On behalf of myself and members of Cambridge Council, I am pleased to present Cambridge Connected: Our Voice. Our Vision (2016-2019). This strategic plan provides a new framework, setting the stage for decision-making, priority-setting and ongoing performance management in the City of Cambridge for the next several years.

It has been exciting to see this plan develop. This process has given us the opportunity to come together, talk about what we love and value in the community, as well as identify what we would like to see change and improve. To date, we have connected with nearly 1500 people who live, work, play and learn in this great city. It was encouraging to see the common interests, priority areas and concerns emerge, and then form the basis for this strategic plan.

This plan is important because it connects the community’s vision to be “a place for people to prosper - alive with opportunity” with the more immediate goals and objectives that will help us accomplish it. It will be a valuable tool to help guide our collective decision-making process, ensuring our resources can be directed where they will have the most impact.

Cambridge Connected is just the start though. The real work will be in the plan’s implementation, with community partnerships and continued engagement playing a key role. As a Council, we’re are excited by this new chapter, and look forward to working together to build a Cambridge that we can all be proud of.

Mayor Doug Craig
City of Cambridge
The City of Cambridge offers a wide range of programs and services that shape the high quality of life valued in this community. The 2016-2019 Strategic Plan provides a common focus and a set of priorities for the organization to ensure we continue to meet the community’s changing needs.

The Strategic Plan sets our vision of becoming a place where people choose to be. The plan helps us set priorities, while its three strategic themes (People, Place, Prosperity) represent key areas of focus and guide us in achieving our goals.

I am confident that this strategic planning framework will help ensure that the City of Cambridge is well positioned to move forward. It will help us to capitalize on the opportunities that arise, while at the same time help us to meet the challenges that face all growing and changing communities.

As we move forward, we recognize the importance of sharing our progress with our stakeholders in an open and transparent way allowing us to demonstrate progress and measure success, or highlight where more work is needed as we continue to make Cambridge a great place to live, work and play.

Implementing this plan will require all of us. Our proposed mission statement recognizes this by putting “working together” first and foremost. We are committed to working with you and the community to bring this vision to life. On behalf of the Steering Committee and the Project Team, I want to thank you all of those who participated in this process.

Gary Dyke, City Manager
City of Cambridge
Our Story – Cambridge at a Glance
Our Community

It’s all right here…

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

Key Features

• 135,000  2014 year end population
• 173,000  2029 estimated population
• A strong labour force of 70,050 and a diverse industrial base with over 10,925 businesses
• Affordable lifestyle, culture and high quality of life – more than 100 parks covering 365 hectares and over 70 km of trails
• Numerous organized sporting and leisure activities and a variety of cultural events
Strategic Plan 2016-2019
What is Cambridge Connected?

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

Our Voice. Our Vision:

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

www.cambridge.ca/ourvoiceourvision
How was the plan developed?

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

**PHASE 1**
**CONNECT:**
**SETTING THE STAGE AND ASKING WHERE WE ARE NOW?**

The objective of this phase was to introduce the concept of strategic planning and hear about the community’s vision and priorities for the City of Cambridge.

**PHASE 2**
**COLLABORATE:**
**IDENTIFYING POTENTIAL AND ASKING WHERE WE WANT TO GO AS A COMMUNITY?**

Building on Phase 1, efforts were focused on the generation of ideas for potential goals and actions that the City could include as part of the plan.

**PHASE 3**
**CREATE:**
**MAKING CHOICES AND ASKING HOW ARE WE GOING TO MOVE FORWARD TOGETHER?**

Members of the public, staff and Council were invited to review the first draft of the strategic planning framework and provide comment.
What did we hear?

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

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

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

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

- People
- Place
- Prosperity

“1st time exploring @cityofcambridge trails today. Quite impressed. Mill run trail is beautiful!” - @DarrenKropf
Our Commitment

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

Vision

Our vision is made up of what we see today and what we hope for tomorrow. Today, it is clear that:

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

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

A place for people to prosper - alive with opportunity.

Mission and Values

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

Cambridge residents and business receive services from two levels of local government – the City of Cambridge and the Region of Waterloo. Below is an overview of who provides what.

City of Cambridge

- Recreation Programs and Facilities and Special Events;
- Parks, Forestry and Cemeteries;
- Economic Development (including Employment Land and Business Improvement Associations);
- Planning, Building Permits and By-Law Enforcement;
- Roads, Transportation and Other Infrastructure (including Local Water Distribution, Parking);
- Fire Protection Services; and

Region of Waterloo

- Public Health and Social Services (including Affordable Housing);
- Regional Police and Emergency Response Services (Paramedics);
- Regional Planning (including Environmental) and Economic Development;
- Waste Management and Water/Waste Water Treatment; and
- Regional Transportation (including Grand Rivers Transit, ION and Regional Roads).

Working closely with the regional government, neighbouring area municipalities and other community partners is an important part of developing and maintaining the high quality of life found in Cambridge.
Our Plan
People
To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Community Wellbeing

Goal 1:
Promote a caring community where people can make strong connections with others and lead safe, healthy and productive lives.

Objectives:
1.1 Work with partners to create a safe, inclusive and accessible city.
1.2 Support and facilitate community access to services related to health, wellness and personal development.
1.3 Deliver accessible, inclusive and age-friendly services, programs, and facilities.
1.4 Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

Governance and Leadership

Goal 2:
Provide open, transparent, accountable and innovative leadership in local governance and service delivery.

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

“Thanks to @cityofcambridge @HespelerBIA for supporting community based public art...can’t wait to see what happens :)
- @SuSySkita
Place

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

Arts, Culture, Heritage and Architecture

Goal 3:
Promote a creative environment that encourages arts, culture, heritage and values our unique architectural assets.

Objectives:
3.1 Advance arts and culture initiatives through strong partnerships, collaboration and promotion.
3.2 Conserve and make positive contributions to our heritage districts and buildings throughout the community.
3.3 Facilitate, support and provide a diverse range of events and festivals that bring all people together from across the city, region and beyond.

Environment and Rivers

Goal 4:
Be good stewards of the rivers, waterways and natural environment that this community enjoys.

Objectives:
4.1 Ensure that sustainability principles are a part of city decision-making processes.
4.2 Encourage innovative approaches to address environmental challenges.
4.3 Work with other partners to educate the public and help make changes to improve and protect our natural heritage features.
4.4 Manage city resources in a responsible and sustainable manner, considering future needs for resiliency and community adaptation.

Parks and Recreation

Goal 5:
Facilitate and deliver a wide range of accessible and diverse community recreation opportunities.

Objectives:
5.1 Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population.
5.2 Increase community participation in the ongoing care of our parks, natural spaces and environmental areas.
5.3 Develop a strategic approach to programs and services that tie investments/resources to community outcomes.
Prosperity

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

Economic Development and Tourism

Goal 6:
Support and promote a strong, dynamic, and innovative local economy.

Objectives:
6.1 Support the creation and retention of high quality and diverse employment opportunities by becoming the destination of choice for business and entrepreneurship, including helping existing firms thrive and grow.

6.2 Promote vibrant and inviting downtown cores by encouraging partnerships and creating a wide range of unique, exciting destinations and activities.

6.3 Identify local economic strengths and leverage opportunities through collaboration with our partners.

Transportation and Infrastructure

Goal 7:
Create and maintain a highly effective, sustainable and coordinated local infrastructure and transportation network.

Objectives:
7.1 Find new ways to help people move within and beyond the city without using a car (walking, cycling and transit).

7.2 Work with the Region and other partners to better coordinate the planning, communication and delivery of infrastructure (including roads and other transportation assets) in Cambridge.

7.3 Provide innovative leadership in the management of city assets to help plan, fund and maintain city assets in a sustainable way.

7.4 Continue to improve the accessibility of all built infrastructure.

“Big thanks to the @cityofcambridge for the improvements done here in downtown Hespeler. I love the new street lights going up!”
- @KWfoodies_com
Our Way Forward
How will we implement our plan?

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

Work Plans with Departments

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

Aligning with other City Plans

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

“Thank you @cityofcambridge for being so amazingly responsive! #grateful”
- @suhanya_k
City Implementation Team

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

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

Committees of Council

The Implementation Team will continue to work with the Committees of Council to get feedback and input on the implementation of the strategic plan. With the introduction of this new framework, there may also be an opportunity to evaluate the current structure to ensure a stronger connection with the overarching themes of the plan – people, place and prosperity. By developing clear mandates related to the goals and objectives within each of these themes and ensuring representation from a variety of areas of expertise, perspectives and demographic areas, these committees could play a very active role in both the implementation of the plan and the annual reporting to the community.

Partnerships

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

Many of Cambridge’s residents, employers and visitors took the time to share their ideas and contribute to the plan’s development. In order to maintain momentum and demonstrate accountability, the city will provide regular updates to all interested stakeholders on its implementation.

Annual Reporting

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

Reports to Council

To reinforce the connection with the strategic plan, all staff reports to Council will demonstrate alignment with the goals and objectives of the plan.

Plan Review

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

“@cityofcambridge Visited from out of town - had a cobbler at Wesley, a carriage ride, a fire museum tour & shopped! Wonderful day!” - @ElizabethEveTay
For More Information

We invite you to stay in touch with Cambridge Connected.
Visit our website: www.cambridge.ca/ourvoiceourvision

Contact us by phone or e-mail to request your own copy. The plan is available in other formats upon request.

Phone: (519) 623 - 1340
TTY: (519) 623 - 6691
questions@cambridge.ca

Contact: Brooke Lambert, Director of Corporate Strategy at lambertb@cambridge.ca.

For Information on the Region of Waterloo’s Strategic Plan, please visit: www.regionofwaterloo.ca

Special thanks to Richard Bain for sharing many of the Cambridge photographs featured within.