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Cambridge at a Glance

A MODERN AND INCLUSIVE CITY

Cambridge is a modern, inclusive city with a rich architectural heritage providing a window to the past. Made up of the former communities of Galt, Preston, Hespeler and Blair, the economic diversity, natural beauty, and vibrant culture have helped to make Cambridge the second largest community within the fast-growing Waterloo Region.

PROPERTY VALUES

The average household assessment value used to calculate property taxes sits at $321,700.

POPULATION

A 2018 year-end population of 136,810 within an estimated 49,920 households.

WORKFORCE

Cambridge continues to build a skilled and diverse workforce of more than 77,500 and more than 11,473 businesses.

INTERNATIONAL ACCESS

Just 50 minutes to Toronto Pearson International Airport and minutes to Region of Waterloo International Airport.

LOGISTICS

Convenient access to Highway 401 for ready access to major cities throughout Canada and the United States.
GET TO KNOW YOUR 2018-2022 ELECTED COUNCIL

The City of Cambridge is governed by an elected Council of nine members: the Mayor and eight Councillors who serve a four-year term.

The Mayor and Council are responsible for developing a long-range vision for the future of the community. Council establishes policies that affect the overall operation of the community and are responsive to residents' needs and wishes.

To ensure that these policies are carried out and that the entire community receives equitable service, Council appoints a City Manager who is directly responsible for the City’s administration.
City Administrative Structure

The Corporate Leadership Team is led by the City Manager and includes the Deputy City Managers of each City department.

The Corporate Leadership Team is responsible for implementing the direction set out by City Council, including the provision for high quality, community-focused services, overseeing the responsible and sustainable management of resources and monitoring progress.

In recognition of the direction provided by the strategic plan, the Corporate Leadership Team is committed to implementing the goals and objectives outlined under each of the themes People, Place and Prosperity based on the City’s corporate core values of Integrity, Respect, Inclusiveness and Service.
Message from the Mayor

It’s been a very busy year for our city, our region, and for myself as a new mayor.

We’ve seen exciting new projects moving forward at the City, from a decision on the new Cambridge Recreation Complex to the creation of the Core Area Transformation Fund.

Our local economy and private investment remain strong. In 2019, we attracted new developments and businesses, as well as marked the groundbreaking of the Gaslight District and the opening of Tapestry Hall – an incredible new dynamic event space located in the heart of it.

Our city continues to be a magnet for film crews and we were nominated for a film location award. Conestoga College announced that they are creating the largest trade school in Canada right here in Cambridge.

As your Mayor, I’ve had the privilege of attending and taking part in more than 400 events in our community, and represented our city at meetings and discussions at the regional, provincial, and federal levels.

All too often the citizens of Cambridge do not see the work that staff do behind the scenes on their behalf. In my first year here as Mayor – I can safely say that throughout our organization, we have dedicated and committed public servants. Staff, along with Council and the community, are working hard to deliver solid results to make Cambridge the best possible place to work and live in southern Ontario.

As you see in these pages, 2019 was a significant year for the City of Cambridge and we are well-poised for an even better year ahead.

Together, I believe we will keep building on our strong foundation and attracting new families and new businesses to our great city.

I’m looking forward to continuing to work with you.

Kathryn McGarry
Mayor
Who Does What? Services Overview

Understanding Municipal Vs. Regional Services

In addition to federal and provincial services, Cambridge residents and businesses receive services from two levels of government: The City of Cambridge and the Region of Waterloo. Below is an outline of the general services provided by the City and Regional levels of government.

City of Cambridge

- Community Wellbeing: Accessibility and diversity services, Ambassador Program, animal control, bylaw enforcement, city-wide emergency planning, crossing guards, fire services, libraries – Idea Exchange, older adult services, youth programs.
- Governance and Leadership: Corporate administration, corporate finance, risk management, Service Cambridge, technology services.
- Arts, Culture, Heritage and Architecture: Arts and culture programs, art centres, heritage conservation, policy planning, special events.
- Environment and Rivers: Environmental planning, forestry and horticulture services, natural areas, parks, trail maintenance.
- Parks and Recreation: Aquatics, arenas, bike and skate parks, Cambridge Farmers’ Market, cemeteries, community centres, day camps, playgrounds, pools, recreation programs, splash pads, sports fields.
- Economic Development and Tourism: Building permits and inspections, business attraction and retention, business licensing, employment land development, planning services, tourism promotion, visitor information.
- Transportation and Infrastructure: Asset management, engineering services, facilities management, parking management, roads and winter maintenance, sidewalk maintenance, storm water, street lighting, traffic management, transportation, water and wastewater.

Region of Waterloo

- Public Health and Social Services: Harm reduction and affordable housing.
- Regional Police and Emergency Response: Paramedic and policing services.
- Regional Planning: Environmental and economic development.
- Waste Management and Water Treatment: Water collection services, water treatment and wastewater management.
- Regional Transportation: Waterloo Region International Airport, Grand River Transit, ION and Regional roads.

For more information, view the "A to Z Services" list at regionofwaterloo.ca.
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.
OPERATION HAZY DAY
EMERGENCY PREPAREDNESS EXERCISE
How working together keeps the community prepared.

A PLUME OF HAZARDOUS SMOKE ROSE INTO THE AIR FOLLOWING AN INCIDENT INVOLVING TWO LARGE TRUCKS IN THE AREA OF HIGHWAY 401 AND HOMER WATSON BOULEVARD ONE SUNNY OCTOBER MORNING IN THE NORTH END OF CAMBRIDGE.

As emergency crews jumped into action, a sudden shift in the wind threatened to send the toxic plume towards a residential area of Kitchener.

Luckily, this terrifying scenario wasn’t real, but formed the basis of a large-scale mock disaster called ‘Operation Hazy Day’ organized by the City of Cambridge.

This joint exercise, which transformed a parking lot at Conestoga College into a ‘disaster’ zone filled with emergency personnel and a variety of injured ‘victims’, involved at least 300 people representing a range of community partners who participated with the intent of testing emergency management policies and procedures.

Among them were firefighters from both Cambridge and Kitchener, provincial police, regional police and paramedics, as well as the Cambridge Memorial Hospital (CMH), CP Rail, Transport Canada, Grand River Conservation Authority, Waterloo Regional REACT and the Ministry of the Environment, Conservation and Parks.

“We try to involve as many partners as possible and make it as realistic as possible,” explains Gina Cliffe, Manager of Community and Emergency Planning at the City of Cambridge.
Region-wide exercises on this scale usually take place every four years. The last one took place in 2015 and focused on a train ‘derailment’ in the Township of North Dumfries. The City also conducts smaller exercises yearly to keep up to date and fine-tune new protocols and procedures. This includes response practice on everything from cyber security breaches and flooding, to evacuations and active threats.

Although these scenarios are often done around a table, they also can take on a real-time large-scale feel as information is received via portable radios and telephone, and various partners are pulled into the loop.

When it comes to community preparedness, Gina says developing partnerships is critical.

“We really couldn’t do it without them,” she says. “Each of us has a role and we all have to be ready.”

In a real-life situation, people could walk away from the site of an emergency not realizing they may have been exposed to a potentially hazardous chemical and show up at a local health clinic with symptoms.

“We really couldn’t do it without them. Each of us has a role and we all have to be ready.”

GINA CLIFFE, MANAGER OF COMMUNITY AND EMERGENCY PLANNING

“So, we work with many groups, such as Doctors4Cambridge, and provide them with information so they can make the necessary decisions.”
These partnerships also involve the local business community, like Toyota Canada.

“They may have information or resources we might not have,” she says, adding the City has done emergency planning training with Toyota. “There are lots of great opportunities working with our local businesses and community.”

For Cambridge Memorial Hospital, one of the City’s key partners when it comes to community preparedness, the benefits of collective proactive preparedness are clear.

“All those learning opportunities help us to better respond, whether it’s internally to our own situation, or externally as a partner with the others,” says Patrick Gaskin, President and CEO of CMH, adding emergency planning is part of the hospital’s accreditation process.

He says the recent mock disaster, the first one he has observed as the hospital’s CEO, proved to be very informative. He was one of a several senior CMH staff
members at the Conestoga College scene.

“We had our staff using real time data of what was going at the hospital so as the situation evolved, we looked at how we would respond internally to that,” says Patrick, explaining that while no ‘patients’ were physically transported to CMH, staff went through the procedures as if they were receiving injured people.

“It was an incredible experience for us. There was tons of learning going on.”

Patrick explains that it’s pivotal while working with partners to determine ahead of time what roles each will play if an emergency occurs.

“What’s important in a disaster is having people fulfilling their roles, not getting people into roles in real time,” he says.

Fulfilling a key role in community preparedness is exactly what Waterloo Regional REACT has been bringing to the table for nearly 50 years. The volunteer organization is a familiar sight at the scene of many incidents, providing valuable support to the City, firefighters, paramedics and police.

Richard Weisler, President of Waterloo Regional REACT, says working in partnership with these groups, whether in real-life situations or a disaster exercise, provides his organization’s 42 volunteers – some of whom who have aspirations to work in the emergency services – with valuable knowledge.

“It gives them insight on what can happen and how things work in relation to different services,” he says.

At the October exercise, REACT provided organizers use of its command centre trailer and Argo ATV to assist paramedics and firefighters
EMERGENCY PROCEDURE TRAINING

as they ferried and stabilized ‘victims’ at the scene.

“By providing specialized equipment, we’re able to assist the people to do their jobs more effectively,” says Richard, adding REACT volunteers, who come from diverse backgrounds, sign up because they enjoy giving something back to their community.

“We get personal satisfaction from helping others,” he says. “There are many things we could do in our community and this is one that helps out our partners who already do so much.”

Gina says community partnerships are also key when it comes to sharing information to residents which is why the City has been reaching out to business and neighbourhood associations.

“We ask them if they can provide public information for us on emergency preparedness, such as brochures and giveaways. This is a very cool partnership,” she says, adding the centres can provide important information to residents in the event of an emergency.

“We’re building that program and trying to connect with those organizations and they’ve been very helpful.”

Gina emphasizes that having the necessary information is vital when it comes to community preparedness.

“When we do public education, we always ask people if they have a 72-hour emergency kit,” she says, adding many admit to having ‘pieces’ of a kit on hand. “We really stress that if we had to evacuate you from your home could you, within a minute, walk out the door with whatever you need?”
Community Wellbeing at a Glance

- Hosted Newcomer Day Event
  - 460 attended
- Invested in the work of Cambridge’s eight Neighbourhood Associations
- Cambridge Neighbourhood Table Pilot Program Funding Approved
- Two new fire trucks
- Ambassador Team continued outreach in the core areas
- Completed 22 actions of the diversity, inclusion and accessibility plan
- Operation Hazy Day in cooperation with regional partners
- Hosted Newcomer Day Event
  - 460 attended
Goal #1: Community Wellbeing

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

HOW WE ACCOMPLISHED THIS...

WE WORKED WITH PARTNERS TO CREATE A SAFE, INCLUSIVE AND ACCESSIBLE CITY.

We supported Fire services by acquiring a new 2019 Rosenbauer tanker truck at Station 1, a new 2019 Pierce Pumper truck at Station 5, improving dispatch and radio communications, and continuing the implementation of the new Fire Station 6. Overall, these investments improve response coverage and public safety. Community education initiatives included installing wraps on the front bay doors at Station 5 to promote fire safety, and a contest with local schools to name the new Public Education Division mascot - Beeper.

We furthered the City’s emergency management planning by developing a business continuity policy, new plans and training, and worked with partners in the Region to undertake a full scale emergency exercise in October (Operation Hazy Day). We also delivered additional training and education initiatives including an ammonia procedure training exercise and a 72-hour emergency preparedness kit giveaway.

The City’s Ambassador Team continued to build awareness of its work through outreach, partnerships and increased afternoon and evening patrols in downtown cores (cambridge.ca/ambassador). The City also invested in electric hand tools to reduce our carbon footprint and noise pollution while maintaining plantings, hanging baskets and the overall cleanliness of the cores. We designed, funded and tested a new public sharps container to promote safety and reduce stigma, while also continuing to support Sanguen Health and the Working to Improve Neighbourhood Safety (WINS) program.
WE SUPPORTED AND FACILITATED COMMUNITY ACCESS TO SERVICES RELATED TO HEALTH, WELLNESS AND PERSONAL DEVELOPMENT.

The City received the results of the Waterloo Region Community Wellbeing Survey and worked with partners to analyze and share the results. Building on the work of the community outreach task force, a transition and implementation plan was developed which led to the creation of a new Community Wellbeing Advisory Committee. This volunteer citizen advisory committee will assist the City in promoting and facilitating the safety, inclusion, belonging and wellbeing of Cambridge residents. It also provides advice to Council and City staff on complex social issues impacting City policies, programs, services and strategies.

In addition to this, City employees supported several charitable events and causes, including raising more than $31,000 for Muscular Dystrophy with the Firefighter’s Boot Drive, and more than $34,000 through the employee United Way campaign.

WE DELIVERED ACCESSIBLE, INCLUSIVE, AGE-FRIENDLY SERVICES, PROGRAMS AND FACILITIES.

Youth engagement is a priority for the City of Cambridge (cambridge.ca/youth). We supported local youth initiatives such as Cambridge OK2BME, including two dances and a meeting hosted at Idea Exchange for youth aged 12 to 19. We also collaborated with the Cambridge Youth Advisory Committee to host a Youth Mix & Mingle event to connect with service providers and community leadership.

As well, we are working towards HIGH FIVE Accreditation for our recreation programs, demonstrating a commitment to the highest standards of programs for youth in our community.

We continued implementation of our Diversity Inclusion and Accessibility Action Plan, adopted in 2018 (cambridge.ca/diversity). To date, 22 of the initial 67 actions have been completed. Highlights from 2019 include:

- Hosting our second ‘Conversation with Purpose’ to encourage community dialogue and action, with 60 staff and community members in attendance
- Reviewing and updating our Accessibility Policy
- Offering Indigenous Cultural Competency Training facilitated by the Ontario Federation of Indigenous Friendship Centre (OFIFC)
- Adopting the Dynamic Symbol of Access in City-owned properties
- Jointly hosting a conference centered on equity and inclusiveness with Conestoga College and YWCA Cambridge in October

We also held the city’s first Newcomer Day Celebration in September, a special event recognizing and celebrating newcomers, immigrants, and refugees who call Cambridge home that featured a special Canadian citizenship ceremony. The event attracted more than 460 people and involved 60 community partners.
WE PROMOTED, FACILITATED AND PARTICIPATED IN THE DEVELOPMENT OF AFFORDABLE, WELCOMING AND VIBRANT NEIGHBOURHOODS.

The City worked with community partners to advance the Cambridge Neighbourhood Table, a made-in-Cambridge grassroots program with a focus on building relationships in our neighbourhoods through supportive connections and, promoting social inclusion so everyone belongs, feels welcome and no one is left behind. In November, this initiative received funding from both the City and Region to begin work on a pilot project to expand to five locations in the community in 2020.

We participated in the Cambridge Affordable Housing Roundtable, which works with all levels of government and community groups to encourage the construction and retention of affordable housing in Cambridge. Housing Cambridge, a municipal non-profit housing provider that manages nine separate properties, received final approvals allowing for construction of 55 new units at 195 Hespeler Road: 40 market rate units and 15 affordable housing units. It was also announced
at the 18th National Housing Day on November 21 that the Region has committed to creating 638 new affordable housing units over the next 10 years, including one development in Cambridge. Although the Region of Waterloo is the service provider for affordable housing programs, the City of Cambridge is leading the way when it comes to lower-tier municipalities contributing financial assistance to the building of affordable housing.

Through the City’s investment in Cambridge’s eight neighbourhood associations, more than $2 million in additional investment was leveraged to support more than 980 programs and events, provide equitable access to 832 recreation programs, and provide life-enriching summer camp experiences for more than 1,500 children in the city.

### BY THE NUMBERS

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<th>2019</th>
<th>2018</th>
<th>CHANGE</th>
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<tr>
<td>Library in-person visits</td>
<td>829,741</td>
<td>762,733</td>
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<td>793,943</td>
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<tr>
<td>Library program attendance</td>
<td>102,266</td>
<td>81,674</td>
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<tr>
<td>Pet tags issued</td>
<td>1,034</td>
<td>2,725</td>
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<tr>
<td>Fire investigations</td>
<td>103</td>
<td>92</td>
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<tr>
<td>Fire safety building plan reviews</td>
<td>117</td>
<td>128</td>
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<td>Property compliance inspections - Fire</td>
<td>1,553</td>
<td>1,660</td>
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<td>Public education events - Fire</td>
<td>505</td>
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<td>38</td>
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<td>School crosswalks with crossing guards</td>
<td>55</td>
<td>57</td>
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<tr>
<td>Property standard inspections - Bylaw</td>
<td>273</td>
<td>233</td>
<td>17%</td>
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Governance & Leadership at a Glance

- Hosted First Cemetery Operations Summit
- Service Delivery Review Completion Identified 11 Key Recommendations
- City Staff Participation in Outreach Activities, Including the Public Works Open House
- Updated the Development Charges Bylaw
- 2020 Budget Engagement Survey Through EngageCambridge
- Waterloo Region Advocacy Days Participation at Federal and Provincial Level
- 235 Public Communications from the City
Goal #2 Governance & Leadership

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

HOW WE ACCOMPLISHED THIS...

WE PROVIDED A WIDE RANGE OF WAYS THAT PEOPLE COULD BECOME INVOLVED IN CITY DECISION MAKING.

We continue to provide updated information related to the City’s strategic plan and business plan online through our website (cambridge.ca/businessplan and cambridge.ca/strategicplan), ensuring that our plans and progress remain transparent and accessible.

For the 2020 Budget process, we undertook a review of budgeting best practices and engaged the public earlier in the process so that feedback could be built right into the budget preparation by staff, while also providing for public engagement through the delegation night held by the Budget and Audit Committee.

The City continued to consult on the development of projects, plans and policies, including the Recreation Complex site selection, Transportation Master Plan and Climate Adaptation Action Plan, to make sure the voices of residents are heard on the issues that matter most to them.
WE COMMUNICATED OFTEN AND MADE SURE MESSAGES WERE CLEAR, TIMELY AND DELIVERED IN A VARIETY OF WAYS.

We enhanced our customer service delivery through Service Cambridge and welcomed customer feedback in order to improve these services. We made some services, such as building permits and business licenses, available online, and transitioned Freedom of Information requests to Service Cambridge as well.

The Communications Division provided regular updates on city initiatives through multiple communications channels. In total, the City posted 235 public communications, including notices, news posts and releases, to the website and shared more than 1,200 posts on social media.

City staff also did outreach in the community encouraging facility visits and tours, including welcoming more than 680 members of the public to the Bishop Operations Centre for our third Public Works Open House in May and the participation of city staff in a ‘career carousel’ that educated more than 100 students at St. Andrews Public School on careers in local government.

WE ENCOURAGED A CULTURE OF INNOVATION AND ENGAGEMENT THAT ALLOWED ALL STAFF TO CONTRIBUTE TO THE ONGOING RENEWAL OF CITY SERVICES AND PROGRAMS.

The City’s continuous improvement program identified 61 new and ongoing initiatives to make our operations more effective. This program led to new ideas to improve services, such as hosting the first annual Cemetery Operations Summit to share best practices with surrounding municipalities and the ‘Tommy & Friends’ speed management initiative, a low-cost yet high-impact way to encourage safe driving in city neighbourhoods. We also implemented a new Records Management System that improves the efficiency of document management and makes it easier for staff to share information internally.

We offered several programs to support staff development and learning opportunities that will help us to become a more innovative and collaborative corporation, including the Emerging Leaders’ Roundtable, the Women and Leadership program, and the Work a Day in My Shoes program.
WE WORKED COLLABORATIVELY WITH OTHER GOVERNMENT AGENCIES AND PARTNERS TO ACHIEVE COMMON GOALS AND ENSURE REPRESENTATION OF COMMUNITY INTERESTS.

We partnered with other municipalities in the Region of Waterloo to enter the nation-wide Smart Cities Challenge and were shortlisted as a finalist, creating new ideas and partnerships that focused on youth in our community. We also entered into an agreement with the Region of Waterloo to create a consolidated fire communications centre for the region.

We participated in two Waterloo Region Advocacy Days in February, one at the Federal level and one at the Provincial level. Furthermore, we provided feedback on the Regional Government Review and more than 30 other pieces of provincial legislation. Mayor Kathryn McGarry and senior staff attended the Association of Municipalities of Ontario (AMO) Conference in August and met several Ministers to speak to local priorities for our community.

The City also hosted professional groups from other municipalities in order to share best practices, including the Network for Municipal Special Event Planners in March and a meeting of Strategic Planners from across the province in June to discuss organizational resilience and planning during times of change.
Thank you for slowing down
WE FOCUSED ON THE RESPONSIBLE MANAGEMENT OF FINANCIAL RESOURCES, ENSURING TRANSPARENCY AND ACCOUNTABILITY.

We presented our annual financial report, providing transparency and accountability into the City’s spending. This report has been recognized for four consecutive years with the Canadian Award for Financial Reporting by the Government Finance Officers Association. To further improve our budget reporting, we consolidated the City’s business planning with the budget process, presenting a consolidated 2020 Budget and Business Plan document that highlights 2020 goals for each division.

Through collaboration between Finance and the Project Management Office, Cambridge’s management team, Council, and the public were kept informed of project status through a joint Capital Forecast and Status report, enabling project managers to operate efficiently and effectively while remaining accountable and transparent.

The City completed an update to our development charges bylaw, as required every five years under the Development Charges Act, 1997. This work ensures that growth continues to pay for the services needed to support that growth, such as roads, water, and sewer networks as well as parks, recreation and library services, while minimizing the financial burden to tax and rate payers and ensuring our local development economy remains strong.

We prepared an updated water and wastewater long-range financial plan for 2019-2028, as required under the Safe Drinking Water Act. This financial plan provides management, Council and the public a realistic and informed view of the water and wastewater operating and capital expenditures needed to maintain current service standards, provide resources to address forecasted growth, and keep the infrastructure in a good state of repair, ensuring the integrity and health of the City’s drinking water systems.

In May, Council approved the final report of a Service Delivery Review, which identified more than 160 services and 11 key recommendations for improvement, such as centralizing facility management for all City of Cambridge facilities and the reallocation of a staff vacancy to a permanent Sustainable Transportation Coordinator position. Implementation of this report is now underway and more opportunities to improve service delivery will be reviewed in 2020.

We also developed Corporate Asset and Project Management policies, reporting, procedures and training, and implemented a new Human Resources system for recruitment, performance management, and learning management.

BY THE NUMBERS

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<tr>
<th>SERVING OUR COMMUNITY</th>
<th>2019</th>
<th>2018</th>
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<tr>
<td>Property tax bills issued</td>
<td>85,890</td>
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<tr>
<td>Water bills issued</td>
<td>287,549</td>
<td>283,862</td>
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PLACE

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

How community programs build community connections.

IT’S A TUESDAY AFTERNOON AT THE WILLIAM E. PAULTER SENIOR CENTRE AND A GROUP OF PICKLEBALL PLAYERS ARE SETTING UP THE NETS AND LACING UP THEIR RUNNING SHOES.

Holding what looks like an oversized ping-pong paddle, Cambridge resident Alfie Hutchins, a dedicated volunteer, takes a moment to chat about the past-time he has come to love. “It’s a great activity and people of any age can play it,” he says, trying to keep his eyes on the action happening on the courts.

It’s been approximately seven years since he first picked up a paddle while vacationing in Florida and developed an appreciation for the game which combines elements of tennis, table tennis, and badminton. Now he teaches others how to play the game at least one morning a week.

It’s clear from the enthusiastic response of his fellow players as they dart about the courts, they’ve also come to love the game. Created in 1965, by three men in Washington State who had become bored with traditional summer sports, pickleball’s popularity has grown steadily across North America to the point where regular tournaments are now held year-round in Ontario. (The sport was reportedly named after a dog named ‘Pickles’ who kept taking their ball).

Locally, pickleball has become a favoured program staple of the City of Cambridge’s 50+ Recreation Centres. Alfie says the competitiveness of the sport is a bonus and so is the wide range of skill levels it attracts in terms of players. “Some of the players are very competitive and others are just average, but you go with the flow,” he says, adding the way the game is set up with two players competing against two others, provides the chance to meet more people. “Very seldom do you play with the same people all the time.”

It’s this type of interaction that supervisor of recreation Nicole Cichello says is key to breaking down cultural, class and identity barriers and improving the quality of life in Cambridge. “Building community through recreation engages people and builds social cohesion by strengthening community connections, which can lead to reduced isolation and healthier residents,” says Nicole.
This sense of community is very apparent at the Alison Neighbourhood Community Centre, which operates out of St. Anne Catholic Elementary School and is one of eight City-supported neighbourhood associations.

“You see people connecting here and sharing some of the information they’ve learned here,” says Courtney Didier, the Centre’s executive director, while a group of excited children chatter in the community space outside her office.

Staff members - many of whom attended the programs themselves as kids - help pick out cupcake toppings for a group activity during an evening drop-in program. In the nearby gym, a few other children have decided to forgo decorating cupcakes to play basketball instead.

“We know that a game of basketball, or a game of hockey, or baking or doing crafts can also be a vehicle to addressing other issues,” says Courtney, explaining the many supports the centre provides to area children and their families are essential to building a stronger community.

This includes a breakfast program, operated in partnership with the Cambridge Vineyard Church down the road on Elgin Street North, which provides 45 children with a morning meal.

You see people connecting here and sharing information they’ve learned here.

More than just a fun way to spend time, Courtney says recreational activities help to build important community relationships.
“The connection never starts with: ‘what do you need?’”, she says. “It always starts with: ‘let’s play a game or let’s do something together’ and that opens the door to more conversation or to understanding other issues.”

Over at the Allan Reuter Centre, the Cambridge 50+ Woodworkers group has been bringing together people who share an interest in woodworking for more than 30 years.

“With two fully-equipped woodshops, one at the Allan Reuter Centre and the other at the David Durward Centre, we provide the woodworkers with everything for their projects, except their wood and ideas,” says recreation coordinator Kara Miller.

Scott Davies, vice-president of the group, says ideas are one thing members never run short of.

“Everybody has a different idea,” he says, as members trickle into the Allan Reuter Centre one wet Monday morning and take their place at the several worktables. “There are always so many projects going on; from furniture to smaller items.”

For Scott, who has been a member for the past five years, being part of the woodworkers groups is a great way to pursue his hobby at minimal cost.

“It’s a lot easier than going out and buying all the tools,” he says, joking that working at Allan Reuter or David Durward also cuts down on the amount of sawdust he would have had to deal with at home.

Long-time member John Shaw, who has been a woodworker for the past 18 years, agrees.

“It’s a fantastic hobby I enjoy doing and you can socialize,” he says, adding the members, which topped the 100 mark this past year and includes men and women, all have different skill levels and are more than happy to share their knowledge.

“In a lot of cases, I learn something from somebody else,” he says.
Arts, Culture, Heritage & Architecture at a Glance

- CAMBRIDGE HALL OF FAME RE-LAUNCH
- TOP 100 FESTIVALS AWARD FOR CHRISTMAS IN CAMBRIDGE
- 24 FREE ACTIVITIES DURING CULTURE DAYS
- HERITAGE RESTORATION OF DAVID DURWARD CENTRE
- 14 DOORS OPEN SITES IN CAMBRIDGE
- CAMBRIDGE ARCHIVES 20% INCREASE IN VISITORS
- HOSTED FIRST HERITAGE DAY
- CAMBRIDGE HALL OF FAME RE-LAUNCH

Page 34
Goal #3: Arts, Culture, Heritage & Architecture

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

HOW WE ACCOMPLISHED THIS...

WE ADVANCED ARTS AND CULTURE INITIATIVES THROUGH STRONG PARTNERSHIPS, COLLABORATION AND PROMOTION.

Arts and culture is a vibrant part of our community and we are proud to promote many exceptional events and programs each year. Events such as the Cambridge Celebration of the Arts, Youth Arts Week, Cookies and Kids, and the Cambridge Scottish Festival appeal to a wide audience and would not be possible without the dedication of many staff members and community volunteers.

We recognized and celebrated community members and groups who have made outstanding commitments to local arts and culture through our awards and bursary programs, including the Arts and Cultural Achievement Recognition awards and the 37th annual Bernice Adams Memorial Awards.

The City also participated in Culture Days, a national celebration of Canadian culture offered coast to coast to coast on the last weekend of September. There were 24 free activities hosted during Culture Days, including murals, a studio tour, activities at the Farmers’ Market and more.
WE CONSERVED AND MADE POSITIVE CONTRIBUTIONS TO OUR HERITAGE DISTRICTS AND BUILDINGS THROUGHOUT THE COMMUNITY.

Heritage is an important part of our community identity, and the City continued to support initiatives to tell our unique story. The City hosted its first Heritage Day event at City Hall on May 11, inviting local history groups and community members to participate and raise awareness of our rich heritage. The Cambridge Hall of Fame re-launch on October 10 saw nine new inductees added to the Hall of Fame, from a record 21 nominations. Visitors to the Cambridge Archives have also increased by nearly 20 percent over 2018 (cambridge.ca/archives).

The heritage restoration of the David Durward Centre and repointing of the south façade helped to conserve a significant building in our community, and the Cambridge Mausoleum underwent a roof replacement and restoration of the stained glass windows and main door of the chapel. The Old Post Office also continued to generate positive media coverage, being featured in the National Capital Commission’s Urbanism Lab and Wallpaper* Magazine’s worldwide guide to modern libraries.
WE FACILITATED, SUPPORTED AND PROVIDED A DIVERSE RANGE OF ACTIVITIES, EVENTS AND FESTIVALS THAT BROUGHT PEOPLE TOGETHER FROM ACROSS THE CITY, REGION AND BEYOND.

The City continued its tradition of offering high-quality community events year-round and was proud to have our signature Christmas in Cambridge event recognized by Festival and Events Ontario as one of the top 100 festivals in the province in 2019.

Staff supported more than 150 events in a variety of ways throughout the year (cambridge.ca/specialevents). We continued to offer a wide range of festivals and programs including free summer events in Civic Square, Concerts in the Park, projection shows at the Old Post Office, Family Day events, the Community Oktoberfest Luncheon and many more.

Doors Open Cambridge also welcomed community members and visitors inviting them to explore 14 sites in Cambridge on September 21, including a river walk in Galt, the Young Chapel, the Cambridge Mausoleum, places of faith, local businesses and hidden gems.
## BY THE NUMBERS

<table>
<thead>
<tr>
<th>SNAPSHOT - CAMBRIDGE SPECIAL EVENTS</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Attendance</td>
<td></td>
</tr>
<tr>
<td>Canada Day</td>
<td>35,000</td>
</tr>
<tr>
<td>Cambridge Rotary Ribfest</td>
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<tr>
<td>Christmas in Cambridge</td>
<td>22,500</td>
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<td>Cambridge Fall Fair</td>
<td>10,000</td>
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<td>Cambridge Santa Claus Parade</td>
<td>6,000</td>
</tr>
<tr>
<td>Summer Civic Square Events (Whimsical Wednesday &amp; Outdoor Movie Night)</td>
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</tr>
<tr>
<td>Kin Carnival</td>
<td>5,000</td>
</tr>
<tr>
<td>Cambridge Celebration of the Arts</td>
<td>3,500</td>
</tr>
<tr>
<td>Hespeler Village Music Festival</td>
<td>3,000</td>
</tr>
<tr>
<td>Cambridge Tour de Grand</td>
<td>3,000</td>
</tr>
<tr>
<td>Hot Springs Music Festival</td>
<td>3,000</td>
</tr>
<tr>
<td>Hespeler Santa Claus Parade</td>
<td>2,500</td>
</tr>
<tr>
<td>Concerts in the Park</td>
<td>1,000</td>
</tr>
</tbody>
</table>
Environments & Rivers at a Glance

- Council approved ban on purchase of common plastic polluters
- Planning for green fleet
- Climate action adaptation plan
- LED lighting along Grand River's west side and Soper Park
- 10km of new trails, including the Mill Run Trail and Northview Heights Trail
- City staff planted 170 trees and 50,000 flowers
- Four new dog waste collection units
Goal #4: Environment & Rivers

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

**HOW WE ACCOMPLISHED THIS...**

**WE LOOKED FOR WAYS TO MAKE SUSTAINABILITY PRINCIPLES A PART OF THE CITY DECISION MAKING PROCESSES.**

Sustainability and environmental stewardship continue to be a priority for our city operations. We continued with the implementation of our corporate Energy Conservation/Green House Gas (GHG) Plan that applies to facilities, fleet and operations. Highlights include the planning of a Green Fleet that will provide electric vehicles for building inspection staff, as well as a new Council-approved ban on the purchase of common plastic polluters, such as stir sticks and plastic utensils. We also began a waste audit to identify areas for additional improvement.

Parks, Recreation, and Culture has also continued to prioritize energy conservation in 2019 by making improvements to energy use, lighting output and public security at parks and recreation properties. Building on previous work upgrading interior lighting within arenas, pools, and other municipal facilities and buildings, the focus shifted to exterior lighting in 2019. All the walkway lighting along the Grand River’s West side walkways was upgraded to LED lighting, as were all the pathway lights within Soper Park. These upgrades will lead to a savings of 6.29 kW and an estimated 27,500 kW hours.
reducing the City’s GHG impacts by **1.37 metric tonnes** and reducing the City’s energy bills by **$3,572 per year**.

As of today, 95 percent of the current park pathway lighting has been upgraded to LED. As well, additional lighting was installed in Riverside Park along a very prominent walkway that leads from the BMX Park parking area to the splash pad area of the park. Energy retrofits of the Hespeler Arena and improvements to the pumps and chiller in the David Durward Centre and Centre for the Arts further contributed to energy conservation and GHG reduction.

Overall in 2019, we achieved **381,539 kW** in energy savings and reduced our GHG emissions by more than **45 tonnes**. More energy retrofits and lighting upgrades are planned for 2020.

**WE ENCOURAGED INNOVATIVE APPROACHES TO ADDRESS ENVIRONMENTAL CHALLENGES.**

Climate action was front and centre in 2019 as the City developed and adopted its Climate Action Plan. A youth-led climate strike at City Hall attracted **more than 60 people** in September. In November, City Council joined other area municipalities in declaring a Climate Crisis and adopting the “80 by 50” target for an 80 percent reduction of greenhouse gas emissions by 2050.

We continued and expanded the innovative use of new dog waste collection units to divert waste from landfills and convert it into energy. Four of these units were installed in 2019, which will remove **the equivalent of 0.36 tonnes of CO2** from the atmosphere and generate enough energy to power 7.19 homes for a year.
WE WORKED WITH PARTNERS TO EDUCATE THE PUBLIC TO HELP IMPROVE AND PROTECT OUR NATURAL HERITAGE FEATURES.

The City is a core funder and a proud partner with Reep Green Solutions, an environmental charity that helps people in the Waterloo Region live sustainably. The Reep team now has a “touch-down” desk in City Hall as a way to further our partnership and collaboration. We work closely on a number of sustainability initiatives including ClimateActionWR, neighbourhood-based flood prevention, and a new urban forestry initiative that resulted in the planting of 26 trees on private land. We also continued with the Urban Forest Renewal Program and planted 170 new trees on public land (cambridge.ca/forestry).

The public was invited to help protect and learn about our natural heritage through events and opportunities such as the community-wide clean up event in April, a sensory-based stroll through Forbes Park with a certified Forest Therapy guide on International Trails Day, and our tree giveaway program.

WE MANAGED CITY RESOURCES IN A RESPONSIBLE AND SUSTAINABLE MANNER, CONSIDERING FUTURE NEEDS FOR RESILIENCY AND COMMUNITY ADAPTATION.

We are committed to ensuring the future of our community is stable and resilient in times of unprecedented environmental change. In addition to the Climate Adaptation Plan and emergency management initiatives, the roads department completed a flood wall construction exercise in August in order to test materials and train staff. The exercise consisted of constructing full emergency flood walls on each of the three bridges in downtown Galt to improve emergency preparedness.

We also completed more than 10km of new trails, including the Mill Run Trail and Northview Heights Trail projects, and engaged the community on the City’s Cycling Master Plan. Our city has a strong network of off-road trails as well as on-street cycling routes on both municipal and regional roads, which support our goals to improve active transportation options within the community.

BY THE NUMBERS

<table>
<thead>
<tr>
<th>INVESTING IN OUR COMMUNITY - NEW OR REPLACED INFRASTRUCTURE</th>
<th>2019</th>
<th>2018</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street trees planted by City staff</td>
<td>170</td>
<td>206</td>
<td>-17%</td>
</tr>
<tr>
<td>Street trees planted by developers</td>
<td>65</td>
<td>481</td>
<td>-86%</td>
</tr>
<tr>
<td>Trees planted in parks and natural areas by Cambridge City Green/ Cambridge Stewardship Volunteers</td>
<td>146</td>
<td>220</td>
<td>-34%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SERVING OUR COMMUNITY - MAINTAINING CITY ASSETS</th>
<th>2019</th>
<th>2018</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street tree inventory</td>
<td>54,325</td>
<td>54,256</td>
<td>0%</td>
</tr>
</tbody>
</table>
Parks & Recreation at a Glance

- New Affordable Skate and Helmet Rental Program at Hespeler Arena and Dickson Centre
- Summer Camps: More than 3,100 children attended
- Investments in City Parks, including new Disc Golf course at Soper Park
- Cambridge City Green Stewardship: Planted 146 trees and 150 wildflowers at three sites
- 22,800 Volunteer hours contributed to senior program activities

Cambridge Recreation Complex Site Selection
Goal #5: Parks & Recreation

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

HOW WE ACCOMPLISHED THIS...

WE WORKED WITH THE COMMUNITY TO PROVIDE THE RIGHT MIX OF RECREATIONAL OPPORTUNITIES THAT MEET THE NEEDS OF OUR CHANGING AND DIVERSE POPULATION.

Recognizing that community recreation opportunities need to be accessible to all residents of Cambridge, we introduced an electronic payment plan option to help make recreation options more affordable (cambridge.ca/recreation). We hosted many free public events, including Family Movie Nights, Whimsical Wednesdays, Community Skate Days, and Cheer on the Raptors in Civic Square.

Our summer camps provided more than 3,100 children and youth the opportunity to forge new friendships and create wonderful summer memories. New specialty camps such as Archery and Skating as well as a new Leader-In-Training camp helped equip youth with new skills and experiences. More than 70 camp staff and 54 volunteers helped make our camps a success. Summer camps at the Cambridge Centre for the Arts also welcomed more than 630 campers last summer.
With assistance from an Ontario Sport and Recreation Communities grant, we introduced affordable skate and helmet rentals at Hespeler Arena and Dickson Centre, and increased the number and types of skating opportunities to provide more options for citizens to get out and get active.

The City also offered programs for older adults and worked with local partners to support events in the community, such as Cambridge Council on Aging’s Music & Mindfulness event ([cambridge.ca/seniors](http://cambridge.ca/seniors)). Our senior volunteers made an incredible contribution of more than 22,800 volunteer hours across the 50+ Recreation Centres, Friendly Visiting and Day Services programs. The Federal Minister of Seniors, Filomena Tassi, toured the City’s 50+ Centres in June.

We continued to enhance the amenities in our parks and natural spaces. In addition to ongoing lighting upgrades, the City made numerous improvements including:

- A new disc golf course in Soper Park
- A small-dog zone at Maple Grove dog park
- Improvements to the Sheffield Equipment Storage Building
- Installation of the Mountview Columbarium
- Landscaping and paths in the Sunvest Parkette
- A basketball pad and hoop installed in the Timbercreek Parkette
- Improvements to Chrisview Park and Centennial Park
WE INCREASED COMMUNITY PARTICIPATION IN THE ONGOING CARE OF OUR PARKS, NATURAL SPACES AND ENVIRONMENTAL AREAS.

Cambridge City Green engaged residents through a Jane’s Walk event at Mill Creek in May, tree and wildflower planting events, Earth Day display and clean-up at the Preston Idea Exchange, and the Cambridge Community Clean-Up, which engaged more than 50 groups and more than 3,500 volunteers. The Ancient Mariners also celebrated the 10th anniversary of their Pollinator Preserve project with a planting event, a monitoring project and a ceremony attended by the Mayor and Regional Chair. Three planting events were hosted by City Green’s Cambridge Stewardship project including at the Pollinator Preserve, Silverheights Park, and a small site near Southwood Secondary School establishing 150 native wildflowers and 146 trees in total at the three sites.
DEVELOP A STRATEGIC APPROACH TO PROGRAMS AND SERVICES THAT TIE INVESTMENTS AND RESOURCES TO COMMUNITY OUTCOMES.

After significant community consultation on the future of the Cambridge Recreation Complex project, City Council decided in June to move forward with:

- Building a recreation complex at the City-owned Southeast Galt lands with a 25m swimming pool, gymnasiums, a fitness track and multi-purpose rooms
- Expanding and improving the Preston Memorial Auditorium to make it a twin pad facility
- Planning for decommissioning of John Dolson Centre Pool, Karl Homuth Arena, Duncan McIntosh Arena and Dickson Arena as new or improved facilities become operational
- Entering into discussions with Buckingham Sports Properties about expanding the Cambridge Sports Park to be a four-pad facility
- Working with municipal and other groups in the Region to explore opportunities for a 50m pool within the Region of Waterloo

This decision was made by weighing the collective feedback received from the community through extensive public consultation while also keeping top of mind that the end result must be an affordable and timely solution that is in the best interest of taxpayers, sports and recreation groups and the community.

BY THE NUMBERS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INVESTING IN OUR COMMUNITY - NEW OR REPLACED INFRASTRUCTURE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Playgrounds</td>
<td>4</td>
<td>3</td>
<td>33%</td>
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<tr>
<td><strong>SERVING OUR COMMUNITY - PROGRAMS / MAINTAINING CITY ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation (participant hours)*</td>
<td>1,589,475</td>
<td>1,413,758</td>
<td>12%</td>
</tr>
<tr>
<td>Parks</td>
<td>102</td>
<td>102</td>
<td>0%</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>66</td>
<td>64</td>
<td>3%</td>
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<tr>
<td>Trails (km)</td>
<td>104</td>
<td>102</td>
<td>2%</td>
</tr>
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</table>

*Based on best estimates
To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.
Prosperity Feature Story

Strong foundations for the city of the future.

WHEN IT COMES TO ECONOMIC DEVELOPMENT AND CREATING A CITY OF ‘THE FUTURE’, JAMES GOODRAM, THE CITY’S DIRECTOR OF ECONOMIC DEVELOPMENT SAYS TIME IS ALWAYS NEEDED TO LAY THE NECESSARY GROUNDWORK, BOTH IN TERMS OF INFRASTRUCTURE AND PERCEPTION.

In downtown Cambridge, 60 Main Street, which had been vacant for years, is now the home to Milestone Integrated Marketing. This renovation, which has transformed that corner, is just one of many exciting projects that have been changing the face of this area.

Others include Craig’s Crossing, the Old Post Office – Idea Exchange, and the Hamilton Family Theatre. Private investments, such as HIP Development’s Gaslight District, Amico’s new seniors’ residence on Fraser and the Cambridge Mill’s proposed condo/hotel complex, are adding even more building blocks to the city’s future.

Students are important for a city’s vitality and Conestoga College recently announced they would be housing their trades program in the former Erwin Hymer 250,000-square-foot facility on Reuter Drive. As well, the College’s Applied Research Hub, which focuses on advanced manufacturing and cyber-security, is located at Grand Innovations’ headquarters at 96 Grand Ave. S.

“These things didn’t happen overnight, but they are making a big difference,” James says, noting that work has started on the new Cambridge Recreation Complex and that the expansion at the Cambridge Memorial Hospital will soon be completed.

“Hospitals are a key and fundamental building block of a community and important to economic growth as well. Health facilities are near the top of the list, along with recreational and cultural amenities, when it comes to what residents want in their community.”
As well, James says laying out the route and tracks as part of the region’s Light Rail Transit (LRT) will create a wave of investment through Cambridge.

“You’re going to see change and investment in Preston Towne Centre in the north end and the benefits will continue as the LRT rolls over to Hespeler Road, which is ripe for redevelopment, and then down to its terminus at the pedestrian bridge,” he says. “That’s really going to connect the city together as well as the larger region.”

Greg Durocher, President and CEO of the Cambridge Chamber of Commerce, agrees large scale infrastructure projects are important in terms of positioning a community as a progressive and livable city.

“Without strong infrastructure, you cannot market your community as a place that provides the necessary and basic services that businesses need to house their employees and grow their businesses and expand their opportunities,” he says.

Recent projects to replace aging infrastructure and streetscaping in the core areas along Dickson, Main, King, Queen and Adam streets, are good examples.

“I’ve worked in downtown renewal for more than 20 years and I’ve always been big on a municipality putting money where its mouth is,” says James. “If you expect people to invest in your downtown or core areas, then you need to show you are committed to the area, too, and you care about the public realm. When you do the streetscapes it creates that sense of commitment and pride.”

Yogesh Shah, Director of Asset Management and Project Management Office, points to other
projects this year, such as energy efficiency improvements to Galt Arena Gardens, Preston Memorial Arena, and Hespeler Arena. The installation of new smart meters in households is another example of how the City is always looking at new ways to ensure modern and efficient services.

“The new smart meters use remote meter reading and alerts for possible leaks or flow problems,” says Yogesh. “This real-time data will help ensure bill accuracy and allows City staff and residents the ability to detect potential issues and avoid unnecessary water costs.”

As well, by adopting trenchless technology, a form of underground construction, the City has renewed more than 14 km of pipe without digging up the roads or environmentally sensitive areas which has helped both residents and businesses due to fewer disruptions and caused less wear and tear on vehicles.

In terms of roads, Yogesh says the City is finalizing plans for new collector roads to promote access and attract interest in a 400-acre industrial park in the city’s north end.

Greg says a strong partnership between the business community and the City is vital in terms of the overall economic development of the region.

“That partnership is extremely important, especially within the perspective of the City’s economic division,” he says. “We’re both in sync with what we want to do which is raise the bar on our economic activity and make our community more prosperous and vibrant where opportunity is the flavour of the day for those looking to other communities to move to, or business opportunities to expand and grow in our community.”

James says the collective drive between the City and many partners to bring Dare Foods’ headquarters to Cambridge is the perfect example of how partnerships are needed. The company had initially looked at relocating to the United States.

“We literally all pulled together in the region,” he says. “What’s good for Cambridge is good for Waterloo Region and vice versa.”
Economic Development & Tourism at a Glance

- CORE AREAS TRANSFORMATION FUND APPROVAL
- FOREIGN DIRECT INVESTMENT MISSION TO SILICON VALLEY
- BUSINESS RETENTION AND EXPANSION PROGRAM ASSISTED MORE THAN 30 BUSINESSES
- OPENED UP MORE THAN 400 ACRES OF NEW EMPLOYMENT LANDS IN NORTH CAMBRIDGE BUSINESS PARK
- "EAT, SHOP AND STAY" GUIDE LAUNCH
- RETAIL CANNABIS SALES OPT IN
- 1,642 BUILDING PERMITS ISSUED WITH A CONSTRUCTION VALUE OF $455,980,194
Goal #6: Economic Development & Tourism

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

HOW WE ACCOMPLISHED THIS...

WE SUPPORTED EXISTING AND NEW EMPLOYMENT OPPORTUNITIES BY CREATING A DESTINATION OF CHOICE FOR BUSINESSES THAT WANT TO THRIVE AND GROW.

Investment in Cambridge in 2019 included:

- The sale of the remaining 38 acres of industrial land in the Boxwood Business Campus for more than 300,000 square feet of industrial space
- More than 30 business visits to assist in retention or expansion efforts of local companies
- Secured investment and worked with private developers to open up more than 400 acres of new employment lands in North Cambridge Business Park
- Completed phase two of the Downtown Security Camera program
- Conestoga College acquired 25 Reuter Drive, a 250,000 square foot facility to consolidate and grow their skilled trade programs
- Assisted Westfalia in establishing their new Roadtrek manufacturing facility
- A new Lexus line is being added to the Cambridge Toyota plant representing an investment of more than a billion dollars
- Launch of phase two of the Gaslight District project which includes Foundry Brewing and a new state-of-the-art event space known as Tapestry Hall, creating the largest event space in Cambridge
- Foreign Direct Investment trade mission to Silicon Valley attended by Mayor McGarry, senior staff and Waterloo Economic Development Corporation
- Issued 1,642 building permits with a total construction value of $455,980,194. The permits breakdown to $146,743,314 industrial, commercial and institutional, $286,298,901 residential and $22,937,979 other.
- Opted in to retail cannabis sales creating new opportunities for business development
- Worked with the Waterloo Regional Tourism Marketing Corporation to implement the Municipal Accommodation Tax to support local tourism
WE PROMOTED OUR VIBRANT DOWNTOWN CORES BY ENCOURAGING PARTNERSHIPS AND CREATING A WIDE RANGE OF UNIQUE, EXCITING DESTINATIONS AND ACTIVITIES.

In July, City Council unanimously approved the creation of the Core Areas Transformation Fund. Over the next decade, this fund will be used for projects that will stimulate growth and investment in the Downtown Cambridge, Hespeler Village and Preston Towne Centre core areas. It focuses on three key areas: private sector stimulus, strategic land acquisitions, and placemaking - art and culture projects.

There is much to celebrate in our commercial areas, as evidenced by the launch of a new interactive “Eat, Shop and Stay” guide to highlight great places to visit throughout the city (cambridge.ca/eatshopstay). More than 25 new businesses opened in our core areas. Additionally, 78 businesses took advantage of the Digital Main Street program to modernize their digital footprint resulting in more than $20,000 in grants.

It was another great year for the film industry in Cambridge, particularly in our heritage core areas. In total, there were 61 days of filming, generating an estimated economic impact of $1.25 million. Additionally, the City of Cambridge was recognized by a film industry client for exceptional customer service with a nomination to the Location Managers Guild International for its work with the television series, The Handmaid’s Tale. This was the first time a Canadian film office has been nominated for such a prestigious award.

We continued to plan for success and growth by reviewing the city-wide Zoning Bylaw and assessing infilling and intensification, including hosting a public meeting for the Hespeler Road Corridor Draft Secondary Plan and meeting with Main and Dundas Street owners. We also initiated a project looking at proposed building heights in the Galt core area, planned for completion in 2020.
WE IDENTIFIED LOCAL ECONOMIC STRENGTHS AND LEVERAGED OPPORTUNITIES THROUGH COLLABORATION WITH OUR PARTNERS.

We worked with Grand Innovations and Conestoga College to integrate their programming with the relocation of Invest Cambridge offices to 96 Grand Ave. This award-winning project was recognized by the International Economic Development Council for its innovative approach to economic development partnerships. The focus of this unique and exciting project is on building collaborations with:

- Conestoga College
- The Innovation Hub
- ‘thehive’ (Cambridge Chamber of Commerce entrepreneur incubator)
- Our business community

In October, we celebrated Manufacturing Day with bus tours of manufacturing employers in our community. The manufacturing sector represents more than 500 businesses and employs 22 percent of our labour force in Cambridge. We also hosted the second annual Invest Cambridge Appreciation Breakfast, celebrating employers for their achievements and continued investments.

In support of small business and entrepreneurship development, we worked with the Waterloo Region Small Business Centre, promoting the Starter Company Plus program, and offering free seminars, workshops and consultation services for businesses through Invest Cambridge.
ON LOCATION FILMING - THE QUEEN'S GAMBIT
## BY THE NUMBERS

### SERVING OUR COMMUNITY

<table>
<thead>
<tr>
<th>Service</th>
<th>2019</th>
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<tbody>
<tr>
<td>Zoning bylaw amendments</td>
<td>9</td>
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<tr>
<td>Official plan amendments</td>
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<tr>
<td>Site plan control applications</td>
<td>46</td>
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<td>Site plan control approvals</td>
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<tr>
<td>Subdivision applications</td>
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<tr>
<td>Minor variance applications</td>
<td>70</td>
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<tr>
<td>Severance applications</td>
<td>20</td>
<td>36</td>
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<tr>
<td>Business licences issued</td>
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<tr>
<td>Lottery licences</td>
<td>161</td>
<td>159</td>
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<tr>
<td>Building permits issued</td>
<td>1,642</td>
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### WATERLOO SMALL BUSINESS CENTRE - CAMBRIDGE LOCATION

<table>
<thead>
<tr>
<th>Service</th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td>Total inquiries</td>
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<td>1,081</td>
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</tr>
<tr>
<td>Consultations</td>
<td>186</td>
<td>143</td>
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</tr>
<tr>
<td>Seminars and workshops</td>
<td>27</td>
<td>37</td>
<td>-27%</td>
</tr>
<tr>
<td>Business development activities</td>
<td>10</td>
<td>14</td>
<td>-29%</td>
</tr>
<tr>
<td>Businesses started</td>
<td>131</td>
<td>183</td>
<td>-28%</td>
</tr>
<tr>
<td>Jobs created</td>
<td>152</td>
<td>204</td>
<td>-25%</td>
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Transportation & Infrastructure at a Glance

“MOVING CAMBRIDGE”
A MORE SUSTAINABLE, ACCESSIBLE TRANSPORTATION SYSTEM

NEW SAFETY DECALS AT HESPELER ROAD TRAIN CROSSING

LOCAL CONNECTIONS TO ION BUS ROUTES BETWEEN AINSLIE TERMINAL AND FAIRWAY STATION

NEW CURBSIDE CHARGING STATIONS FOR ELECTRIC VEHICLES

CYCLING MASTER PLAN CONSULTATION AND BIKE YOUR COMMUNITY WORKSHOP

DROPBIKE PILOT PROGRAM PARTICIPATION

DROPBIKE
Goal #7: Transportation & Infrastructure

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

HOW WE ACCOMPLISHED THIS...

WE FOUND NEW WAYS TO HELP PEOPLE MOVE WITHIN AND BEYOND THE CITY WITHOUT USING A CAR (WALKING, CYCLING AND TRANSIT).

We continued to develop a growing variety of transit options and work with the Region of Waterloo on transit supportive strategies. Significant accomplishments include:

- Participation in the DropBike pilot program, which allowed users to download a free app to access bicycles in several convenient locations throughout Cambridge and across the region between June and November

- Ongoing advocacy efforts for Cambridge on the GO and participation in feasibility studies looking at the opportunities for GO transit and LRT service in Cambridge

- Integrating local transportation options with the new ION buses operating between Ainslie Terminal and Fairway Station

- Cambridge Council support for the recommended route for Stage 2 ION (rapid transit line from Fairview Mall to Galt)
In the spring, we hosted a Bike Your City community workshop and launched public engagement for the **Cycling Master Plan update**, listening to the public and stakeholders regarding the proposed cycling network. This project is scheduled for completion in 2020.

In addition to developing new transportation options, we also worked to ensure community safety. Transportation professionals from across Waterloo Region gathered in October to brainstorm ways to improve the wing side visibility for operators during snow events. We also partnered with CN Rail and Operation Lifesaver on a railway safety campaign in September, unveiling new safety decals at the Hespeler Road train crossing during Railway Safety Week.
WE WORKED WITH THE REGION AND OTHER PARTNERS TO BETTER COORDINATE THE PLANNING, COMMUNICATION AND DELIVERY OF INFRASTRUCTURE.

We wrapped up the City’s first Transportation Master Plan, “Moving Cambridge” (cambridge.ca/movingcambridge). This master plan will guide the management of the City’s transportation system over the next 25 years.

“Moving Cambridge” is a tool and a policy framework that deals with automobiles, public transit, cycling, walking, trucking, commuting, traffic management and system maintenance. The plan was developed at the same time as the Region’s Transportation Master Plan to enhance overall coordination, and will be updated every 5 to 10 years. The City’s main goal is to build a more sustainable, accessible transportation system for everyone. This includes planning for new transportation trends such as:

- Alternative fuels
- Driverless vehicles
- New traffic management techniques
- Travel opportunities including GO commuter service and ION Rapid Transit service

With more than 1,400 electric vehicles registered to owners throughout Waterloo Region, we are implementing and expanding the availability of curbside charging stations for electric vehicles in the city, working in partnership with Grand River Energy to add stations on Dickson Street and Tannery Street East.

We also undertook a number of other infrastructure projects in 2019, including:

- Provincial approval of the environmental assessment to reconstruct Riverside Dam
- Completion of environmental assessment for the Beverly Street underpass
- Ongoing water, sewer and road infrastructure maintenance and replacement
- Design work for future reconstruction of Black Bridge and Townline Road
WE PROVIDED INNOVATIVE LEADERSHIP IN THE MANAGEMENT OF CITY ASSETS TO HELP PLAN, FUND AND MAINTAIN ASSETS IN A SUSTAINABLE WAY.

We updated our existing Asset Management Plan, which is a requirement of the Province, and moved forward on several projects that improve the City’s overall maintenance of assets and infrastructure. This included the roll-out of the next phase of the smart water meter project, with city-wide installation of the meters beginning in October.

Following the Service Delivery Review, we moved forward with a Winter Operations Optimization Study that is anticipated to be completed in 2020. Under the Asset Management Program, we implemented work management systems for the City’s facilities division and parks, recreation and culture division. These initiatives will help the City identify ways to efficiently deliver services and improve our business planning practices.
## BY THE NUMBERS

### INVESTING IN OUR COMMUNITY - NEW OR REPLACED INFRASTRUCTURE

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking lots</td>
<td>0</td>
<td>1</td>
<td>-100%</td>
</tr>
<tr>
<td>Sidewalk (km)</td>
<td>5.2</td>
<td>7.1</td>
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</tr>
<tr>
<td>Community trails (km)</td>
<td>0.5</td>
<td>4.9</td>
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</tr>
<tr>
<td>Traffic signs</td>
<td>351</td>
<td>310</td>
<td>13%</td>
</tr>
<tr>
<td>Roads (km)</td>
<td>10</td>
<td>16</td>
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<tr>
<td>Street lights</td>
<td>55</td>
<td>209</td>
<td>-74%</td>
</tr>
<tr>
<td>Water distribution system (km)</td>
<td>5</td>
<td>4</td>
<td>25%</td>
</tr>
<tr>
<td>Sanitary collections system (km)</td>
<td>3.7</td>
<td>5</td>
<td>-26%</td>
</tr>
<tr>
<td>Storm collections system (km)</td>
<td>2.3</td>
<td>3.50</td>
<td>-34%</td>
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### SERVING OUR COMMUNITY - MAINTAINING CITY ASSETS

<table>
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<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>Roadways (km)</td>
<td>1,012</td>
<td>1,009</td>
<td>0%</td>
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<tr>
<td>Sidewalks (km)</td>
<td>668</td>
<td>666</td>
<td>0%</td>
</tr>
<tr>
<td>Bike lanes on roads (km)</td>
<td>26</td>
<td>26</td>
<td>0%</td>
</tr>
<tr>
<td>Stormwater (km)</td>
<td>372</td>
<td>369</td>
<td>1%</td>
</tr>
<tr>
<td>Sewer (km)</td>
<td>533</td>
<td>531</td>
<td>0%</td>
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<tr>
<td>Watermains (km)</td>
<td>527</td>
<td>523</td>
<td>1%</td>
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<tr>
<td>Bridges/culverts</td>
<td>73</td>
<td>71</td>
<td>3%</td>
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<tr>
<td>Street lights</td>
<td>10,450</td>
<td>10,296</td>
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</tr>
<tr>
<td>Maintenance work orders</td>
<td>6,664</td>
<td>6,621</td>
<td>1%</td>
</tr>
<tr>
<td>Water maintenance work orders</td>
<td>7,519</td>
<td>5,621</td>
<td>34%</td>
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<tr>
<td>Sewer maintenance work orders</td>
<td>2,691</td>
<td>2,457</td>
<td>10%</td>
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### 2019 ROAD PROJECTS COMPLETED

- Adam Street
- Blair Road
- Edgar Street
- Elliot Street
- Francis Street
- Frederick Street
- Goldie Avenue
- Hewat Street
- Main Street
- Melrose Street
- Wright Avenue
## Awards

### TOP 100 EVENTS

Top 100 Events of 2019 by Festivals and Events Ontario (FEO) awarded to Christmas in Cambridge for being a well-known and respected celebration in the province

### ECCLESIASTICAL INSURANCE CORNERSTONE AWARD

2019 Ecclesiastical Insurance Cornerstone Award by the National Trust for Canada and Ecclesiastical Insurance Inc. awarded to the Old Post Office for exemplary projects and places that contribute to quality of life and sense of place, and illustrate the viability of heritage buildings for traditional or new uses

### AZURE ARCHITECTURE AWARD

Azure Architecture Award 2019 - Best Adaptive Re-Use category awarded to the Idea Exchange Old Post Office for gracefully marrying old and new

### APEX AWARD

Silver APEX Award – Public Spaces at the Digital Signage Expo for the digital projection show at the Old Post Office

### ECONOMIC DEVELOPMENT

Silver Excellence in Economic Development Award Partnerships from the International Economic Development Council (IEDC) for an innovative partnership with Conestoga College and Grand Innovations

### BROWNIE AWARD

Legislative, Policy & Program Initiative – Brownie Award 2019 awarded to the Waterloo Brownfields Financial Incentive Program, a partnership with the Region of Waterloo and area municipalities

### CANADIAN AWARD FOR FINANCIAL REPORTING


### FINALIST

“Outstanding Film Commission/Office”, Location Managers Guild International Awards 2019 (LMGI), the first-ever Canadian office to have received nomination for this prestigious award, one of five finalists

### FINALIST

Smart Cities Challenge, Smart Waterloo Region partnership - one of five finalists
CONGRATULATIONS TO CHRISTMAS IN CAMBRIDGE FOR BEING NAMED ONE OF FESTIVAL AND EVENTS ONTARIO’S TOP 100 EVENTS OF 2019!
CAMBRIDGE CONNECTED: OUR VOICE. OUR VISION

Strategic Plan 2016-2019 identifies the vision, mission and values that will shape the corporation over the long term.

CAMBRIDGE.CA/OURVOICEOURVISION

CAMBRIDGE CONNECTED ALSO IDENTIFIES THE STRATEGIC DIRECTION FOR THE CITY, OUTLINED BY THREE KEY THEMES - PEOPLE, PLACE AND PROSPERITY IN THE FOLLOWING WAYS:

- Reflects the voices 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
- Guides decision-making
- Helps direct tax dollars to community priorities
- Allows the community to measure progress

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<thead>
<tr>
<th>VISION</th>
<th>MISSION</th>
<th>VALUES</th>
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<tbody>
<tr>
<td>A place for people to prosper</td>
<td>Working together</td>
<td>Integrity</td>
</tr>
<tr>
<td>Alive with opportunity</td>
<td>Committed to our values</td>
<td>Respect</td>
</tr>
<tr>
<td></td>
<td>Serving our community</td>
<td>Inclusiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Service</td>
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