



CITY OF CAMBRIDGE

2025

YEAR IN
REVIEW

cambridge.ca/yearinreview

Message from the Mayor



As we reflect on 2025 and look ahead to 2026, it's clear that Cambridge continues to be a city of opportunity and growth - welcoming new residents, supporting local businesses, attracting visitors, and creating opportunities for investment. In 2025, we made significant progress enhancing public spaces, advancing major infrastructure projects, and celebrating the diversity of our community and economy. These achievements reflect a shared vision for a vibrant, inclusive city that offers quality of life, fosters growth, and invites people to experience all that Cambridge has to offer. As we enter 2026, that momentum continues, with exciting projects and partnerships shaping the future.

From major infrastructure projects to cultural celebrations, 2025 was filled with milestones that strengthen our sense of place and connection. The grand reopening of the expanded Preston Memorial Auditorium was a highlight bringing a modernized facility with an NHL-sized rink, expanded seating, and that now serves as home to the Cambridge Rivulettes with equitable amenities. This investment reflects our commitment to recreation and community life.

Construction continued with the new recreation complex, a project that will

become a hub for health, wellness, and social connection when it opens. We also advanced long-term planning with the approval of the 10-Year Asset Management Plan and the Parks Master Plan, ensuring that our infrastructure and green spaces meet the needs of a growing city for decades to come.

Our Engineering and Transportation departments implemented 40 km/hr Neighbourhood Area speed signage throughout the city, commenced Blackbridge Road Construction and the Middle Block Rd trunk sewer amongst many other projects. We began road safety audits for Duke St, Laurel St, and Saginaw Pkwy.

We unveiled a stunning public art installation by Pierre Poussin at the Fountain Street Soccer Complex, adding to our city's public art collection and adding beauty and meaning to this new public space. Events like Oktoberfest in Cambridge, which welcomed over 2,000 attendees, showcased the strength of our cultural ties and the vibrancy of our local economy. During the event we hosted the German Ambassador and a social networking event for our German based businesses with the Ambassador.

We deepened our commitment to community well-being through powerful events like See Me, Hear Me: Unheard Voices, creating space for dialogue on mental health and addiction. This event brought community together to share lived experiences and explore challenges in navigating the healthcare system and gave individuals and families a platform to share their experiences for those voices that are often overlooked and brought visibility to those who have felt unheard.

Our communications department earned three MarCom awards and an Honourable Mention. The team supported all departments across

the city – everything from Winterfest events and Canada Day promotion to the opening of the Preston Aud and developing documents like the Parks Master Plan, the Budget Year in Review, and the seasonal Activities Guide.

Our firefighters and staff actively engaged with the community through numerous events and charitable initiatives, including the Cambridge Firefighters Association Annual Muscular Dystrophy Boot Toll, Christmas Basket Fund, Adopt-a-Road Program, and various benevolent donations. These efforts reflect our commitment to fostering trust and supporting those in need.

And their annual Cambridge Fire Department Open House drew about 5,000 residents and visitors, reinforcing the trust and connection between our residents and fire services. Fun was had by all!

We successfully secured over \$20 million in funding to support the new Recreation Complex and the Preston Aud projects. In our ongoing commitment to inclusivity, we designed a new Accessible Ball Diamond, ensuring that all members of our community can enjoy our sports facilities. This project is a testament to our dedication to providing accessible and welcoming spaces for everyone.

Economic development remained a priority. We engaged with local businesses and global partners to explore opportunities for growth and collaboration. We also hosted key discussions on housing with provincial leaders and industry partners, working toward solutions that address affordability and supply.

We had the honour of hosting the Auto Mayors Caucus meeting which provided a platform for discussions and networking among key stakeholders in the automotive industry.

We were proud to extend City Hall to the Portuguese Consulate for community visits in May and November, providing residents with access to consular services and reinforcing

our commitment to serving Cambridge's diverse communities. We also welcomed the Hungarian Consul General and the France Canada Chamber of Commerce to Cambridge.

We twice hosted government representatives, regional leaders, and local builders to discuss strategies for accelerating housing development in Cambridge. The discussion focused on current challenges, collaborative solutions, and identifying the next steps to support housing initiatives for our growing population.

The City is preparing a Housing Need assessment and the development of a housing strategy to address identified issues, gaps, and needs of current and future residents with respect to affordable housing.

As a joint effort of multiple departments, we delivered Under His Eye: The Gilead Experience a Handmaid's Tale exhibit, displaying props from the critically acclaimed Margaret Atwood series filmed here in Cambridge which drew significant attention and highlighted our city's cultural significance. Collaboration at its best.

Our annual Christmas Market was a resounding success, attracting over 10,000 visitors (we counted) to City Hall. This festive event brought joy and a sense of community to all who attended.

As we move into 2026, we're focused on turning plans into progress, delivering better services, expanding recreation opportunities, and investing in infrastructure that supports our growing city. Thank you to Council, staff, community partners, and residents for your energy and commitment to our community. Together, we're not just imagining the future of Cambridge—we're building it.



Mayor Jan Liggett
City of Cambridge

Message from the City Manager



As we reflect on the past year, I am incredibly proud of what we have achieved together as one TEAM — City Council, staff, community partners, volunteers, businesses, and residents all working with a shared commitment to Cambridge’s future. Collaboration and partnership are at the heart of our success, and 2025 demonstrated what is possible when we align our efforts around a common purpose.

Guided by our Strategic Plan, we continued to advance our long term vision for a prosperous, inclusive, and sustainable community, ensuring that every initiative moved us closer to our goal of being Ontario’s #1 municipality where people want to live, play, and invest. As detailed in the pages ahead, meaningful progress was made across all 13 strategic actions, reflecting the depth, dedication, and professionalism of our organization.

Throughout the year, our TEAM remained firmly committed to delivering strong public value. Staff consistently sought innovative and responsible ways to lessen the financial burden on taxpayers while maintaining — and in many cases enhancing — the quality of City services. These collective efforts paid off in a significant way in 2025, with the city securing \$32.4 million

in external grant funding, the largest single year total in Cambridge’s history. This achievement is a testament to the power of partnership and the expertise of our organization.

Our Mayor, Council, and staff share a strong commitment to service excellence and community well being, and that dedication was recognized in meaningful ways throughout the year. In 2025, the city received several notable awards that reflect our leadership in innovation, sustainability, and community building. We also strengthened our reputation as a forward thinking municipality through the attainment of key designations, including Bee City, recognition as an Age Friendly Community by the World Health Organization (WHO), and HIGH FIVE® accreditation, Canada’s quality standard for children’s recreation.

These accomplishments are not the result of any one department or initiative. They are the outcome of strong partnerships, a culture of collaboration, and a shared belief that Cambridge can continue to raise the bar. Together, we are building a city that is resilient, welcoming, and well positioned for future generations.

I invite residents to explore the full 2025 Year in Review to learn more about the achievements that made this year such a success. I look forward to continuing this important work alongside our TEAM and community partners as we move confidently into the year ahead, shaping a Cambridge that people are proud to call home, a place where opportunity thrives, and a city that leads Ontario by example.

A handwritten signature in black ink, appearing to read 'Rob Axiak'. The signature is fluid and cursive, with a large loop at the end.

Rob Axiak
City Manager



2025 Progress By **Strategic Action**

The City's Strategic Plan provides the foundation for decision making, priority setting and ongoing performance management to deliver high-quality public service that meets the needs of the community. Through our annual Business Planning process, each division determines the projects and initiatives they will undertake to advance the strategic actions outlined in the Strategic Plan.

As a municipality, the City of Cambridge leads service delivery in some areas and collaborates closely with other municipal partners and agencies in others. There are six actions that the City has the mandate and capacity to lead and seven that the City collaborates on with others to achieve.



2025



Create and activate spaces that offer things for people to do

Our projects and initiatives:

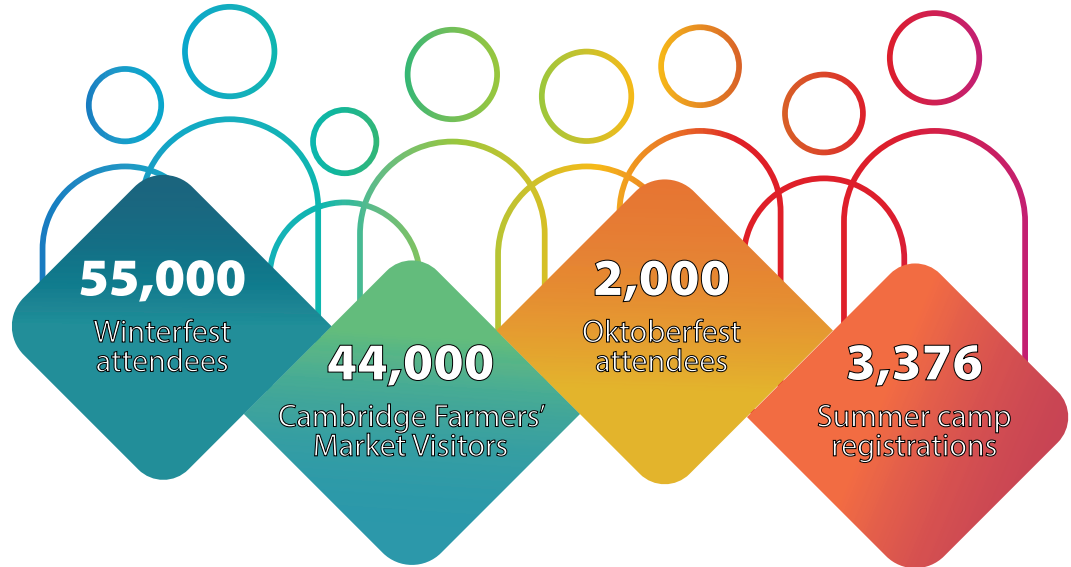
- The City reopened the **Preston Memorial Auditorium**. It is anticipated that the Auditorium will welcome approximately 600,000 visits annually.
- The design is complete for the **Soper Park Outdoor Recreation Complex**, with construction set to begin in 2026 and a planned opening in 2027.
- Council approved the purchase of **Civic Legion Park**, which features a baseball diamond and playground.
- Two park playgrounds were replaced - **Gordon Chaplin** and the **Churchill Park** space shuttle and a new playground was added to Sault Park East.
- The City updated designs for multi-use sports courts at **Churchill** and **Weaver Parks**, shaped by feedback from youth groups and community members.
- The City is finalizing the **Cricket Feasibility Study**, which will identify suitable locations in Cambridge to meet the growing demand for cricket fields.
- Implementation of the **Arts and Culture Action Plan**, to create a thriving centre of creative and cultural development.



Construction is underway on the new **multi-purpose Recreation Complex**. The facility will include: 10 swim lanes, a 25-metre swimming pool and warm water leisure pool, three FIBA gymnasiums, a running/walking track, fitness area, multi-purpose rooms, concession, and a Cambridge Public Library branch. It is projected that the facility will receive over 1.1 million visits annually once it opens.

City Events and Highlights

Attendance



Experiences

Hosted the **Cambridge Celebration of the Arts**, celebrating the creativity and talent of local visual, literary, and performing artists

Launched the widely successful **Under His Eye: The Gilead Experience** self-guided tour and exhibition

Held **See Me, Hear Me –The Unheard Voices** event, focused on strengthening Ontario's mental health and addiction systems



The **Summer Nights Live Series** offered a full line-up of outdoor musical and cultural experiences for all ages

Hosted the City's first **Canada Day celebration** and **Santa Claus parade**

Hosted the **Mayor's Winter Levee** full of family friendly activities





Provide age-friendly services that are accessible to all.

Our projects and initiatives:

- The **Jumpstart Inclusive Multi Sport Court** construction is nearing completion and will be open for barrier-free play in early summer 2026.
- The City received an **Inclusive Community Grant** for Ed Newland Pool that enabled outdoor accessibility improvements to the parking lot, ramp, and stairs.
- The City hosted a **50+ Active Living Fair**.
- The City invited organizations within Cambridge to apply to the annual **Community Grants Program**. The City approved a budget of \$389,000 and received 63 applications.
- The City is continuing to work on the **Older Adult Strategy**, focusing on Older Adult and Age Friendly programs and service delivery.

Events and activities:

2,711
youth volunteers

contributed 7,635 volunteer hours to assist with programs and events.

98% enrollment
reached for summer camps

Nine-week **summer camp programs** included theme weeks, arts, sports, swimming and more.

Over 8,297 participants attended activities at W.G. Johnson and Dolson facilities for **swimming lessons** and **aquatic programming**.



290 Children's School
Year Programs

were offered (ages 2-12) to 2,218 participants.

There were **47,811** registered recreational program participants.

Adult Day Programs and Friendly Visiting were held at the William E. Paulter Centre and the Allan Reuter Centre.



The City continued outreach through the **WithoutWalls (WOW)** social program, engaging approximately **41 participants** who face barriers to attending in-person programs.



Enable small business to succeed

Our projects and initiatives:

In February, Council approved the new **Economic Development Action Plan 2025 – 2029**. The Action Plan continues to be implemented and outlines initiatives that will provide programs and resources for entrepreneurs and business expansion and developing a strategy to retain existing businesses.

The City launched a **Tariff Impact Survey** to gather input from local businesses on challenges related to potential U.S. tariffs. The survey results, along with a series of grants, resources and news updates are featured on a tariff support webpage.



Establish our core areas attractive destinations

Implementation and monitoring of financial incentives for Cambridge businesses through the Core Areas Community Improvement Plan (CACIP)

The Core Areas CIP program supports growth in Cambridge's three core areas and positions them as key economic development drivers that attract investment, talent, and cultural amenities.

The impact is reflected in the rising demand for commercial space within the core areas, diverse and thriving small businesses, and expanded placemaking opportunities that inspire residents and tourists to visit these vibrant neighbourhoods.

The City approved 11 CACIP applications with \$452,345.51 in City funding (with a total development value of \$2,660,285.58). This translates into a 1 to 5.88 ratio regarding public to private dollars. The programs concluded

at the end of 2025, with 65 applications received. Since its inception in 2021, an overall investment of \$2,253,634.85 has been invested in our Core Areas.

The City supported small business in a big way.



Our projects and initiatives:

- In partnership with the Downtown Cambridge and Hespeler Village Business Improvement Areas, once again closed sections of **Main Street and Queen Street** to create pedestrian-friendly spaces for the community to enjoy this spring and summer.
- Since May 24, the Business Improvement Areas either hosted or co-hosted **38 events** on Main Street and 62 events in total in the downtown area.
- **Cambridge Celebration of the Arts** returned in June, bringing over 40 artists and performers into the downtown core for an immersive artistic experience.
- Work continues on a **Placemaking Initiative and Pilot Project**. The goal is to provide a shared and creative space within the downtown area.



Filming in Cambridge:

Cambridge shines once again as the cinematic backdrop for **"The Handmaid's Tale"** drawing global attention with its iconic streets and vibrant community. The City celebrated with a visual display of props from the show, along with a walking tour of filming locations throughout the city.

The City continues to be a **sought-after destination for filming**. Some highlights include, **"Murdoch Mysteries"**, **"The Queen's Gambit"** and **"The Handmaid's Tale"**.

The Hespeler neighbourhood provided a scenic location for filming segments of TVO's acclaimed series, **"Old Enough,"** which emphasized developing children's independence in outdoor environments.



Film Statistics

Film Inquiries	14
Days of Filming	15
Economic Impact	\$1,031,000



Enhance equity and inclusion efforts

Our projects and initiatives:

- The City enhanced its **Site Plan Review process** by introducing new accessibility-focused tools to streamline the review process and ensure that accessibility considerations are integrated from the earliest stages of design and approval.
- **Cambridge Accessibility Advisory Committee** reviewed 38 projects providing critical feedback that shaped accessibility outcomes in facility design, infrastructure renewal, and community spaces. This ensures that new and redeveloped spaces meet or exceed the **Facility Accessibility Design Standards** and reflect the City's commitment to a barrier-free Cambridge.
- The **Community Engagement Framework** was completed to ensure effective and consistent engagement with the community.

The City engaged with residents to formalize our **Multi-Year Accessibility Plan**, supporting our strategic goals in equity, inclusion, and barrier-free service delivery.



- The City continues the development of a citywide **Volunteer Program Framework** to strengthen participation, support consistent service delivery, and build a skilled, diverse, and engaged volunteer base across Cambridge.
- The City transitioned to **Social Pinpoint**, an interactive digital platform that centralizes all engagement initiatives in one accessible space.



Building Awareness and Advancing Inclusive Practices

The City is committed to ensuring that all staff have the knowledge, skills, and confidence to integrate equity, diversity, inclusion, and accessibility principles into their daily work.

The Equity, Diversity, Inclusion, and Accessibility Learning Framework, has created an **Accessibility Learning Pathway** which is under review with implementation scheduled in 2026 and **the Equity, Diversity, Inclusion and Accessibility Internal Audit** is progressing well.

Events and activities Fostering Belonging and Celebrating Diversity:

- The City continued to champion equity, inclusion, and belonging by recognizing local, national, and international dates of significance through its **Institutional Dates Calendar**.
- The City strengthened its commitment through meaningful events and partnerships, including:
 - Highlighting **Black History Month** in partnership with Rhythm & Blues Cambridge.
 - Hosted a community iftar in collaboration with the Muslim Women of Cambridge during **Ramadan**.
 - **Advancing Reconciliation and Indigenous Engagement** – continued the City’s learning journey through Brave Conversations with Reconciliation Action Partnership, participation in the Four Seasons of Reconciliation program, hosting an Education and

Awareness Day on National Day for Truth and Reconciliation, offering Mohawk Residential School virtual tours, and developing staff guidelines for engaging Indigenous Elders and Knowledge Holders.

- The City marked **National Day for Truth and Reconciliation and Orange Shirt Day** by raising the Survivor flag at City Hall, lighting the Cambridge sign orange and promoting regional events such as the Grand River Transit Bus Wrap unveiling, Every Child Matters/ Reconciliation Walk, Sacred Fire workshops, and more.
- Participated in **Multicultural Connections** at the YMCA and supported the Interfaith Community Breakfast hosted by Interfaith Grand River.
- Joined the **Emancipation Day Celebration** and supported the Waterloo Migration Film Festival to help amplify migrant and newcomer stories.

The City continued to develop **internal learning opportunities** that deepen understanding of accessibility, inclusion, Indigenous history, systemic barriers and foster empathy. Key initiatives included:



- › Offering the credentialed Disability Confident Leader course
- › Providing Accessible Documents Training
- › Continued learning to identify and remove barriers across city services and spaces
- › Delivered the Four Seasons of Reconciliation course to enhance awareness of Indigenous history and culture

Accessibility improvement approaches have included:

- **Facility Accessibility Design Standards** guided the design of major City projects, ensuring accessibility was embedded from the planning stage. All five library branches were also upgraded with barrier-free features to improve community access.
- The City continued to advance its commitment to building an inclusive and accessible community for all, proudly recognizing **National Accessibility Awareness Week** in May.

- The City launched a Regional **National Accessibility Awareness Book Club**, featuring “Demystifying Disability” by Emily Ladau.
- In partnership with AccessNow, Explore Waterloo Region, and community volunteers, the City participated in its first ever **Map Mission** event to identify and highlight accessible spaces across the City.
- For the past 12 years, the City has partnered with Cambridge Centre and FotoArca Corporation, to deliver the **Sensitive Santa Program**. More than 80 children living with a disability and/or sensory needs were able to visit Santa this year.

In partnership with RE/MAX Real Estate Centre Inc., the City continued supporting the **Treat Accessibility Program**, helping make Halloween inclusive and accessible for all families and children with disabilities.

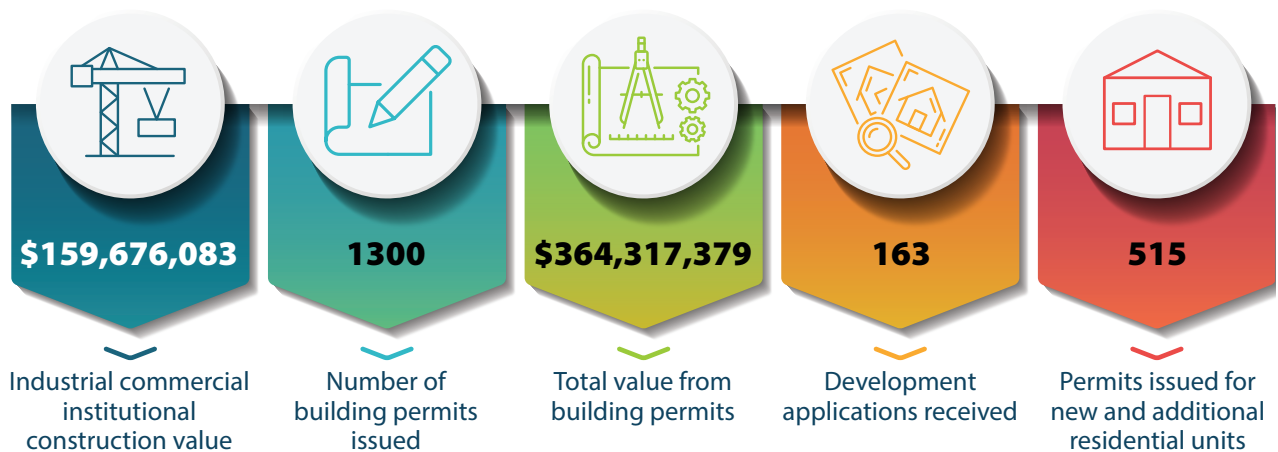




Lay the foundation for future community building

Our projects and initiatives:

- The City is preparing a **housing needs assessment** and development of a **housing strategy** to address identified issues, gaps and needs of current and future residents with respect to affordable housing.
- The **Asset Management Plan** was approved by Council in July. This Plan provides an overview of the state of infrastructure owned, operated and maintained by the City to best serve residents and businesses.
- The **Cemeteries Master Plan** was approved and will support a long-term sustainability plan for cemeteries.
- The **Operations Facility Master Plan** is being undertaken by the City to evaluate corporate facilities used to support the staff, equipment, materials needed to deliver future services.
- The City, in partnership with the Region of Waterloo and the Township of Woolwich, invested in **critical infrastructure to support a sanitary trunk sewer**, servicing many acres of business, industrial, and residential lands in the City’s north end.
- The City continues to develop a **Business Intelligence Strategy** that will provide a foundation for the City’s data needs.
- Work is underway to update the City’s **Zoning By-Law**.
- A draft plan is underway to develop the **Preston Secondary Plan**.
- The City has adopted the **Parkland Dedication By-law** to maximize parkland acquisition and ensure spaces for recreation, leisure, and play in all neighbourhoods.





Enhance opportunities to enjoy built and natural heritage

Our projects and initiatives:

- Council approved the **Parks Master Plan**, which will guide the development of the City's many parks, trails and outdoor spaces for the next 30 years.
- A **Heritage Conservation District Study** is in consultation phase 2 in the Hespeler Core.
- Cambridge completed a heritage sympathetic design for the renewal of the **heritage retaining wall** at 45 Blair Road, which is scheduled for construction in 2026.
- Construction of the **new Black Bridge** over the Speed River commenced. This project includes building a new two-lane bridge over the Speed River, upgrading the existing heritage bridge, and improving safety and travel in the area. Once complete, the heritage bridge will be preserved for pedestrian use, a new multi-use trail will be added, and road improvements.
- The City continues to review properties listed on the **Municipal Heritage Register** to determine whether they should be designated under the Ontario Heritage Act.
- A **Heritage Conservation District Plan** and guidelines are being prepared for the Hespeler Core.
- The City started exterior construction work on **Cambridge Farmers' Market** to preserve and restore this heritage building.
- The designs for the preservation and restoration of **Ferguson Homestead and Lutz House** have been completed.
- The City completed **10 heritage property designations** and **15 heritage asset condition assessments** in 2025.



Increase housing options

Our projects and initiatives:

The City received **\$13.3 million** through the **Housing Accelerator Fund** to complete a series of projects that aim to get more housing built for prices that residents can afford.

The **Affordable Housing Community Improvement Plan** was completed, and the City continues to review options to repurpose City land for affordable housing development.

Work continues on the **Strategic Growth Area Secondary Plan** with consultants to finalize Hespeler Road Corridor Secondary Plan.

High and medium density missing middle units continue to be encouraged proximity to **major transit station** areas along the Hespeler Road Corridor through the Community Improvement Plan.

515 permits issued for **new and additional residential units**.

Council approved a **new financial incentive program** offering homeowners up to \$10,000 to help cover the cost of constructing additional residential units on their properties.

Staff are working to facilitate the development of lands with developers to address **Municipal Land for Affordable Housing**.

Core Area Financial Incentives contributed to building permits being issued for creating and/or renovating four residential units.

Council approved **planning applications** which would permit the construction of 2633 dwelling units (subject to site plan approval where applicable), compared to 4930 dwelling units in 2024 and 2163 dwelling units in 2023.





Improve access to social supports

Our projects and initiatives:

The City became the first in the region to donate to Nutrition for Learning, committing **\$30,000** to support its universal food program serving **all 50 Schools in Cambridge** and **23,000** students daily.



- Cambridge firefighters powered through 2,000 push-ups to raise **awareness for mental health**, showing strength in support of those who struggle.
- 353 individuals accessed the **Activities for Less Fee Assistance program**.
- The Salvation Army's annual **Toy Mountain toy drive** was offered space in a City facility - the Preston Scout House - to ensure every child had a gift to open on Christmas.
- **Cambridge Community Connections**, a micro-grant program for resident-led initiatives was launched to foster social connections, inclusion, and, community wellbeing.





Encourage safe and healthy neighbourhoods

Our projects and initiatives:

- The **Snow Removal Assistance Program** provided snow clearing service for residents who are both physically and financially unable to clear snow from their sidewalk or driveway.
- A new sidewalk was installed on the south side of Reuter Drive, from Cherry Blossom Road to the Conestoga College Campus. This sidewalk was identified as a key priority for **pedestrian safety and accessibility**.
- 40 km/hr Neighbourhood Area speed limits were implemented. The **Neighbourhood Area Speed Limit Project** is a key initiative in achieving reduced speeds, and improving safety for drivers, cyclists, and pedestrians.
- The Old Mill Road **Traffic Calming design** was completed, and traffic calming measures were implemented on Old Mill Road between Dickie Settlement Road and Blair Road.
- **Road Safety Audits** began on Duke Street, Laurel Street and Saginaw Parkway.
- The **Mobile Security Team** was implemented in 2024 and continues to be successful.



Promote and develop more transportation options

Region of Waterloo and area municipalities partnered with Neuron Mobility to bring **micromobility** to the Region including e-scooters and e-bikes for public use.

The City participated on the Regional Project Teams for **Stage 2 ION Project** and the Project Team for **Cambridge Go Train Service**.





Take action to combat climate change

Our projects and initiatives:

- **Greenhouse Gas Reduction Feasibility Study** completed for ten City-owned buildings which identified upgrades to achieve more than 80% emission reduction within 20 years.
- **Carbon Reduction Assessment** completed to help reduce greenhouse gas emissions in City buildings. The assessment provides a detailed look at current emissions and highlights key opportunities to lower them.
- **Building Condition Assessments** were done for more than 80 City buildings, providing information on work to be done to protect City assets.
- **Cambridge Community Clean Up** event hosted in April encouraging residents to help clean up litter across the city.
- **Free tree giveaway** in April and September saw 550 trees given to residents and additional 450 trees planted by City staff helping improve air quality, protect the tree canopy and fight climate change.





Prepare for emergency prevention and recovery



- The Cambridge Fire Department hosted its **annual open house**, welcoming approximately 5,000 participants. The focus of this event was lithium-ion battery safety, a growing concern in fire prevention.
- The City offered information booths at multiple locations to ensure that residents could ask questions and get support during **Emergency Preparedness Week**.
- Cambridge Fire Department responded to fewer **emergency calls for service**, marking a 5.46% decrease from the previous year. While this reduction may reflect positive trends in prevention and public safety, the total fire loss amounted to \$6,825,000 across 100 fire events with reported dollar losses.
- The Cambridge Fire Department conducted a **Residential Fire & Life Safety Education Program**, which involved door-to-door smoke alarm checks and fire safety education.
- The City conducted a **flood wall installation** exercise on the Main Street Bridge as part of annual flood preparations.

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312 inspections including
24 Vulnerable Occupancy inspections

193 hours of instruction per firefighter

399 educational events

26,172 social media profile visits

821,244 content views





Public Values at a Glance

The City is committed to delivering public value.

Public value means that we commit to considering the “big picture” impact of all our actions and communicating how we are delivering value through our work. The principles of sustainability, leadership, collaboration, transparency, and engagement are core to how we deliver service excellence and promote pride of place in Cambridge.





Sustainability

We focused on the responsible management of financial resources through the following initiatives:

- Council approved an incremental dedicated 1% **infrastructure levy** to address infrastructure gaps and ensure sufficient funding will be provided to maintain the City's aging assets.
- Council approved the use of **surplus funds to reduce debt funding** for the Preston Memorial Auditorium - resulting in savings on interest payments for the community.
- This year, staff had seven successful grant applications and obtained a total of **\$32.4 million dollars** in **grant funding**. We continue to apply for a multitude of grants to support key organizational initiatives. Staff are committed to finding ways to lessen the financial burden on residents while maintaining or enhancing our service levels.
- **Facility rental revenues** peaked at \$3.5 million, with more than 53,450.95 facility hours booked.
- We supported our regional partners in backing a **Buy-Canadian Plan**, showing strong support for local businesses and economic resilience amid global uncertainty.

Play it Forward — CAMBRIDGE —

More than \$12,000 in donations were raised as part of the **Play it Forward Campaign** - an initiative aimed at supporting big City projects that give residents more places to play, stay active, and come together.

We wish to thank our sponsors for generously donating and supporting sport and recreation in our community. We are grateful for their contributions in 2025, which include \$367,500 in philanthropic naming sponsorships:

\$100,000

Toyota Motor Manufacturing Canada

Toyota Fieldhouse at the Kinsmen Stadium to support the Accessible Ball Diamond Project

\$100,000

Greybrook

Greybrook Atrium at the Preston Memorial Auditorium

\$7,500

Ball Construction

First Aid Room at the Preston Memorial Auditorium

\$150,000

Elements Engineering

FIBA gyms at the new Recreation Complex

\$10,000

GrandBridge Energy

Exercise Equipment at the new Recreation Complex

The City focused on the responsible management of environmental resources as well as renewed and maintained our assets in the following ways in 2025:

- 41,585** smart meters were installed across the City, and **1,500 smart meters** were replaced after reaching the end of their operational lifespan.
- 26%** of total catch basins were cleaned. **Catch basins** are used to redirect water with an aim to prevent flooding.
- 5.1** kilometers of **road renewal** including:
2.1 kilometers of **road reconstruction**.
3.0 kilometers of **road resurfacing**.
- 1** pedestrian **bridge replacement** was completed for Mill Race Park.
- 50+** kilometers of **trails maintained**.
- 3.1** kilometers of **sanitary main renewal**.
- 1.8** kilometers of **watermain renewal**.
- 1.2** kilometers of **stormwater main renewal**.





Leadership

We took pride in our City and helped create positive change:

- Mayor Liggett and several Councilors attended the annual **Federation of Canadian Municipalities Conference** in Calgary, meeting with Federal leaders and mayors across Canada.
- In August, Mayor Liggett, members of Council and the Corporate Leadership team attended the **Association of Municipalities Ontario Conference**, meeting with Provincial Ministers to advocate for Cambridge residents in a variety of areas, including mental health and addiction supports, infrastructure funding, heritage designations, and more.
- **Danielle Manton, General Manager of Corporate Services**, was appointed **President of the Association of Municipal Managers, Clerks and Treasurers of Ontario**, reflecting Cambridge's leadership in municipal governance and commitment to inclusive, transparent, and service-oriented public administration.
- Mayor Liggett presented the **Mayor's Volunteer Award** to three students, sharing her gratitude and noting their inspiration to make Cambridge a strong, more connected community.
- Cambridge firefighters demonstrated exceptional community spirit, **volunteering** approximately 1,700 hours for charitable events and raising \$1,400 for Camp Bucko, a free residential camp for young burn survivors.

Cambridge hosted the **2025 Ontario Auto Mayors Roundtable**. The event emphasized collaboration to strengthen supply chains, workforce development for emerging technologies, and investment to maintain Ontario's global competitiveness.





Collaboration

We worked together with staff and community partners to deliver exceptional services:

- In partnership with Communitech, the City assisted in designing and testing new programming to support small and medium-sized businesses. This work focused on **driving innovation** across Cambridge's key sectors.
- Cambridge partnered with the Cities of Kitchener and Waterloo to host a **Regional Accessibility Tradeshow**, bringing together accessibility professionals, community organizations, and residents to share innovations, resources, and ideas that help remove barriers and promote inclusion across Waterloo Region.
- The City's **Emergency Management Team** delivered training to internal city staff and external partners, to strengthen collaboration and ensure effective emergency response.
- Our partnership with **TRANSCAER®** marked a major milestone with the Ontario launch of the **CCPX 911 Safety Train**. Over four days, Firefighters received hands-on training in hazardous materials transportation safety.
- The **By-Law Compliance and Corporate Security Team** collaborated with local High Schools and Conestoga College to host students placements and met regularly with Regional partners to discuss community safety and well-being.
- Seven **government relations reviews and advocacy initiatives** were completed.
- The City introduced **an interim property tax and fee deferral** program for residents and businesses affected by recent tariffs changes.

We hosted a **business networking event** to focus on strengthening international economic partnerships and advancing economic priorities between Cambridge and Germany.





Engagement

We used Engage Cambridge to share information and hear from residents on the following 25 initiatives:

- 1 2025 Budget & Business Plan
- 2 Queen Street West Design Assignment
- 3 Cemetery Master Plan Community Engagement
- 4 Edward Street and Preston Parkway Sidewalk Design
- 5 New Playground Amenities Proposed in Sault Park East
- 6 Hespeler Heritage Conservation District
- 7 Galt Core Heritage Conservation District
- 8 Preston Secondary Plan
- 9 Multi-Use Sports Courts - Churchill and Weaver
- 10 Heritage Review - Public Information Sessions
- 11 Housing Needs Assessment
- 12 Lions Can-Amera Park Spray Pad
- 13 Jumpstart Inclusive Multi Sport Court
- 14 Property Standards and Lot Maintenance By-law Review
- 15 Fireworks By-Law Review
- 16 New Comprehensive Zoning By-law with Form Based Residential Zoning
- 17 Cooper Street Reconstruction
- 18 Main Street and Peck Street Reconstruction Design
- 19 High-Performance Development Standards
- 20 New City Website
- 21 2026 Mayor's Budget
- 22 Multi-Year Accessibility Plan
- 23 Parkland Strategy
- 24 Dunbar Multi-Use Trail
- 25 Residential Parking Review



We launched new and innovative ways for the public to engage with the City:

- To increase budget participation, **W.I.T.Y. (What's Important To You)** the budget bot was introduced to help gather feedback for the 2026 budget.
- **The Pop-Up Mayor** engagements provided meaningful spaces for dialogue, feedback and connection.
- The Mayor held **Annual Meetings** with the downtown business owners within the three cores and attended many **Community Events** throughout the year.
- Municipal By-law Compliance attended several events including **job fairs, community events and open houses**.
- An **open house at Bishop Street Operations Centre** was held in May, in celebration of Public Works Week. Residents met City Staff who work in the Infrastructure Services areas, saw truck and equipment displays and various activities like face painting, balloon twisters and paint a plow.



We asked for input and involved the public in decision-making:

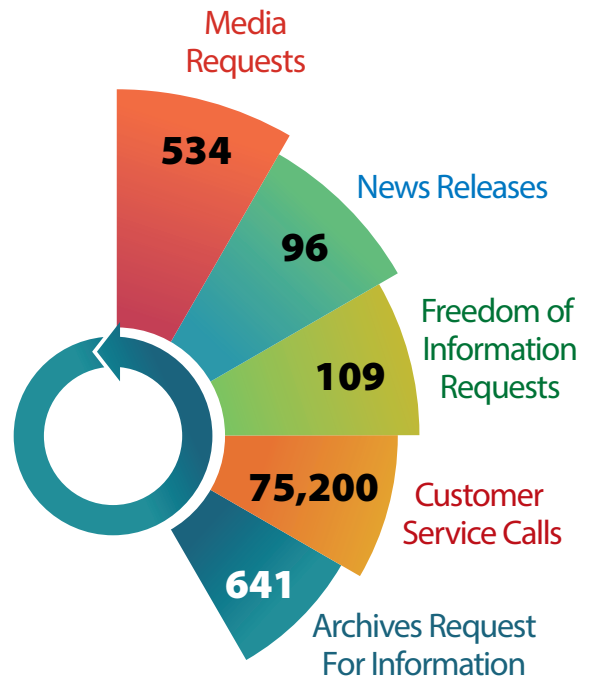




Transparency

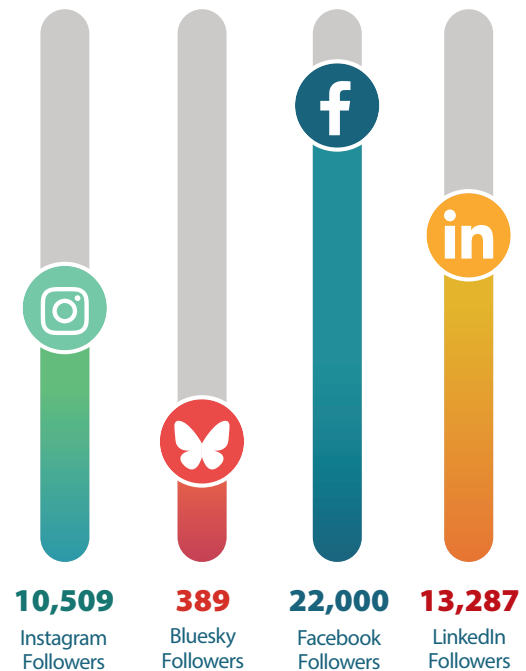
We shared information about our services, progress, and results:

- Corporate Communications responded to 534 **media requests**.
- Issued 96 **news releases**.
- Service Cambridge answered approximately 75,200 **customer service calls**.
- Cambridge Archives staff responded to:
 - 641 (478 External / 163 Internal) **requests for information**.
 - 136 (120 External / 16 Internal) **visitors**.
 - **Toured** six groups.
 - Provided Archives **Lectures** and **Presentations** for five groups.
 - Fulfilled 109 **Freedom of Information** access requests.



We widened our reach and increased our social media corporate accounts by increasing our followers in 2025:

- **Bluesky** Total of 389 followers, 318 posts.
- **Facebook** Total of 22,000 followers, 911 posts.
- **Instagram** Total of 10,509 followers, 1,097 posts.
- **LinkedIn** Total of 13,287 followers, 57 posts.



We publish an annual Multi-Year Accessibility Plan status report and file AODA compliance reports to the Province, demonstrating continuous improvement and accountability.



Awards and Designations

The City is proud to have received the following awards:

- The City's Communication Team was internationally recognized with **three MarCom Awards**.
- The Economic Development Division has been named a finalist for the **2025 Economic Developers Council of Ontario Awards of Excellence**. This nomination is in the category of Excellence in City Building for the 2021–2025 Core Areas Community Improvement Plan.
- For the 10th consecutive year, the Government Finance Officers Association of the United States and Canada has awarded the City of Cambridge the **Canadian Award for Financial Reporting** for its annual financial report for the fiscal year ending December 31, 2024.
- **Bee City designation** from Bee City Canada, whose mission is to inspire cities, towns, First Nations, schools, businesses and other organizations across the country to take action to protect pollinators.
- The Arbor Day Foundation recognized the City as a **2024 Tree City of the World** for its ongoing commitment to urban forestry. This marks **Cambridge's fourth consecutive year** of receiving the honor. Trees in urban areas offer significant benefits, including reducing heat, flooding, and air pollution, enhancing well-being, and lowering energy costs and increasing property values.
- The World Health Organization has recognized the City as an **age-friendly community**.
- **HIGH FIVE®** is Canada's quality standard for children's recreation, culture and sport programs. The City is an Accredited Organization, meaning we focus on children's healthy development by providing programs with the highest recognized level of quality and safety.



Winterfest has once again been named one of **Ontario's Top 100 Festivals & Events** by "To do Canada".



City of Cambridge

CELEBRATING OUR COLLECTIVE ACHIEVEMENTS IN 2025.



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