

# CAMBRIDGE CONNECTED STRATEGIC PLAN 2020-2023

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# CAMBRIDGE CONNECTED STRATEGIC PLAN (2020-2023)

In January 2020, the City of Cambridge began the process of updating its strategic plan, Cambridge Connected. The aim was to develop a focused plan based on community priorities that would help to inform decision-making over the term of the plan. The City's vision, mission and values remain unchanged from those adopted in 2016.

## VISION

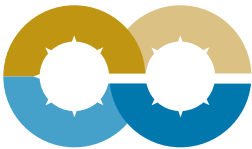
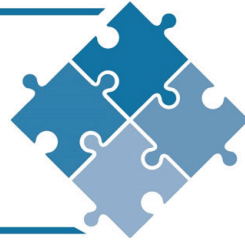
A place for people to prosper -  
**alive** with opportunity

## MISSION

Working **together**  
Committed to our **values**  
Serving our **community**

## VALUES

INTEGRITY  
RESPECT  
INCLUSIVENESS  
SERVICE



## THE STRATEGIC PLAN INCLUDES FIVE COMPONENTS



## GOALS

'big picture', long-term description of what we want to achieve.

## OBJECTIVES

specific priority areas that work towards our goals.

## ACTIONS

measurable steps we will take to achieve these objectives.

## INITIATIVES

individual projects that, together, accomplish each action.

## PUBLIC VALUE STATEMENT

commitment to principles of sustainability, engagement, leadership, collaboration and transparency in all aspects of this plan.



# CAMBRIDGE CONNECTED PUBLIC VALUE STATEMENT

**We will emphasize the importance of sustainability, leadership, collaboration, transparency and engagement as we deliver service excellence and promote pride of place**

Every goal, objective and action of Cambridge Connected will be considered within the context of delivering public value. This statement means that we commit to considering the “big picture” impact of all strategic actions and communicating how we are delivering public value through our work.

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## SUSTAINABILITY

- focus on the responsible management of financial resources, ensuring transparency and accountability
- ensure that environmental sustainability principles are embedded in city decision-making processes and encourage innovative approaches to address environmental challenges
- set a corporate example by aligning messaging, spending and decision-making with this strategy

## LEADERSHIP

- deliver a consistent, positive and unified narrative about Cambridge as a single, world-class city that contains many unique areas
- act as an accelerant and enabler of corporate and community stakeholder efforts to achieve this vision of pride of place
- lead with conviction and authenticity around a bold, integrated vision for public good
- recognize that we have an active role to play when other partners take the lead

## COLLABORATION

- actively work together with our partners and the community to achieve common goals and ensure representation of community interests
- encourage a culture of innovation and engagement that allows all staff to contribute to the ongoing renewal of city services, programs and resources

## TRANSPARENCY

- communicate often and openly and make sure messages are clear, timely and delivered consistently in a variety of ways
- demonstrate how feedback is considered in the decision-making process
- hold ourselves accountable by sharing the ongoing progress and results of this strategy

## ENGAGEMENT

- provide the public with a wide range of ways that they can be involved in decision-making
  - invest in ongoing community engagement and be responsive to emerging local concerns
  - participate in constructive two-way dialogue with our stakeholders
  - work to ensure inclusive participation
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# CAMBRIDGE CONNECTED GOALS & OBJECTIVES



## PEOPLE

Foster a community with heart, where everyone belongs and is cared for

### WELLBEING

Connect people to services that support individual and community wellbeing

### BELONGING

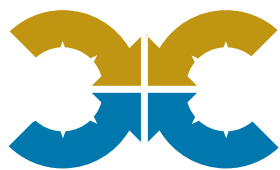
Be known as a safe and welcoming community where everyone feels like they matter

### VIBRANT NEIGHBOURHOODS

Promote, facilitate and participate in the development of safe and healthy neighbourhoods with a range of housing options

### INCLUSION

Deliver accessible, diverse and inclusive services, programs and infrastructure for all ages and abilities



## **CAMBRIDGE CONNECTED GOALS & OBJECTIVES**

# **PLACE**

Embrace and celebrate our city's unique character while enhancing the spaces where people connect

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## **PLACEMAKING**

Promote and create a wide range of destinations and activities that capitalize on the beauty of the rivers and heritage buildings

## **PLANNING FOR GROWTH**

Provide for a mix of development, uses and amenities in order to meet the needs of a changing and diverse population

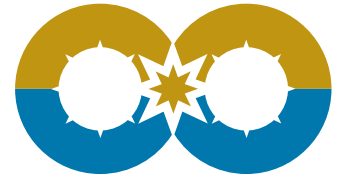
## **GREEN SPACES**

Protect, enhance and steward our parks, green spaces and environmental areas





## **CAMBRIDGE CONNECTED GOALS & OBJECTIVES**



# **PROSPERITY**

Build a vibrant and resilient city where current and future generations will live well

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### **STRONG CORES**

Create an inviting downtown that connects and complements core areas and neighbourhoods where people want to live and visit

### **ECONOMIC INCLUSION & SUPPORT**

Establish and extend inclusive programs to support business readiness and workforce development and help local businesses to thrive

### **GETTING AROUND**

Emphasize connectivity and active transportation choices to help people travel in and beyond the city without a car

### **RESILIENCY**

Use a future-oriented, proactive approach to climate action and emergency preparedness

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## STRATEGIC ACTIONS

As a municipality, the City of Cambridge leads service delivery in some areas, and collaborates closely with other municipal partners and agencies in others. Based on over 2,000 responses to stakeholder and community outreach, there are six actions that the City has the mandate and capacity to lead and seven where we will collaborate with others.

# LEAD

We are the lead for the following strategic actions

ACTION	HOW	WHY
<b>Create and activate spaces that offer things for people to do</b>  This action focuses on creating intentional community hubs in neighbourhoods, green spaces and core areas, in a way that safely connects people and attracts diverse, multi-generational audiences. This includes promoting volunteerism, working with neighbourhood associations and community centres, and investigating opportunities to leverage public art and creating pedestrian-only areas.	Design, build and operate community spaces and implement programs and events.	<b>To increase</b> satisfaction, participation and enjoyment of the programs, events and facilities available in Cambridge.
<b>Provide age-friendly services that are accessible to all</b>  This action focuses on striving to meet the unique needs of seniors, youth and equity-seeking groups, using multi-use recreation and cultural facilities to provide multi-generational, diverse and inclusive programs; and embracing universal design for accessibility.	Develop and deliver high-quality programs for children, youth and adults that meet the needs of a diverse and changing population.	<b>To enable</b> all residents to participate in civic life and increase service area satisfaction and participation rates.
<b>Establish our core areas as attractive destinations</b>  This action focuses on promoting the core areas as a destination for residents and tourists and using disciplined and consistent messaging to reinforce Cambridge as a single city with multiple core areas/hubs and rivers. It will also focus on planning and economic development initiatives that create the conditions to support having more businesses and residents downtown.	Plan for growth and make decisions and investments that encourage people to live and work in core areas.	<b>To increase</b> feelings of safety and enjoyment of core areas for residents, businesses and visitors and leverage the economic potential of these unique assets.

## STRATEGIC ACTIONS - LEAD

We are the lead for the following strategic actions

### ACTION

#### Enhance equity and inclusion efforts

This action will focus on initiatives that reach out to new residents and newcomers so they will choose to stay in Cambridge and building capacity to deliver services delivering services that meet the needs of equity-seeking groups.

### HOW

Demonstrate and champion equity and inclusion through our actions, while serving all members of the community in an equitable way.

### WHY

**To increase** the number of people agreeing that Cambridge is an inclusive community and reduce the amount of people experiencing discrimination.

#### Lay the foundation for future community-building

This action will focus on the creation of a growth management strategy that includes a vision for growth and considers future impacts to core services, planning for infrastructure needs, and preparing for the LRT (Phase 2 ION).

Develop clear, integrated plans to shape development activity with environmental, economic and social considerations in mind.

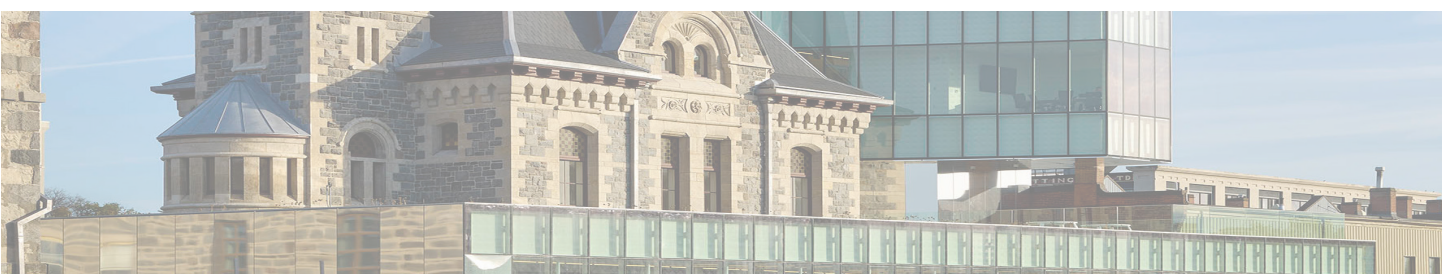
**To plan and prepare** Cambridge for future development and population growth, ensuring a strong shared vision for growth.

#### Enhance opportunities to enjoy built and natural heritage

This action focuses on making rivers and parks more useable and accessible, addressing ongoing resources and maintenance requirements, increasing community participation in the ongoing care of our parks, natural spaces and environmental areas, and working with partners to improve and protect our natural heritage features.

Preserve, maintain and program natural and built heritage assets.

**To increase** residents' ability to enjoy and access these assets, and to leverage these assets to attract tourism and new opportunities.



# COLLABORATE

We will collaborate on the following strategic actions



## ACTION

### Enable small business to succeed

This action focuses on supporting small, local businesses and working to strengthen the local economic ecosystem through partnerships, growth-readiness supports and COVID-19 recovery initiatives. It also provides opportunities to support newcomer entrepreneurship, creative industries, and enhance relationships with post-secondary institutions and community training programs.

### Increase housing options

This action focuses on identifying tangible ways that the City of Cambridge can support and create innovative supports for attainable and affordable housing.

### Encourage safe and healthy neighbourhoods

This action focuses on addressing safety concerns through neighbourhood-level initiatives such as traffic safety. It will also include opportunities for community members to come together through initiatives that enhance and celebrate the unique personalities of our neighbourhoods.

## HOW

Deliver small business services through INVEST Cambridge and work with area BIAs, Chamber of Commerce, and regional partners to be responsive to needs.

Create local conditions that make it possible for Regional and other partners to diversify and create the types of housing available in the City.

Establish and support neighbourhoods by delivering services and partnering with community organizations.

## WHY

**To maintain and recover** a healthy business environment and secure employment opportunities.

**To identify** ways that the City can diversify housing types and make Cambridge a more affordable place to live.

**To increase** feelings of safety and pride of place in neighbourhoods throughout Cambridge.



## STRATEGIC ACTIONS - COLLABORATE

We will collaborate on the following strategic actions

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### ACTION

#### Improve access to social supports

This action focuses on partnerships opportunities to provide supports outside of the City's mandate and supporting our most vulnerable residents by using the means at the City's disposal to respond to homelessness, mental health and addictions needs to support our most vulnerable residents.

### HOW

Advocate for communicate information about, and facilitate the establishment of social support services within Cambridge.

### WHY

**To improve** quality of life and access to the services that people need.

#### Take action to combat climate change

This action focuses on initiatives that enable the City to meet the existing commitments and targets established by Council, including the "80 by 50" target for reduction of greenhouse gases. This includes maintaining innovative proactive asset management practices; promoting and expecting green development as a demonstration of the City's commitment to address climate change; and demonstrating leadership and cooperation in preparing our community for the effects of climate change.

Participate in Climate Action WR partnership and take meaningful actions at the municipal level to reduce GHG emissions and prepare for the future.

**To make a meaningful contribution** to mitigate the effects of climate change and meet our commitments.

#### Prepare for emergency prevention and recovery

This action focuses on initiatives that ensure the City is ready to respond to emergency situations and has plans in place that will support the continuity of City services and safety of all residents.

Operate Fire Services and partner with others to prepare for unexpected events and keep the community safe.

**To have robust plans in place** and be able to respond in order to keep people safe in the event of emergencies.

#### Promote and develop more transportation options

This action focuses on initiatives that increase transportation options, including preparing for the LRT and related development; enhancing and connecting multi-use trails and other active transportation such as buses; investing in cycling infrastructure, improving walkability in and between downtown and community hubs; and advocating and preparing for GO Transit.

Plan responsibly for growth, support and facilitate local connections and infrastructure, and participate in regional advocacy for large-scale transit infrastructure.

**To Increase** the availability of transit options and increase the number of people who are able to get around without a car.

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