

City of Cambridge

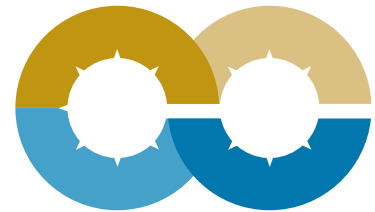
2024-2026

STRATEGIC PLAN

CAMBRIDGE CONNECTED



cambridge.ca/strategicplan



2024-2026 Cambridge Connected Strategic Plan

In January 2023, the City of Cambridge began the process of updating its Strategic Plan, Cambridge Connected. The aim was to refresh the existing plan, with a focus on establishing an enhanced performance measurement framework which will measure the City's progress on implementing the Strategic Plan. This Plan provides the foundation for decision making, priority setting and resource allocation in order to deliver high-quality public service that meets the evolving needs of the community.

Vision Statement Description

The City's vision description was newly developed to further articulate the progress we will make towards achieving our vision in this term of Council.

The vision statement description is as follows:

Cambridge celebrates the uniqueness of its founding communities and cultures while being one, unified City.

Its residents and visitors enjoy safe, clean, caring, sustainable, inclusive and accessible neighbourhoods. Cambridge offers a wide variety of lifestyle and housing options, access to social supports, transportation options and ample cultural and recreational opportunities for citizens of all ages and abilities.

Our City is a sought-after community in which to live, work, play, explore and invest. As an innovative and forward-thinking City, Cambridge supports extensive intentional growth in every aspect, while protecting the environment and respecting our unique assets, which include multiple rivers and downtown cores as well as many heritage features.

As a community of opportunity, Cambridge encourages business growth and transition, entrepreneurial spirit, strong leadership and civic pride.

VISION

A place for people to prosper -
alive with opportunity

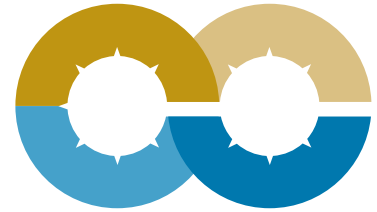
MISSION

Working together
Committed to our values
Serving our community

VALUES

INTEGRITY
RESPECT
INCLUSIVENESS
SERVICE





2024-2026 Cambridge Connected Strategic Plan

The Strategic Plan includes five components:

PUBLIC VALUE STATEMENT

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

GOALS

- ‘Big picture’, long-term description of what we want to achieve.

OBJECTIVES

- Specific priority areas that work towards our goals.

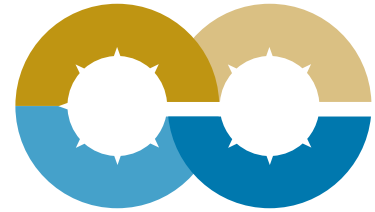
ACTIONS

- Measurable steps we will take to achieve our objectives.

INITIATIVES

- Individual projects that, together, accomplish each action. Initiatives are identified through the City’s Business Planning process.





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.

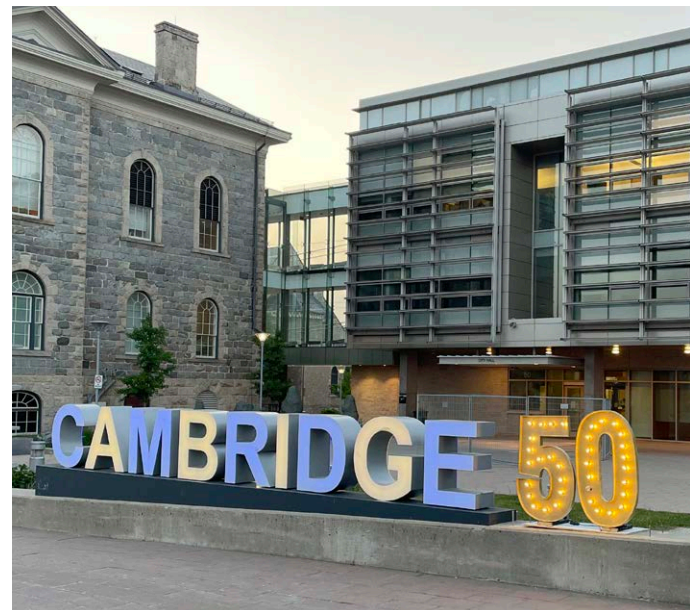
Every goal, objective and action of Cambridge Connected will be considered within the context of delivering public value. This statement means that we commit to considering the “big picture” impact of all strategic actions and communicating how we are delivering public value through our work.

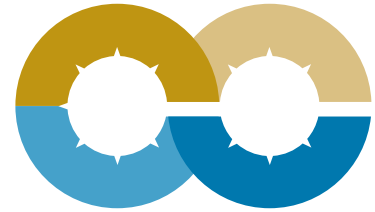
SUSTAINABILITY

- 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.
- Consistently being stewards of what we inherited through the ongoing preservation of our heritage assets and through the maintenance and enhancement of existing infrastructure.

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.





Cambridge Connected

Public Value Statement

COLLABORATION

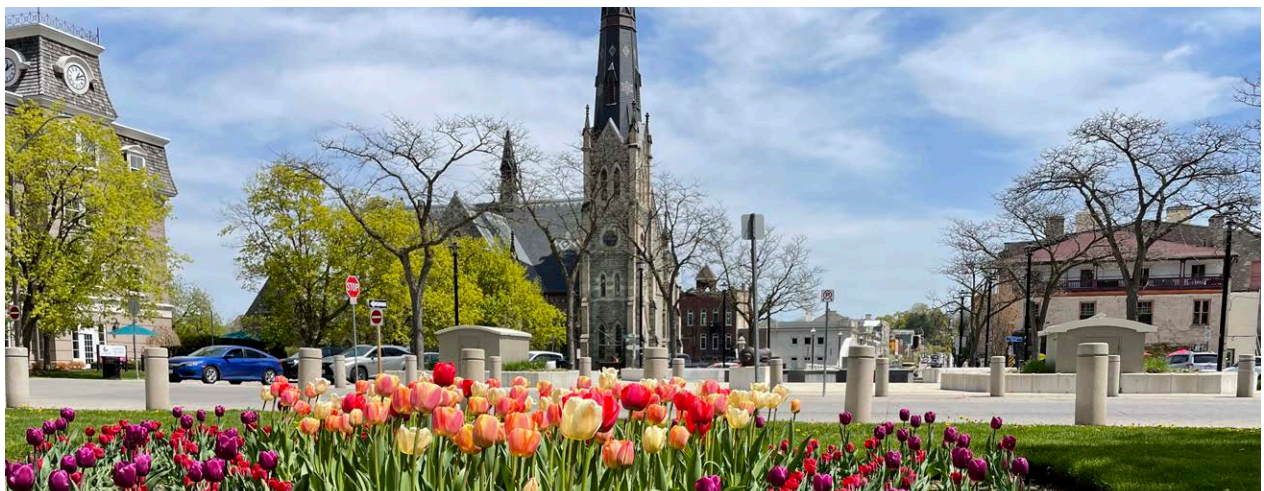
- Actively work together with our partners and the community to achieve common goals and ensure representation of community interests.
- Encourage a culture of innovation and engagement that allows all staff to contribute to the ongoing renewal of city services, programs and resources.

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.



Goals & Objectives

People



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

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.

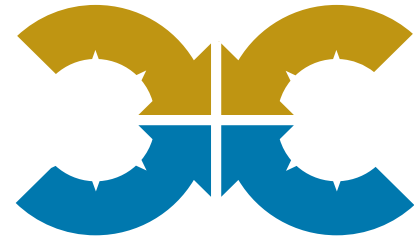
INCLUSION

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



Goals & Objectives

Place



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

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

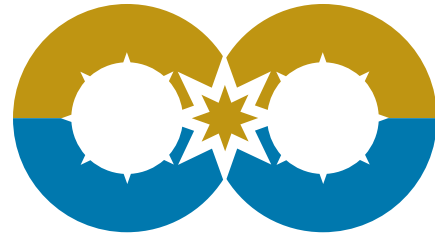
- Provide for a mix of development, uses and amenities in order to meet the needs of a changing and diverse population.

GREEN SPACES

- Create, preserve, protect, enhance and steward our parks, green spaces and environmental areas.

Goals & Objectives

Prosperity



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

STRONG CORES

- Create inviting downtowns that connect and complement core areas and neighbourhoods where people want to live, work 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 through various modes of transportation.

RESILIENCY

- Use a future-oriented, proactive approach to climate action and emergency preparedness to ensure we can adapt in a changing environment.



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. 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

Actions



Create and activate spaces that offer things for people to do.

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.

How

Design, build and operate community spaces and implement programs and events.

Why

To increase satisfaction, participation and enjoyment of the programs, events and facilities available in Cambridge.



Provide age-friendly services that are accessible to all.

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.

To enable all residents to participate in civic life and increase service area satisfaction and participation rates.



Establish our core areas as attractive destinations.

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.

To increase 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

Actions



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 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 the thoughtful and intentional growth of our City. We will consider future impacts to core services as we plan for future infrastructure and land acquisition requirements. We will also continue to enhance and improve services through a variety of continuous improvement and long-term planning initiatives.

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 and built 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.



Strategic Actions

Collaborate

We will collaborate on the following strategic actions

Actions



Enable small business to succeed.

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

How

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

Why

To maintain a healthy business environment and secure employment opportunities.



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.

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

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



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.

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

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



Strategic Actions

Collaborate

We will collaborate on the following strategic actions

Actions



Improve access to social supports.

This action focuses on partnership opportunities and advocacy to support our most vulnerable residents by using the means at the City's disposal to respond to homelessness, mental health and addictions needs.

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 and 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.

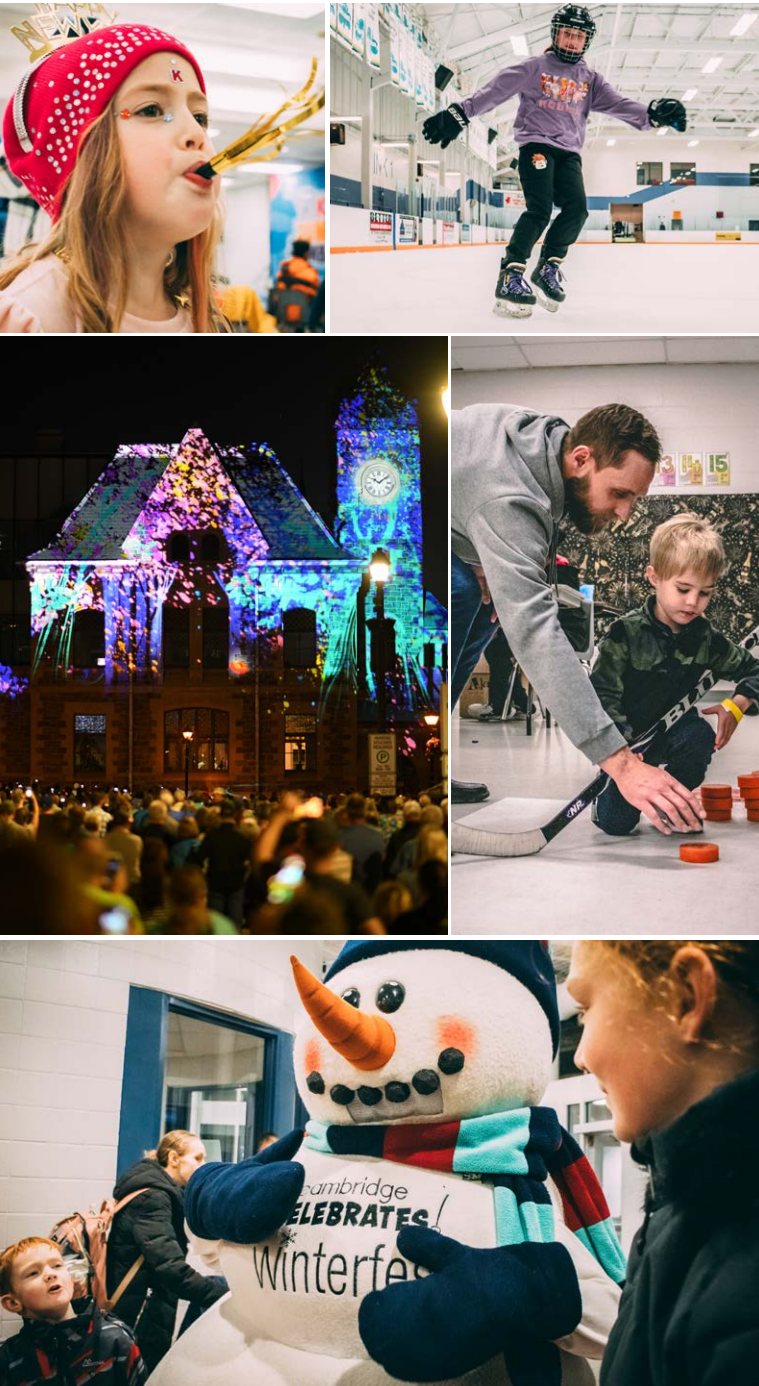
This action focuses on initiatives that enhance transit systems and increase transportation options, including: preparing for the LRT and related development; enhancing and connecting multi-use trails; investing in cycling infrastructure; improving walkability in and between the downtowns and community 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 through various modes of transportation.

Strategic Actions

Measuring Our Progress



The 2024 - 2026 priorities were developed to reflect Cambridge's most pressing needs and biggest opportunities, and in support of our vision of being **a place for people to prosper - alive with opportunity.**

They are designed to guide the decisions of Council and City staff and allow for the prioritization of resources and the clear and transparent progression towards achievable goals and measures of success. This will be done through a variety of actions including:

- Ongoing business plan development (in coordination with our budgeting process)
- The application and continuous monitoring of performance metrics; and
- Through various methods of reporting on key priorities

The above actions will highlight where we are doing well, and where we need to focus more attention to ensure we are delivering fully on our commitment to the community.



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