

Strategic Initiatives



CITY OF CAMBRIDGE **2025**
BUSINESS PLAN
& CORPORATE KEY PERFORMANCE INDICATORS



We **lead** on the following Strategic Actions:

CREATE AND ACTIVATE SPACES THAT OFFER THINGS FOR PEOPLE TO DO		ANTICIPATED COMPLETION DATE
To increase satisfaction, participation and enjoyment of the programs, events and facilities available in Cambridge.		
Multi-Year	Recreation Complex - Construction: Construction of the Recreation Complex. The Recreation Complex will consist of a triple gymnasium, a ten lane 25m swimming pool, a leisure pool, a fitness area and track, multi-purpose rooms, park amenities, and library.	Q4 2027
Multi-Year	Preston Auditorium Expansion - Construction: Construction of Preston Auditorium expansion. The renovated facility will have a new NHL-size ice pad along with new seating, change rooms, accessible washrooms, and office space.	Q3 2026
Multi-Year	Soper Park Outdoor Pool Design and Plan: Conceptualize and design of a new outdoor pool for the community in Soper Park.	Q2 2025
Multi-Year	Cricket Feasibility Study: Identify what spaces within Cambridge can support a growing demand for quality cricket fields and the associated costs to develop those spaces.	Q4 2025
New	Cambridge Dog Park Design: Design of a second dog park for the City.	Q4 2025
New	Hespeler Skate Park Design: Design of a multi-use skate park to be installed in the current parking area of the Mill Run trail head.	Q4 2025
New	Recreation Facilities Action Plan - Phase 1: Assess and recommend opportunities for future use of recreation facilities: Dickson Arena, Duncan McIntosh Arena, and Karl Homuth Arena.	Q4 2025
New	Development of Arts and Culture Hub at 19 Cambridge: Development of a multi-use Arts and Culture Hub at 19 Cambridge Street in connection with the Arts and Culture Action Plan.	Q4 2025
New	Special Events Strategy Implementation: Implementation of pillar 5 of the Arts and Culture Action Plan. Develop special event categories, redefine SEAT, redesign special events application, MAT policy update, and policy and procedures.	Q4 2025

We **lead** on the following Strategic Actions:

PROVIDE AGE-FRIENDLY SERVICES THAT ARE ACCESSIBLE TO ALL		ANTICIPATED COMPLETION DATE
To enable all residents to participate in civic life and increase service area satisfaction and participation rates.		
Multi-Year	Complete an Older Adult Strategy: Implementation of Older Adult strategy road map for programming and space requirements for the older adult market segment.	Q4 2025
Multi-Year	Arena Elevator Accessibility Upgrades: The complete replacement of the existing passenger lifts at Galt Arena Gardens and Hespeler Memorial Arena, making these community buildings more accessible with larger and easier to use lift systems.	Q4 2025
Multi-Year	Jumpstart Accessible Sports Amenity Construction: The construction of an accessible multi sports court at Hespeler Optimist Park in partnership with the Canadian Tire Jumpstart program.	Q2 2025
Multi-Year	Accessible Ball Diamond Design: The design of an accessible ball diamond in Riverside Park ensures that people of all abilities have equal opportunities to participate in sport and recreation.	Q2 2026

ESTABLISH OUR CORE AREAS AS ATTRACTIVE DESTINATIONS		ANTICIPATED COMPLETION DATE
To increase feelings of safety and enjoyment of core areas for residents, businesses and visitors and leverage the economic potential of these unique assets.		
Multi-Year	Core Area Financial Incentives 2025: Funding of downtown grants for 2025 community improvement plans. An annual \$1,000,000 draw from Core Area Transformation Fund reserve was previously approved by Council.	Q4 2025
Multi-Year	Placemaking Study and Pilot Project: Delivering a shared and creative space within downtown that makes the community proud and attracts people to the core.	Q2 2025
Multi-Year	Cambridge Farmers' Market Placemaking: Placemaking initiatives at the Cambridge Farmers' Market designed to enhance the space and increase the number of visitors to the market and core area.	Q2 2025
New	Analysis of Corporate Owned Real Estate Assets: Creation of a strategy to identify and leverage existing City-owned real estate assets acquired through the Core Areas Transformation Fund, that may have high impact economic development potential.	Q4 2025
New	Patio Road Closure Review: To explore the feasibility and impact (economical, traffic, and operational) of a permanent road closure on Main Street (between Water and Ainslie Street) to a pedestrian only area.	Q3 2025

We **lead** on the following Strategic Actions:

ENHANCE EQUITY AND INCLUSION EFFORTS		ANTICIPATED COMPLETION DATE
To increase the number of people agreeing that Cambridge is an inclusive community and reduce the amount of people experiencing discrimination.		
Multi-Year	Equity, Diversity, Inclusion and Accessibility Learning Framework: Develop a corporate wide training program on equity, diversity, inclusion, and accessibility concepts for staff.	Q4 2025
Multi-Year	Community Engagement Framework: Develop a framework for community engagement, and implement process with all staff.	Q2 2025
Multi-Year	Multi-Year Accessibility Plan: Develop a multi-year accessibility plan (MYAP) reflecting our commitment to an inclusive and accessible city, and aimed to create a vibrant, diverse and equitable city for all residents, valuing the contributions of people with disabilities.	Q2 2025
New	Equity, Diversity, Inclusion and Accessibility (EDIA) Internal Audit: A city-wide EDIA internal audit will evaluate the strengths and weaknesses of the City's EDIA efforts, analyze data to identify gaps and challenges, and utilize focus groups to understand the experiences of employees and the community.	Q2 2025
New	Facility Accessibility Design Standards Implementation: Implementation of Facility Accessibility Design Standards (FADS), remove barriers and enhance accessibility for persons with disabilities for newly designed/constructed facilities and modified sections of existing facilities.	Q2 2025

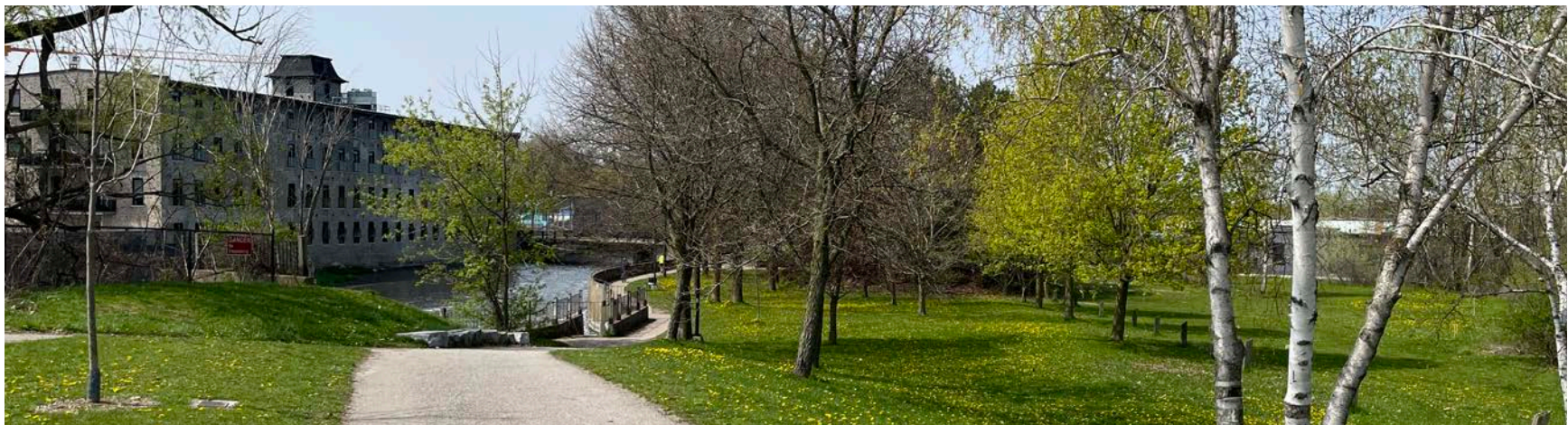


We **lead** on the following Strategic Actions:

LAY THE FOUNDATION FOR FUTURE COMMUNITY BUILDING		ANTICIPATED COMPLETION DATE
To plan and prepare Cambridge for future development and population growth, ensuring a strong shared vision for growth.		
Multi-Year	Housing Needs Assessment: Policy development to address housing policy defined as a provincial priority, review housing need to support Official Plan and implementation of housing project priorities.	Q4 2025
Multi-Year	Operations Facility Master Plan: Review all City owned building and property used to support the operational activities across all departments. Prepare a strategy for current and future needs accommodating growth and intensification of service delivered.	Q2 2025
Multi-Year	Asset Management Plan: Update existing corporate asset management plan and expand scope of plan to meet phase three requirements Ontario Regulation 588/17 including the development of proposed level of service for all asset categories.	Q2 2025
Multi-Year	Cemeteries Master Plan: A long-term sustainability plan for Cambridge to address the current and future needs in cemeteries.	Q1 2025
Multi-Year	Stormwater Management Funding Strategy - Implementation Plan: Implementation of a stormwater management funding strategy based on consultant recommendation - adopt a user fee approach to addressing revenue needs to cover current and future stormwater management costs.	Q1 2025
Multi-Year	Hespeler Transportation Assessment: Transportation network assessment study to address and support growth and development in the Hespeler area.	Q4 2025
Multi-Year	North Cambridge Business Park - Phase 2: Construction of the North Cambridge Business Park including the extension of Intermarket Road from Allendale to Middle Block Road and Boychuk Drive to King Street.	Q4 2025
Multi-Year	Form Based Zoning By-Law: Update to comprehensive zoning bylaw.	Q4 2025
New	Master Plan Standardization Framework - Implementation: Implementation of the master plan standardization framework and the phased development of additional tools.	Q3 2025
New	Preston Secondary Plan: Lay foundation for future City building in Preston Core Area and regeneration area, guide intensification and maintain local businesses and attract new ones.	Q2 2027

We **lead** on the following Strategic Actions:

ENHANCE OPPORTUNITIES TO ENJOY BUILT AND NATURAL HERITAGE		ANTICIPATED COMPLETION DATE
To increase residents’ ability to enjoy and access these assets, and to leverage these assets to attract tourism and new opportunities.		
Multi-Year	Blackbridge Road and Bridge Reconstruction: Construction of a new Blackbridge over Speed River and renewal of Blackbridge Road from Baldwin Ave to Townline Road. Project includes upgrades to the existing heritage bridge structure and conversion to multi-use trail.	Q4 2025
Multi-Year	Heritage Conservation District Study (Hespeler): A study of the cultural heritage resources and character of Hespeler, making recommendation regarding their conservation fulfilling a recommendation of the Heritage Master Plan.	Q1 2025
Multi-Year	Heritage Property Designations: Designate 50 properties under the Ontario Heritage Act from Cambridge Municipal Heritage Register so that property elements that have cultural historic significance are protected from demolition or inappropriate alterations.	Q1 2025
Multi-Year	Parks Master Plan: Develop a strategy approach to parks programs and services that tie investments/resources to community outcomes.	Q2 2025
Multi-Year	Heritage Condition Assessment - Phase 2: Phase two of condition assessment for heritage designated buildings and structures including the assessment of heritage features, exterior and interior building components, and HVAC/mechanical/ electrical.	Q1 2025



We **collaborate** on the following Strategic Actions:

INCREASE HOUSING OPTIONS		ANTICIPATED COMPLETION DATE
To identify ways that the City can diversify housing types and make Cambridge a more affordable place to live.		
Multi-Year	Core Area Transformation Fund Residential Units 2025: Incentive program includes funding for the creation/renovation of residential units in our core areas.	Q4 2025
Multi-Year	Affordable Housing Community Improvement Plan: Encourage high density and medium density missing middle units within proximity to the Major Transit Station Areas (MTSAs) along the Hespeler Road Corridor by creating a Community Improvement Plan (CIP).	Q1 2025
Multi-Year	Strategic Growth Area Secondary Plan: Finalize two secondary plans for strategic growth areas in the City – the Hespeler Road Corridor Secondary Plan and the Main Street and Dundas Street South Secondary Plan.	Q1 2025
Multi-Year	Municipal Land for Affordable Housing: To make City owned land available for affordable housing development.	Q2 2025
Multi-Year	Water Supply Strategy (Region of Waterloo): The Region of Waterloo has initiated the Water Supply Strategy update to look at current water supply sources, assess future water demand, and investigate possible new water sources for the integrated urban drinking water system into 2051.	Q3 2026



We **collaborate** on the following Strategic Actions:

ENCOURAGE SAFE AND HEALTHY NEIGHBOURHOODS		ANTICIPATED COMPLETION DATE
To increase feelings of safety and pride of place in neighbourhoods throughout Cambridge.		
Multi-Year	City-Wide Speed Limit Signage Implementation: Implementation of new city-wide speed limit signage as a result of the 40km/h neighbourhood speed limit pilot project.	Q4 2025
New	Park Design - Churchill and Birkinshaw Parks Path Lighting: Design of Churchill Park and Birkinshaw Park pathway lighting for better safety.	Q2 2026
New	City-Wide Safety Review and Action Plan: Develop a City-Wide Road Safety Strategy to improve street safety for all users regardless of age, ability, or mode of transportation and using the Vision Zero philosophy ending traffic related injuries and fatalities, while increasing the safety and mobility for all.	Q4 2025
New	Road Safety Audits: Assess existing roads and/or intersections to identify road safety issues and opportunities for safety improvements for all road users.	Q3 2026

ENABLE SMALL BUSINESS TO SUCCEED		ANTICIPATED COMPLETION DATE
To maintain and recover a healthy business environment and secure employment opportunities.		
Multi-Year	Economic Development Review and Action Plan: Completion and implementation of Economic Development Review and Action Plan setting strategy for the future.	Q4 2025
New	Communitech Partnership: In partnership with Communitech, design and test new programming to support small and medium sized businesses focused on driving innovation across Cambridge's key sectors.	Q4 2026

We **collaborate** on the following Strategic Actions:

IMPROVE ACCESS TO SOCIAL SUPPORTS		ANTICIPATED COMPLETION DATE
To improve quality of life and access to the services that people need.		
Multi-Year	Activities for Less Subsidy Program: Review of activities for less financial subsidy program.	Q4 2025
TAKE ACTION TO COMBAT CLIMATE CHANGE		ANTICIPATED COMPLETION DATE
To make a meaningful contribution to mitigate the effects of climate change and meet our commitments.		
Multi-Year	Energy Assessments - Carbon Reduction Strategy: A comprehensive review of the opportunities to reduce GHG emissions within City-owned facilities to support regional target of reducing GHG emissions by 50 per cent by 2030.	Q1 2025
Multi-Year	High-Performance Development Standard: A region-wide review of development standards and planning policies to address climate change and net zero legislation.	Q2 2026
Multi-Year	Stormwater Technical Study: Condition and capacity assessments, review and update of stormwater management policy, review and inclusion of low impact development measures, and incorporation of impacts of climate change.	Q4 2025
New	Energy Management - Corporate Buildings: Advance the Corporate Greenhouse Gas and Energy Conservation and Demand Management Plan with renovations and equipment replacements as identified through the top ten emitters assessment completed in 2024.	Q2 2026



We **collaborate** on the following Strategic Actions:

PREPARE FOR EMERGENCY PREVENTION AND RECOVERY		ANTICIPATED COMPLETION DATE
To have robust plans in place and be able to respond in order to keep people safe in the event of emergencies.		
Multi-Year	Continuity of Operations Program: Develop and implement continuity of operations policy, plans and training.	Q4 2025
New	Cloud Strategy and Implementation: Deploy cloud infrastructure services as a replacement to the existing data center at City Hall and migrate a few different existing solutions to the cloud as a proof of concept for a larger migration to cloud computing solutions in the future for significant security improvement.	Q4 2025

PROMOTE AND DEVELOP MORE TRANSPORTATION OPTIONS		ANTICIPATED COMPLETION DATE
To increase the availability of transit options and increase the number of people who are able to get around through various modes of transportation.		
Multi-Year	ION Light Rail Transit - Stage 2: Participate on Region of Waterloo Project Team for Stage 2 ION Project led by the Region.	Q4 2025
Multi-Year	Cambridge on the GO: Participate on Project Team for Cambridge Go Train Service led by the Region.	Q4 2025
Multi-Year	Hespeler Pedestrian Bridge Design: Consultation and design of new trail and pedestrian bridge, crossing over the Speed River at a location between Guelph Avenue and East of Winston Boulevard subject to ongoing environmental assessment.	Q3 2025
New	Active Transportation Design - Dan Spring Way Trail: Design to upgrade the existing Dan Spring Way trail (1400m), including new lighting, accommodating micromobility (e-scooters), and other forms of small-wheeled transportation in connection with the Shared Micromobility System which encourages sustainable transportation options.	Q1 2026
New	Active Transportation Design - Dunbar Road Phase 3: Design a 600m long 3.0m wide asphalt multi-use trail along one-side of Dunbar Road from Hespeler Road to Conestoga Boulevard.	Q2 2026