



Report
15-002-OCM

To: GENERAL COMMITTEE

Date of Meeting: October 6, 2015

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Approved by: Gary Dyke, City Manager

Department: Office of the City Manager

Date to Sr. Mgmt. Team: Sept. 30, 2015

File No.: 15-002-OCM

Subject:

Cambridge Connected: Our
Voice, Our Vision

2015-2018 Strategic Plan
Update (Phase 2)

Ward No.:

Recommendation:

That staff report 15-002-OCM be received as information.

BACKGROUND:

On February 17, 2015, Council approved the process to develop a new Corporate Strategic Plan for the 2015-2018 Council term (for more information please see Report 15-007CAO). This plan will provide a new framework for establishing priorities identified by Council, the Community and the Corporation. Further, it will articulate what the City wants to achieve and how the organization will work towards those goals. It will provide a focus for Council and staff, and will help to guide the allocation of limited resources to those priorities that are most important for the organization.

Cambridge Connected: Our Voice, Our Vision, the City's new Strategic Planning process, was launched on April 15, 2015.

It includes three phases:

“Connect” Phase 1 - Setting the stage and asking: “Where we are now?”

“Collaborate” Phase 2 - Identifying potential and asking: “Where do we want to go as a community?”

“Create” Phase 3 - Making choices and asking: “How are we going to move forward together?”

Phase 1 “Connect”

In June of 2015, the results of Phase 1 were presented to Council (please see Report 15-018-CAO) . Phase 1 included preliminary consultation with all members of the Cambridge Advisory Committees as well as the official launch of the strategy in April 2015. As part of the “Connect” phase, members of the community were also asked to share what Cambridge means through a variety of on-line and in-person opportunities (including three joint workshops held with the Region of Waterloo). Approximately 109 members of the community attended these sessions with many more offering comment on-line (over 1250 comments/ideas). All feedback was compiled and summarized in the “Phase 1 Stakeholder and Community Engagement Summary”. Further, over 600 students from seven local secondary schools were included in this discussion – sharing their thoughts and ideas (over 1700) about the City. This information was key to identify what Cambridge means to people, what they love about their community and what they feel can be improved. Overall, this consultation resulted in the identification of several high level themes that shaped the subsequent phase.

Phase 2 “Collaborate”

In July 2015, Phase 2 of the Strategic Plan was launched. This phase included an extensive outreach to each of the key stakeholder groups identified (the community, staff and members of council). Building on the common threads that emerged in the first phase, the focus was to generate ideas on potential goals, objectives and actions that the City could include as part of the plan. Included in this phase were the following key pieces:

1. **Cambridge Connected Video.** This video highlighted the opportunity for the community to get involved in the discussion around the strategic priorities and encouraged them to participate. www.cambridge.ca/ourvoiceourvision

2. **Community Survey.** This on-line survey was conducted in partnership with the Cambridge Chamber of Commerce and an independent research firm Future Strategies Inc. (theMindSuite.com). It built on the themes identified in Phase 1 and asked the community more detailed questions about the future direction they feel the city should go in. As of September 25, 2015 over 360 people responded to the survey.
3. **Community Event Attendance.** Staff attended four different community events and festivals over the course of the summer. These events included:
 - Mayor’s Celebration of the Arts & Cambridge Arts Festival (June 19/20);
 - Forbes Park Festival (July 4);
 - Highland Games (July 18); and
 - Rock the Mill (August 22).

While participation included a booth where members of the community could stop by, provide comment and ask questions, volunteers (both staff and members of the community) engaged the public by completing over 230 “intercept surveys”. These surveys were an additional opportunity to gather feedback on what is important to the community.

4. **Staff Engagement.** A series of staff engagement sessions were scheduled to discuss the strategic plan as well as the new corporate values. Sessions were held at City Hall as well as the Public Works facility, with over 140 staff engaged.
5. **Council Workshop.** On July 16, members of City Council as well as the Regional Councillors representing Cambridge were invited to attend a facilitated workshop to share their thoughts on the potential directions of the City. This session was important to help understand Council’s perspective on the plan and how it can be used to help in the decision making process.

Summary of Engagement and Consultation Process

To date, approximately 1350 members of the community have been engaged and provided comment in some form as part of the Cambridge Connected plan. A full

summary of the feedback gathered to date as part of Phase1 and 2 can be found in Attachment 1.

In addition, staff continues to work with council and city staff to ensure the consultation approach is as comprehensive as possible. Themes identified in phase 1 have been further refined and staff are now using the following categories to continue developing the draft strategic framework of the plan. These include:

- Arts, Culture & Tourism, Heritage & Architecture;
- Community & Social Well Being;
- Economic Development & Location;
- Environment & Rivers;
- Government;
- Parks & Recreation; and
- Services, Transportation & Infrastructure.

Interestingly, feedback collected as part of Phase 2 reinforced the high level outcomes generated as part of Phase 1. There is alignment in the elements that both bring meaning and enjoyment to members of the community - heritage, architecture, family and a sense of community, and the appreciation of the environment and the rivers – which are a key defining element of the community. Further, there is a strong and consistent message regarding areas for improvement in the community - with the top 2 areas identified as governance and transportation. In fact, results from the survey suggest that 6 out of the top 10 areas for improvement¹ relate to decision making both at the city and regional level (interaction, alignment and coordination, transparency, accountability and community engagement), as well as various transportation challenges (regional and city roads, public transit and the ability to travel without a car using other active transportation options). Also identified as a priority are the economic development opportunities in the core as well as youth employment more broadly throughout the city.

The consultation and feedback generated an extensive inventory of ideas, priorities and potential strategies/action items for further consideration. While this information will be

¹ Based on respondents indication of the level of importance of the topic and how accurately the statement describes the actual state of affairs.

integral to the development of the draft strategic framework it will also be distributed to all city departments for their detailed review and will help shape business and work planning initiatives, the development of Key Performance Indicators (KPIs), will be considered under the city’s continuous improvement program and as part of future approaches to public communication and reporting. In addition, the information generated as part of the on-line survey will help the Cambridge Chamber of Commerce and City of Cambridge Economic Development Office to ensure that the needs of the local business community are addressed.

Phase 3 “Create” - Launch

With the completion of Phase 2, staff are now preparing to launch the third and final phase of the strategic planning process. This phase includes bringing all of the insights, comments and suggestions together to begin to shape and create the full strategic plan.

A first draft of the strategic framework will be available for review and comment at a series of drop-in open houses at the end of October and early November. Members of the public will also be able to provide comment on-line. Open Houses are scheduled for the following dates:

Tuesday October 27	Thursday October 29	Thursday November 5
Cambridge City Hall (Bowman Room)	Preston Auditorium (Banquet Hall)	Hespeler Library
50 Dickson Street, Cambridge ON N1R 5W8	1458 Hamilton St., Cambridge ON N3H 3G5	5 Tannery Street East, Cambridge ON N3C 2C1
Schedule:	Schedule:	Schedule:
2:30 - 8:30 pm – Open House (drop-in)	6:30 - 8:30 pm – Open House (drop-in)	6:30 - 8:30 pm – Open House (drop-in)
3:00 pm and 7:00 pm - Presentations	7:00 pm - Presentation	7:00 pm - Presentation

In addition to the Open Houses, staff has also developed a “Workshop in a Box”. This discussion kit will be made available to various community groups and other stakeholders/organizations interested in hosting their own conversation on the strategic plan. Further, it is an additional opportunity to ensure that key demographic groups in the community have a chance to participate. Staff has also offered to attend the

regularly scheduled meetings of existing Advisory Committees to ensure that a wide range of perspectives are heard throughout this process.

Management of the Strategic Plan

The Strategic Plan is being overseen by the Office of the City Manager and a Steering Committee, Chaired by the City Manager, consisting of representation from across the Corporation, including:

- 3 representatives from Council;
- The Corporate Leadership Team (CLT);
- 6 Representatives from the Senior Management Team (SMT);
- The CEO of Idea Exchange; and
- The President or Vice-President of each of the three Collective Bargaining Units.

City Council will be the final decision making authority for the plan.

Further, a Project Team consisting of 25 staff members from all departments in the City was established to assist with the implementation of the process. The Project Team, along with SMT will play a key support role throughout the development of the strategy. CLT and SMT will also play a key role following the adoption of the plan as part of the subsequent implementation and operationalization within the departmental business plans.

NEXT STEPS

Preparation of the Strategic Plan for the City of Cambridge is an exciting opportunity to coordinate, focus and align city activities with community goals. It will provide an opportunity to build on the strong foundations already in place and confirm, refine and identify key directions.

Staff is now looking forward to Phase 3 of the process “Create”, which will take the broader community discussion and start to shape and develop the strategic plan. As noted, there will be many opportunities for the public and other stakeholder groups to engage in this phase, using a variety of different “tools” and methods. It is anticipated

that a final draft will be brought to City Council for review in December 2015, with final consideration in early 2016.

EXISTING POLICY/BY-LAW:

The City of Cambridge Strategic Planning process will take into consideration the various applicable policies and plans that exists. The Strategic Plan, once approved, will become the new framework for setting budgetary and corporate activities.

FINANCIAL IMPACT:

A new capital project in the amount of \$150,000 for the Corporate Strategic Plan was approved by Council (please see Report 15-007CAO). Any expenditure related to this fund will be approved by the Steering Committee.

PUBLIC INPUT:

Public input is a key component of the development of the strategic plan. The public will be engaged through a variety of on-line and in-person approaches, including social media, workshops, and community events. A website, including all relevant information and updates has been developed and can be found at: (www.cambridge.ca/ourvoiceourvision).

INTERNAL/EXTERNAL CONSULTATION:

This report has been reviewed by the Senior Management Team (SMT) and the Corporate Leadership Team (CLT) as well as the Steering Committee for the Strategic Plan. Staff has also consulted with the Region of Waterloo and will continue to coordinate as appropriate.

COMMENTS/ANALYSIS:

The City of Cambridge's new Strategic Plan will provide many benefits, including:

- Helping to focus resources towards priority areas;
- Ensuring staff and Council are working towards common goals; and
- Guiding decision-making and budget allocation to the strategic priorities.

When adopted, the plan will also form the foundation for the City's new Corporate Business Planning and Annual reporting programs.

Attachments:

Attachment # 1 – DRAFT Cambridge Connected Community Engagement Summary