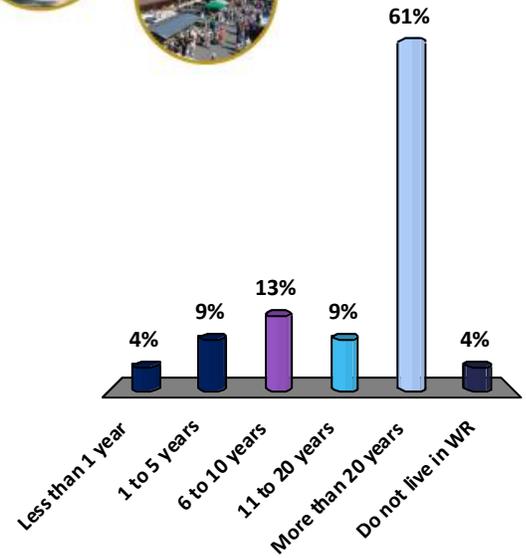
1. Cambridge
2. Kitchener
3. Waterloo
4. North Dumfries
5. Wellesley
6. Wilmot
7. Woolwich
8. Do not live in WR





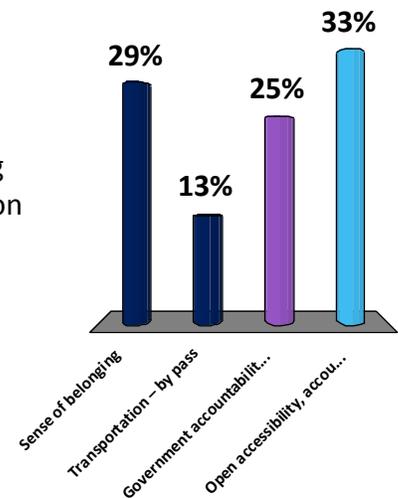
How long have you lived in this community?

1. Less than 1 year
2. 1 to 5 years
3. 6 to 10 years
4. 11 to 20 years
5. More than 20 years
6. Do not live in WR



What is your top priority for the 2015-2018 Strategic Plan?

1. Sense of belonging
2. Transportation – creation of Bypass
3. Government accountability (financial responsibility) budgeting
4. Open accessibility, accountability and environmental protection



Workshop Discussion:

- What changes would make the Cambridge community/Region better?
 What are your top priorities?



Sense of belonging group

- Discussed: poverty, affordable housing and jobs
- Arts and culture works into this sense of belonging through ensuring that these things are shared with families and the community at large; sharing these things makes everyone feel welcome
- Poverty issues also come back to a lack of sense of belonging. The community needs to ensure that everyone feels as though they are able to contribute and be involved in everything that the community has to offer

Transportation—Bypass group:

- Interested in tackling environmental issues as well as how things work in city
- There is a lot of congestion in Cambridge as well as challenges due to the large urban area
- Creating a traffic bypass is a tangible manner of mitigating some of these issues and challenges
- It is important to find a way to move the heavy trucks out of the core areas of the city. Specifically out of Preston and Galt neighbourhoods.

Accountability group:

- This group also spoke about specificities and were considering talking about the creation of a bypass
- The main driver for this priority is that from a financial perspective things keep going in the same direction. Anytime the city needs anything new, it is simply added and citizens are taxed more.
- Taxes keep increasing, but this cannot happen forever as citizens are already feeling strain with the stress of being able to pay.
- This idea of accountability is more of a general financial perspective of change and drives how the government will do business when planning for new developments.
- There needs to be accountability in terms of looking at necessities for the government. Some things need to be cut, as we cannot keep doing everything for everyone all the time. One important thing is the bypass, but rather than simply adding this on to the



budget and bringing in higher taxes, the City should zero in on getting rid of some services that are less important in the long run.

Open accessibility, accountability, environmental protection group:

- This group agreed that cutting some services is necessary; however there is a need to ensure that this is not at the cost of environment.
- There is a desired for openness, accountability and community involvement; especially focusing on the protection of the environment
- Things need to be made more accessible for all citizens (further adding to this sense of belonging pointed out). An example of this is better GRT service for those who are disabled, as this is a large barrier to them.

Other thoughts and discussion:

Environmental Protection

- Look at the big picture and consider issues of the community and province and country together. There are other countries that are lacking safe drinking water we need to work to ensure that this does not happen in Canada. There is a noted lack of concern for the environment; we need to protect our resources as well as the places that we love.
- Plans cannot so quickly be allowed to make amendments to important things such as zoning laws and environmental protection agreements. Official plans approved have been taking away farm lands, taking away drinking water. One example is the developments happening along the Grand River.
- Drinking water obtained from the Grand River is quite contaminated and has been causing many large public health issues such as higher cancer rates and birth defects.
- In terms of farmland, it is important to keep the farmland in the community to ensure future vitality and a constant healthy food supply rather than relying on processed foods from other places.
- Food, clean water, environment should be the most important things when looking at building the new Strategic plans.



- The bottom line is that the environment is a driver of other things in the community and therefore needs to be the number one issue considered when making plans for the future. It is important to preserve the environment that we currently have.
- There is a need for further protection and enforcement of the environment and species at risk. There are wetlands in Cambridge that need to be protected from urban sprawl and poor stormwater management plans.
- Habitat for species at risk need protection. Making sure our water is protected at the source - the priority needs to be placed on environment - development and aggregates should be secondary.
- Amending official plans and zoning bylaws that effectively eat away at our farmland and natural sources and destroy habitat need to be slowed down and local support from our city and regional officials to step up and protect.
- Protection is not Mitigation...and mitigative measures have proven to have negative impacts that are detrimental to our well being.
- Building in the flood plain. Cambridge has a bylaw that clearly states no development in the flood plain, and yet, there are always approvals being made to amend bylaws to allow this to continuously happen. This creates confusion in the public and our future generations who are being taught about our ecological footprint, but see our government doing the complete opposite. It creates a very confusing mixed message to our children. We need to establish a new process that eliminates developers and aggregates from making demands and controlling the outcome of our cities. Toronto was one city who started their campaign to eliminate the rights of the OMB from overruling decisions made for the betterment of their community.

Other

- The Waterloo community has started to trend towards high rise buildings. Due to the setup of these buildings houses located behind these large buildings may not have sufficient sun light. There is a large concern that Cambridge will also begin to build there high rise buildings in order to intensify the downtown, and this will cause a lack of light. There should be a limit on how high these buildings are allowed to be, as well as a limit on the number of high rise developments implemented in Cambridge.



- In regards to the Strat Plans that were in progress in the past: the world is changing. There is a danger in going with the past plan; do not simply go along with the plans set out previously that were not acted upon. Rather than recycling the old plan it is important to look into the contextual basis in the present and ensure that the new plan is built upon present issues.
- Do not withhold any information from the public and do not delay on putting out information to the public.
- Do not allow staff interpretations of the community feedback to filter in a way in which the community will not recognize the ideas and concerns that they have raised. Do not sanitize the feedback and ideas rather present these as given by the community in their full form. Furthermore, ensure that the wrong information is not sent out to the public.
- On the topic of employment and salaries, the public sector is bloated and well-paid. When taking issues of employment into consideration, ensure that there is not disconnect between the private and public sector. Do not forget the needs of citizens who work in the arts, small businesses, those who are self-employed, etc.

Q: How will this information be brought back? How will the community know what is happening going forward?

Q: Can the schools get involved in this? (e.g. universities, youth, all ages)



APPENDIX B: SECONDARY STUDENT FEEDBACK

What does Cambridge mean to you? What themes emerge?

"In My Soul"	Home & Family	School, friends
A Great Place & I Love it!	Home, family, school,	School, friends, family
A Great Place to Live	friends	School, friends, movies
A Place to Call Home	Home, friends, love	School, friends, Tim
Aging Population	Home, friends, school	Hortons
Automotive	Home, safety, comfort, fun	School, arenas
Biggest city near us	Home, school, family	Southwood
Buddies	Home, school, friends	Team
Cambridge is Home	Home it's Safe	The Place that we grew up
Cambridge is where I meet	Home Where I grew up	in/ Community
friends and family	Home/ Family/ Friends	Togetherness
Chess club	Inclusion	United
Childhood	It is home	Variety
Community	It is my home	Where I Meet Friends &
Cultural (Portuguese Club,	It is my hometown and the	Family
Polish Club)	place I've lived my entire	Where I've grown up
Diverse	life	Where My Family Is
Education, friends	It means my home and it's	Where my school is
Education, home	my family	Young Population
Family	It's where my family lives	Youth organized sports
Friendly community,	Loving Community	programs
friends, family, home	Memories	
Friends	Nice place to move to	
Friends & Family	One Big Family	
Family, friends, school	Our Home	
Friends, family, home	Place that we grew up	
Full of Friendly People	Safe (can leave your doors	
Growing Community	opened at night)	
Home	School	
Home, education	School, Family	

What do you love about your Community?

A lot - rarely do I leave this place	Downtown Galt is pretty & unique & not too big or small	Helpful People & Atmosphere
A safe community with lots of opportunities	Downtown Galt - the bridge, trails	Hills
Almost clean air smell	Downtown Galt - buildings	History
Apartments	Doyle	Hockey
Architecture	Dunfield Theatre	Kindness
Activities	Easy travel	I Bowl
Artsy; not much crime	Events involving everyone	I Like the People I Live Near
Atmosphere	Everyone is Friendly	I love the friendliness and atmosphere
Beautiful Place with Kind People	Everyone is Helpful	Includes everyone
Beautiful Place with Kind People	Everyone is so nice	Inclusive people
Big	Everything is close to where I live	It's 20 minutes from Ayr
Bowling	Everything	It's a beautiful place, kind people
Buddies	Family	It's a city
Cambridge Mill	Fishing	"It's all right here"
Canoeing the Grand	Food	It's Clean
Churchill Park	Friendliness & Atmosphere	It's pretty chill
Cineplex	Friendly	It's Where I Feel I Belong
Clean	Friendly community	Kindness
Close knit	Friendly People	Know a lot of the people
Close to Ayr	Friends	LA Franks
Close together	Friend's House	LCBO
Closeness to home	Good parties	Library
Community	Good stores	Low Crime Rate
Community Sports	Grand River	Macs
Cute stores	Grass	Memories
Dickson Arena	Green Spaces @ St. Benedict's CSS	Messed up roads;
Diversity	Has more variety of places to shop for things than Ayr	Roundabouts
Downtown and the river	Helpful People	Mill Race Park
Downtown Cambridge		Multicultural
Library		Multicultural schools
Downtown Galt		My House
		My friends in Cambridge



Nice community
 Nice Houses, quiet & diverse
 Nice parks
 Nice People
 Not that much crime
 Not Very Violent/Peaceful @ Times
 Old Homes
 Organizations like this that care about our opinions
 Outdoor activities
 Outdoor areas
 Outside movies
 Parks
 Peaceful
 People
 Preston Aud.
 Programs for everyone
 Roundabouts are a bad idea
 Schools
 Shopping
 Size
 Sense of Community
 Skate park
 Small City with potential that needs to try harder to develop successfully
 Smaller City/ less craziness
 Small community
 Small schools
 So peaceful place

Some of the people are cool
 Sports
 St. Benedict's CSS
 Starbucks
 Temporary home =- wish to be gone soon, place going down
 The 50's
 The community feel
 The library
 The river
 The Grand River
 The malls pretty cool
 The People
 The People & the Places
 The roads suck
 The school
 There is always construction
 They are building too much
 Tims
 Togetherness
 Town
 Trails
 Trees
 Twice the Deal Pizza
 Variety of stores/restaurants
 We have an amazing, including community, it means everything to me

Where I feel belonged
 Winter Hawks
 Amount of High schools
 Amount of Parks
 Diverse
 Divided into 3 Sections (Galt/Hespeler/Preston)
 Good Fairs
 Ideal spot to live for transportation
 Lots of Help for the Needy
 Lots of Timmys
 Nice/Big Libraries
 Parks and Trails
 Pretty Downtown Galt
 Some neighbourhoods are really quiet

What changes would make our community better? What are your top priorities?

7 - 11 store	Bike lanes	Festivals, fairs, carnivals, etc.
A better recycling program for condominiums	Bigger mall	Fix our school
A larger Skate Park	Booster juice	Fix Southwood
A mall with more stores	Bus Transit. Fix it.	Fix pot holes
A park that means Canada	Bus transportation between Ayr and Cambridge	Fix public skating rinks
Arena upgrade	Cambridge has a lot of opportunities, but we need more awareness for them.	Fix the roads
A University	Cambridge needs more things to do. Our options are bowling/movies.	Fix up outside of school
Add new stores please	Chill Spot for Teens	Fun places for Youth
An Amusement Park	Chill with the Construction	Gender Neutral Bathrooms
Attract better stores in the mall for all age groups.	City bus between Ayr and Cambridge	Hespeler Road needs a facelift.
Basketball courts	City transport to Ayr	Hot Topic
Be Kinder	Clean up	IMAX Theatre
Be nice	Clean up the parks more often.	Indoor Track
Be nice to each other/care for others	Cleaner	It would be great if we had more places to get together & some memorable spots
Better arena	Close hills for longboarding	Legalize it
Better bus schedules	Community activities & events	Less Construction
Better crossing on Cedar by Westgate	Community activities & festivals	Less Drugs
Better downtown	Days Off	Less litter
Better downtown core	Don't add many roundabouts or any	Lulu store
Better lanes	Don't put roundabouts	Make better sidewalks
Better Mall	Drive-in movie	Make the roads better. They are not in good shape.
Better maintenance	Environmentally friendly	Make more BMX parks
Better parks		Mall
Better public transit (at night and weekends)		More activities, festivals, etc.
Better roads		More Apartments
Better stores in mall		More Attractions
Better stores		More basketball courts
Better Shopping		
Better things to do for youth		
Better Traffic System		



More basketball courts/football fields/training facilities
 More Business (everything is closing)
 More care for the environment
 More city events
 More city festivals and events
 More community activities
 More Community Events
 More cops
 More dollars to all public schools
 More Entertainment
 More environment programs
 More environmentally friendly
 More events
 More festivals
 More flowers
 More Foodbank
 More food
 More forests
 More fun places for youth to go
 More fun things to do
 More garbage bags to clean up the City
 More Health Services

More Ice Rinks
 More malls (Victoria's Secret)
 More Nature Walks
 More night friendly
 More outdoor activities
 More Parks
 More parties
 More People
 More places for Youth to Hangout
 More police
 More recycling
 More Rainbow Youth programs
 More Roundabouts
 More Shopping
 More shops
 More stores
 More support for sports
 More things to do
 More Tourist Places i.e. bowling, shops
 More trails
 More youth programs
 New mall with better stores (eg. Nike, Pink)
 New swimming pool
 Night Life
 No litter
 Nothing. It's Amazing.
 OHL Team

Outdoor Ball Hockey Rinks
 Outdoor Pool
 People can better know each other.
 Places for Teens
 Plant some trees
 Put some crosswalks in.
 Raves
 Repaired roads
 Repave roads that need to be paved not the ones that are already paved
 Restaurants
 Roads
 Roller coasters
 Safer Parks
 Say Hi
 Segways/Bikes
 Soccer fields
 Specialized Programs
 Sports Complex
 Sports/IDK
 Stop building big buildings in residential areas.
 Stop building roundabouts
 Think
 Think of the other people
 Tobogganing
 Too many STOP signs
 Transportation
 Transportation to Ayr
 Turf Field



**APPENDIX C: CONSOLIDATED COMMUNITY FEEDBACK
 (OPEN HOUSE & WORKSHOPS)**

Question #1: What does Cambridge mean to you?

Community

Positive attributes

- Home and family
- Diverse
- Accessible
- Safe place to live, work and play
- Inclusive
- Volunteer enthusiasm
- Strong neighbourhoods
- Small town feel
- Age friendly - aging population/active seniors
- Educational institutions
- Distinct small communities each with their own character
- Vibrant community
- A community of neighbours
- Great charities
- Neighbourhood associations
- Family history
- Communities = 3 places to belong
- Traditional
- Great potential
- Small town feel with progressive intensions

Areas for improvement

- Competing BIAs
- Lack of identity
- Divided/split communities, disjointed
- Families at risk, low literacy
- Leveraging resources that will give the town its own identity while being seamlessly connected with the rest of the region
- Volunteerism is on a serious decline - government should encourage community engagement

Rivers

Positive attributes

- Two rivers are a defining part of the City
- Uniqueness of Cambridge rivers
- Love the trails, rivers and heritage
- Natural resources
- Confluence of rivers
- Bridges
- Very pretty rivers and parks

Areas for improvement

- Poor use of the Rivers



Arts, Culture & Tourism

Positive attributes

- Great theatres (i.e., Dunfield Theatre)
- Great festivals and events:
 - Sunday concerts in park
 - Christmas in Cambridge
 - Mayor's Celebration of Arts
 - UnSilent Night
- The arts
- World class athletes
- Great library system
- Tourism potential
- Great farmers market
- Preston figure staking club
- Preston Scout House Band
- Great children's choirs
- Community Summer Program
- Idea Exchange
- Dance Schools
- YMCA

Areas for improvement

- Little night life for young
- Further promote the arts and culture

Heritage & Architecture

Positive attributes

- History
- Great architecture
- Beautiful historic buildings
- Historical roots
- Steeples
- Churches
- Historic neighbourhoods
- Heritage is so special
- Old and new buildings offer something for everyone

Areas for improvement

- Preserve heritage and natural environment
- Restore and revitalize historic centres
- Fading heritage

Government

Positive attributes

- Smart, effective and creative leaders
- Effective community

Areas for improvement

- Local governance - have our own vision
- Poor planning and communication from Municipality
- Oppressed/divided from the Region



- Poor relationship with the Region
- Discontent
- Over governed
- Some marginalized
- Better define roles and responsibilities
- Should have our own governance
- Lack of openness
- City with good parts but poor city design/planning
- Poor planning
- Closed government
- Citizens feel blocked by city hall
- Feeling pushed away and shut out
- Red headed step child of Waterloo Region
- Fractured
- Consider how Cambridge fits into the bigger region
- Not as respected as Kitchener and Waterloo
- Bad decision-making
- Connect to KW – part of region, amalgamated
- Chip on our shoulder
- Voices of concerned residents are being disregarded
- Policies and procedures are broken
- Critical things not done well by the government

Environment, Parks & Recreation

Positive attributes

- Abundance of greenspace/parks
- Green spaces valued
- Green Canopy
- Recreational trails, hiking, biking
- Trails and natural environment
- Recreation/sports/clubs
- Recreation, sports events, teams, facilities
- Access to the Sports Complex
- Community gardens
- Waterways, wild life, heritage buildings, gardens and parks

Areas for improvement

- Environmentally sensitive areas require protection
- Endangered wildlife requires protection
- Threat to surrounding Natural Areas
- Not green enough
- Protect environment around trails
- Stellar green space potential
- Lack of large venues
- Better connect green spaces



- Rural areas
- Healthy people environment
- Active

Services, Transportation & Infrastructure

Positive attributes

- Strong infrastructure
- Good medical facilities
- Effective transportation
- Healthcare
- One good seniors centre
- Retirement and tourism
- Safe, walkable routes
- Senior service
- Bus Terminus Hespeler
- Cambridge Mobilization Team (caring, wraparound services) all working together for child wellness

Areas for improvement

- Traffic!
- Hespeler Road Crowding
- Better roads and more by passes
- Need food, housing
- No LRT
- No unique centre
- Ugly stretches of industrial parks
- Aging Infrastructure
- Hespeler Road seems like the heart of the City but it is ugly and inaccessible
- Connection to Kitchener is congested - only one way in
- Challenges: gridlock, accessibility, poor planning
- Need GO train to Toronto
- Heal the core
- Confusing to outsiders
- Waste management improvements
- Need for improved mass transit inside Cambridge and to external cities i.e. Toronto
- Need more services for youth
- Expand rail network to capitalize on location

Location

Positive attributes

- Home base for basic needs, but access to larger areas
- Central to other cities and attractions
- Hub location
- Town and country benefits
- Country living feel but live in a City
- Proximity to Universities
- Great location in our province
- Gateway to Waterloo Region
- Convenient

Areas for improvement

- Feels like it is becoming a bedroom community
- Becoming a Community of Commuters (no businesses, jobs, local)
- Head Quarter offices all located on GO and 401 lines



- Proximity to Toronto
- Walking distance to points of interest
- Convenient to travel to Toronto, London, US Border, etc.

Economic Development, Work & Urbanization

Positive attributes

- Vibrant economy
- Financially competitive
- Innovation
- Brownfield potential
- Industrial
- Forward-thinking
- Progress
- Workplace
- Affordable

Areas for improvement

- Lack of Brownfield and Greyfield initiatives
- Fading Industries
- Lack of innovation
- Dilapidated sites
- Economic base needs to be improved and expanded
- Encourage high-tech industry
- Find an economic direction
- Provide more post-secondary education
- No bakery

Question #2: What do you love about your community?

Community

- | | |
|---|---|
| <ul style="list-style-type: none"> • The people • Particular neighbourhoods/areas (not cookie-cutter) • Neighbourhood Community Centres (i.e., Johnson Centre, Durwood Centre) • Seniors Centre (i.e., Ted Wake 50+ Centre) • Cambridge YMCA (it is better than most) • Diversity of housing • Diversity of people and cultures • Multicultural • Cost of living/housing • French Community • Older population | <ul style="list-style-type: none"> • Small town feel • Safe • Non-profits (i.e., Cambridge self-help food bank) • City Hall • Schools (i.e., Southwood School, Highland School) • Hospital • Arena within walking distance • Living levee • Progressive • Walkable and clean neighbourhoods |
|---|---|

Arts, Culture & Tourism

- | | |
|--|--|
| <ul style="list-style-type: none"> • Arts and culture • Historic buildings | <ul style="list-style-type: none"> • Cambridge Live Music • Church Hill Park, Highland Games |
|--|--|



- Downtown
- Architecture
- Churches, Church Steeples, Spires, Trinity
- Old street lights
- Reuse of old buildings
- Cultural social life within walking distance
- Old bridges downtown (Water St. Bridge, Main St., Concession, Black Bridge Road Bridge)
- Heritage Districts
- Pretty buildings
- Old neighbourhood revitalization
- Theatres (Cambridge Arts Theatre, Dunfield Theatre)
- Award winning library (Hespeler Library, Preston Library)
- Artists in residence
- Print Studio
- Galleries
- Langdon Hall
- Fashion History Museum
- Cambridge Symphony
- Sculpture Garden, Ferguson Cottage Gardens
- Hollywood Cambridge
- K-W Symphony
- Classes at Community Centre
- Public Art Sculpture
- Queens Square
- Mill Race Festival
- Mayor's Celebration of the Arts
- Unsilent Night
- Candy Land
- Cookies and Kids
- Fall Fair and Riverfest
- Scout House Band
- Fireworks
- Bitten
- Kitchener City Hall
- Literary Painting
- Contemporary Future Art Collection
- Maclary Fridge Painting over Mr. Sub
- Santa Clause Parade
- Christmas in Cambridge, Holiday Train
- Rib Fest
- Mountview Cemetery
- Sheaves Tower
- American Standard Building
- The Galt post office
- School of Architecture
- LA Franks
- Heritage attributes of Cambridge are understated and unrecognized for their importance to the origin of Cambridge

Environment, Parks & Recreation

- Parks and Conservation Areas (Soper, Churchill, Riverside, Victoria Park, Puslinch Tract, Mill Race park, Mill Pond, Central Park, Shades Mill, Linear Park, Dumfries)
- Rivers, Grand River, River Bluff
- Neighbourhood playgrounds
- Bridges
- Wedges and woods
- RARE
- Wildlife, endangered turtles, ducks crossing,
- Community gardens
- Natural heritage
- Trail network (Linear, Riverbluff, Bob McMullen, connection between Hespeler and Preston, rail trail)
- Canada Trails Network
- Bike and walking trails
- Cycling routes through neighbourhoods
- Sports Parks, Skateboard parks, Centennial Ball Park, Forbes Park and Tennis Club
- Ice rink in the mall
- Winterhawks



<ul style="list-style-type: none"> • Nature, quiet backyards, south corridor • Dams (Preston Dam) • Green spaces, stewardship • Forests, Trees, Muse Trees • Listening to the migration of waterfowl • Fishing • Rowing Club • Canoeing on the River • Boating 	<ul style="list-style-type: none"> • City Hall • Hespeler Arena • YMCA • Galt Country Club • Walkable neighbourhoods • Outdoor activities (adventure sports on river) • Active people • Recycling program, green bins
Location	
<ul style="list-style-type: none"> • Central location • Proximity to the 401 • Close to Toronto • Access to Kitchener-Waterloo • Railway Overpass • Waterways • I like the drive from Guelph • Roundabouts 	<ul style="list-style-type: none"> • Downtown Galt's charm (walking among buildings) • Downtown Galt • Avenue Road • Blair Road • Dickson Hill • Preston Town Centre • Can-Amara Parkway
Economic Development, Work & Urbanization	
<ul style="list-style-type: none"> • Restaurants • Farmers Market • Diverse businesses and employment • Shopping (Southworks) • Antique stores • Café's • Toyota • Loblaws Terminal • Blair Village • Preston Shoppers • Reid Candy Store 	<ul style="list-style-type: none"> • Good place to do business • Renewed streetscape in Downtown Galt • Hespeler Village • West Galt (trees and lights) • Preston City Centre • Queen Street/Square • Cambridge Centre (good, clean regional mall) • School of Architecture • Employment, industry, diversity • Retail jobs, Hwy 24 • Free parking

Question #3: What would make your community better?

Community	
<ul style="list-style-type: none"> • Pay attention to social issues 	<ul style="list-style-type: none"> • Support for volunteers



- City must be more accessible (OADA compliant)
- Make City more accessible and accountable
- Better support those in need
- Youth employment
- Senior consideration
- Equitable opportunities
- Develop a single identity for the City
- Poverty reduction
- Affordable
- Support social services and engage the disengaged
- Healthy communities, individuals and environments
- Kidney dialysis in Cambridge Hospital

Arts, Culture & Tourism

- Invest in the arts
- More night life
- Pedestrian access to rivers for canoeing/kayaking and fishing
- Increase in promotion of arts and culture
- Improved access to recreational centres
- Create or enhance neighbourhood associations to assist local residents with local, provincial and federal issues
- More community arts & theatre on small low budget scale
- Pedestrian bridge linking Linear Park to Grand Trunk Trail
- Show piece trail system
- Events should not be named after the mayor
- Conference centre
- Rethink the location of the new recreational centre
- Relocate the sports complex
- Centralize new multiplex
- Complete the multi sports complex on time (great facility and within a reasonable budget)
- Provide new recreation facilities
- Arts and culture planning - execute the plan!
- Great opportunities for arts, culture, recreation
- Bring back Riverfest
- Celebrate our multi-cultural city
- World class art gallery outdoors
- Tourist attractions
- Winter activities and festivals
- Too much free stuff

Heritage & Architecture

- Preserve and enhance historic and architecturally significant areas
- Improve heritage preservation (see North Carolina and South Carolina)
- Protect historic buildings
- Maintain current alignment of heritage roads
- Celebrate the heritage of Galt, Preston and Hespeler
- More heritage and cultural development
- Take responsibility for the Ontario Heritage Act

Environment, Parks & Recreation

- Increase the tree canopy
- Focus on protection not mitigation
- Increase enforcement and monitoring
- Provide more community garden plots
- Save the dam
- Emphasize environmental protection
- Preserve green space and outdoor play spaces
- Reduce greenhouse gas emissions
- Implement a tree cutting by-law
- Environmental protection
- Protect valued resources
- Environment and sustainability



- Increased police visibility on trails and at parks
- Feature the wetlands

- Cambridge needs to be part of the greenbelt expansion
- Emphasize the protection of water

Governance

- Be better represented at the regional level
- More meaningful interaction with region as a whole
- Increased advocacy
- Open consultation and communication with the public
- Transparent and accountable government
- Adopt a top-down positive attitude toward collaboration
- Community engagement (including youth)
- Better consultation with citizens
- Respect for public opinion
- Meaningfully engage everyone in the community
- Better engagement with public on big decisions
- Create a Region of Cambridge
- Tell the Cambridge story better
- The government has the wrong priorities
- The government is involved with wrong things
- Decrease the amount of red tape
- Find a balance between decision making and processes
- Council relationship with region
- Region should give the City more power
- Lead don't follow
- Financial responsibility to fit the community
- Regular updates to city webpage
- Don't be so quick to amend Official Plans
- Government consensus building (i.e. transparency)
- Get rid of the old boys club attitude
- Clarity of roles for elected officials
- Open government process

- Improved decision making process
- More voices at the table
- Strategic plan with execution unlike all the other Master Plans
- Project steering committee selection
- Better listening to citizen impact
- Better reporting on projects by city. How project costs affect our tax bills, how long projects will take + cost/year
- Fund the needs not wants
- Spend time on the urgent and important and less time on not important and not urgent
- Balance needs vs. wants
- Critical needs falling behind
- Spending beyond ability to pay
- Waste- spending
- Stop being cheap
- City debt at record levels
- Transparency of budget and communication with the community
- City does not consider long range consequences
- Better leadership + awareness of poverty- provide more affordable housing and job opportunities
- More/better leadership
- Decisions based on immediate needs vs. dreams
- Public service wages need to be in line with residents wages and true costs of living
- City staff follow their own rules for process (policies and procedures)
- Address climate change
- Look at the big picture and consider issues of the community and province and country together



Economic Development & Core Areas

- Provide better shopping opportunities
- Offer retail incentives in the downtown core
- Incentives for restaurant bakeries
- Sell vacant commercial lands on Hespeler Road
- Investments that encourage business
- Attract better shopping experiences
- Centrally locate grocery liquor outlets
- Better utilization of river fronts- have a vision before undertaking projects
- Beautify Hespeler road
- Enhancement of city cores-connectivity to rivers
- Downtown core and trail policing
- Help the downtown cores grow and thrive
- Improve/restore downtown buildings
- Develop our downtown cores
- Restore and revitalize historic centres
- Planning building by-law for accessible houses/buildings
- Diversity of housing
- Fewer new housing developments
- Careful planning of new housing developments
- Do not extend city boundaries
- More post-secondary education opportunities
- Improve parking for businesses and patrons
- Encourage high-tech industry
- Keep the farmland in the community to ensure future vitality and a constant healthy food supply
- Encourage and promote not-for-profit organizations
- Provide more affordable housing outside the core
- Plan/build affordable and attractive seniors housing within our communities
- Explore economic development opportunities
- Better access to public schools
- More infrastructure in Conestoga College
- Use river for more economic development (see San Antonio, Austin)
- More post-secondary presence in the cores
- Find an economic direction
- Younger business events ideas
- Increased respect and support for small business
- Encouraging measures for business and manufacturing
- Bakery needed in Hespeler
- Restaurants and shops along the river
- Food store in downtown Hespeler
- Fill empty downtown building lots
- Do something in condos on speed river in Hespeler
- Ikea
- Need more high density development

Services, Transportation & Infrastructure

- Integrate GRT/Greyhound/VIA/GO
- Get GO train service to Cambridge
- Active Transportation Master Plan
- Better traffic flow
- Walkability
- Alternative transportation modes
- Keep communities quiet (no arterial traffic)
- Fix Hespeler road
- Make Hespeler road more attractive (see Hilton road)
- Rework Hespeler road strip to orange county standards
- Too many signs on Hespeler road
- Better trans-routes to all areas of Cambridge



- Enhance cycling
- More bike lanes and trails
- Improve safety on all roads for cyclist and pedestrians and disabled
- Transportation road planning that protects wetlands and wildlife
- King Street/Fountain intersection, increased traffic highway access volume
- Improve connection to rest of KW-Conestoga 401 access
- More accessible sidewalks, proper ramps and widths
- Pedestrian bridge over the 401 (not the grand)
- By pass
- South end by pass is an example of infrastructure decades behind
- Build the ring road
- City by-pass
- Less traffic (especially trucks through downtown cores)
- Eliminate through traffic
- Connect Cambridge Preston, Galt, Hespeler
- Improve connection to Hespeler from rest of Cambridge for cycling/pedestrians
- Wider walkways
- Get light rail in Cambridge
- Public transit
- Microbuses in Hespeler
- Bus shelters
- LRT now
- Monorail
- Improve road network in the industrial basins
- Better bus routes
- Reduce highway dependence
- Modernization of arterial roads provide better access
- Fourth bridge for downtown Galt
- Pedestrian overpass in Hespeler on 401
- Grant street extension to Cambridge west
- If city grows, we need new arterial roads
- Widen maple grove with bike lanes
- Midday buses that were cancelled need to be reinstated
- Cleaner city
- Better outdoor lighting
- Plant trees along Highway 24
- Increased use of green bin program
- No street facing development on Hespeler
- Clean up old factory sites
- City clears/snow sidewalks
- Protection of urban environment
- Clean up brownfield sites
- Clean our waters, fix water infrastructure rather than put dollars towards perks
- Waste management (e.g., recycle waste by incineration)
- Eliminate inner city brownfields
- Implement better property standards
- Cleanup brownfields and utilize properties better
- More attractive arterial roads
- Respect for private property in neighboring townships
- Improved snow removal for bus route streets
- Land preservation
- Create a Master Plan for the river front