

# City of Cambridge

## YEAR IN REVIEW

At the end of each year, we look back and take stock of all that happened, what we accomplished, and consider where we want to go in the next year.

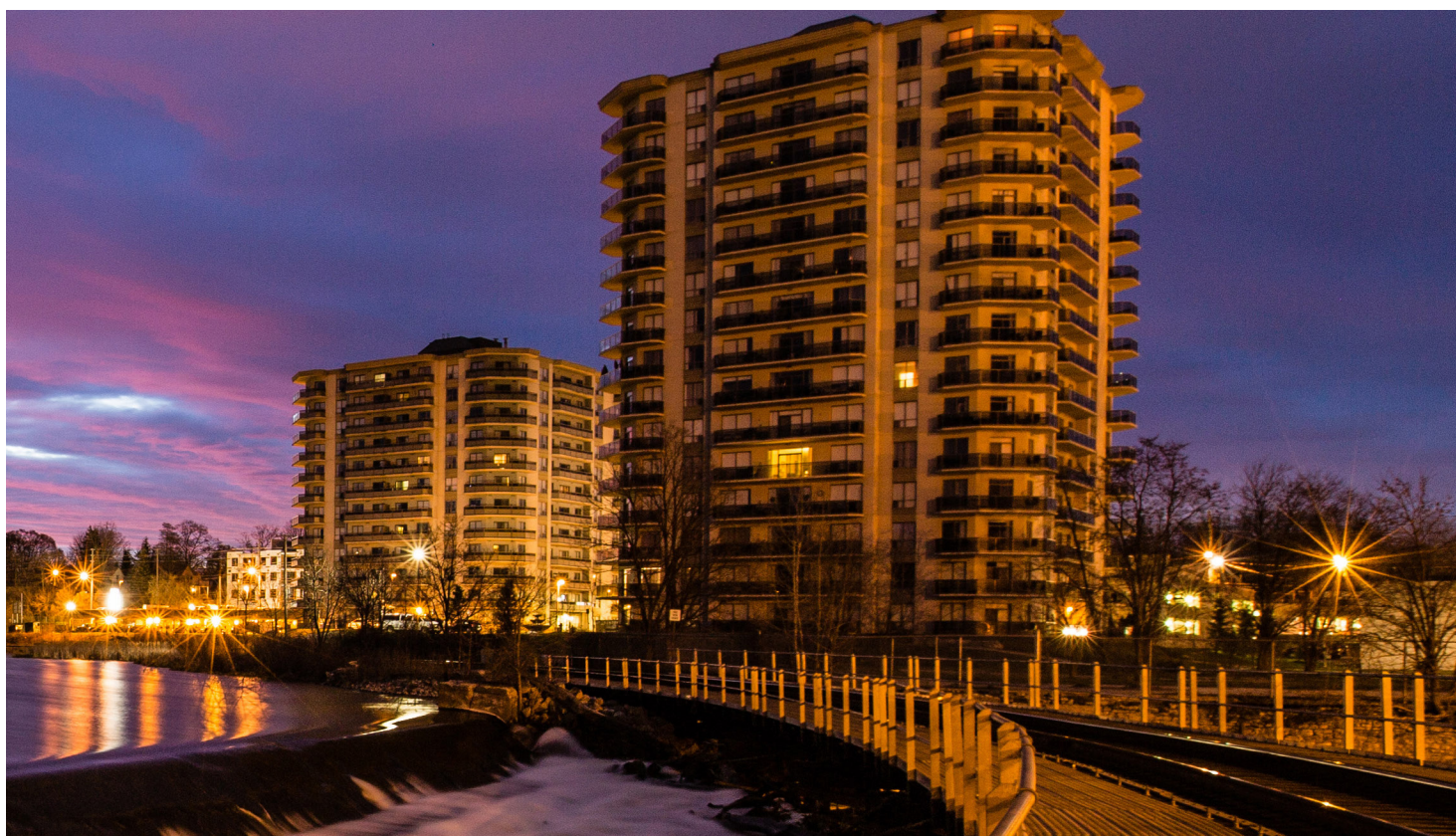
In 2021, there is a lot to reflect on. Despite the critical nature of the sustained pandemic response, City employees continued to work hard to serve the community, to keep essential services going, and to make progress on important priorities.

During the first year of the pandemic, the City of Cambridge developed a **pandemic timeline** of events to capture the evolution of the COVID-19 response. This timeline has been updated to include the activities of 2021.

# 2021



One thing that became clear over the past year is that the City still had important work to do to serve the community and make progress on important priorities. As a result, we continued to ensure regular City business and services could be re-instated as much as possible - providing value to our community today and setting the foundation for a strong recovery in the future.



# Public Value “At a Glance”

The City is committed to delivering public value. But what do we mean by this?

Public value means that we commit to considering the “big picture” impact of all our actions and communicating how we are delivering public 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 and environmental resources.

- Cambridge named a “Tree City of the World” for continued management of the City’s urban forest
- 5th straight year receiving the Canadian Award for Financial Reporting from the Government Finance Officers Association
- 130 kilometers of trails maintained
- 6.7 kilometers of road renewal
- 5 kilometers of pipe renewals (water, sanitary, and storm pipes)
- Purchased 2 electric ice re-surfacers and planned for the introduction of new hybrid pumper trucks
- Installed 6 EV charging stations at 17 Cambridge St to support our growing electric fleet
- Upgraded 15,600 water meters as part of our Smart Metering Project, for a total of 35,000 to date (87% complete)

## Leadership

We took pride in our city and helped create positive change.

- Received the E.A. Danby Award (shared with Ottawa, Windsor, and Pelham) for the safe and innovative delivery of the 2020 by-election
- 20 government relations reviews or advocacy initiatives completed
- 300+ photos submitted for the “My Winter City” art exhibit at Cambridge Centre for the Arts
- 13 new actions approved as part of the Cambridge Connected strategic plan

## Collaboration

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

- Cambridge Bee City collaborative partnership resulted in a “Bee City Canada” designation for the City of Cambridge
- 17 weeks of extended patios and pedestrian-only areas made possible through partnerships in downtown Hespeler and Galt Business Improvement Areas
- 50% by 2030 GHG emissions reduction target adopted by all eight municipal councils in Waterloo Region
- Collaborated with Student Transportation Services of Waterloo Region to implement “Enhanced School Zones” at 2-3 schools across the City





## Transparency

We shared information about our progress and results.

- 51+ news releases
- 982+ Facebook posts
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association recognizing transparency in budgeting
- Received the 2020 Canadian Award for Financial Reporting from the Government Finance Officers Association
- More than 70,000 customer service calls answered by Service Cambridge

## Engagement

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

- 133 responses to the 2022 Budget Engagement Survey
- 20+ city projects shared on Engage Cambridge
- 260 staff reports submitted
- 243 delegations heard at Special Council Meetings
- 34 Special Council meetings streamed live and posted on YouTube

We used Engage Cambridge to share information and hear from residents on the following projects, including:

- **Transit Oriented Development Community Improvement Plan**
- **Newman Drive Sidewalk Construction**
- **Galt Core Heritage Conservation District**
- **Milling Road Streetscape**
- **Hespeler Trail**
- **Fountain Street Soccer Complex**
- **Stormwater Management Funding Study**
- **Spruce St & Bruce St Reconstruction**
- **Riverside Dam**
- **Albert St, Henry St, Serviss St & McAuslan St Reconstruction**
- **40km/h Neighbourhood Speed Limit Pilot**
- **Budget 2022**
- **Energizing our Future potential merger**
- **CTS Site Consultation**
- **Municipal Voting: Have Your Say (for 2022 municipal election)**
- **Soper Park: What could it be?**
- **Placemaking Ideas Session**



- **Additional Residential Unit Regulation**
- **Extended Patio Road Closures**
- **Cambridge Connected Strategic Plan**

## Awards

- Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), recognizing transparency in budgeting
- E.A. Danby Award from the Association of Managers, Clerks and Treasurers of Ontario (AMCTO) for the safe and innovative delivery of the 2020 by-election (shared with the City of Ottawa, Windsor, and the Town of Pelham)
- Festival ad Events Ontario 2021 Achievement Award for the 2020 Christmas in Cambridge festival (Winter Illumination and the online Cambridge Christmas Market)
- Cambridge recognized for financial reporting excellence for the 5th straight year with the Canadian Award for Financial Reporting (CAnFR) from the Government Finance
- Cambridge named "Tree City of the World" recognized by Tree Canada, The Arbour Foundation & United Nations urban forest, joining 7 Ontario municipalities, 15 Canadian cities and 120 cities in over 20 countries who recognize the value of trees in building healthy, resilient and happy cities

2020

TREE CITIES OF THE WORLD

RECOGNITION  
AWARD





# Approving the 2020-2023 Strategic Plan – Cambridge Connected

In January 2021, Council approved the updated goals and objectives of the Cambridge Connected Strategic plan. The plan was developed with considerable community engagement, including through Engage Cambridge, online focus groups and outreach.

In May, City Council approved 13 new strategic actions as part of the final phase of the strategic plan. Six actions are within the City's mandate to lead, and seven will be achieved in collaboration with others. Overall, more than 2,000 responses were received to inform the direction of the plan.

The following highlights some of the 2021 accomplishments related to the 13 strategic actions:

## Lead

### We created and activated spaces that offer things for people to do.


We achieved two major milestones for the new Cambridge Recreation Complex – an exciting project between the City of Cambridge, IDEA Exchange, Waterloo Regional District School Board (WRDSB), and the Waterloo Catholic District School Board (WCDSB).

The first was the completion of the Recreation Complex Joint Use Campus Feasibility Study and partnership framework on February 18th to guide the design of the joint use facility, which will include a public library, two schools and a childcare facility in addition to all the new recreational amenities. The second was the hiring of project management firm Colliers Project Leaders Inc., on December 2nd.

### Other key accomplishments included:

- Council discussion related to the Preston Auditorium Expansion/Improvement Recreation Programming in May
- Council approval of the Fountain Street Soccer complex in August including a partnership with Conestoga College that will contribute \$1.5 million towards the project

### We also continued to activate community spaces by:

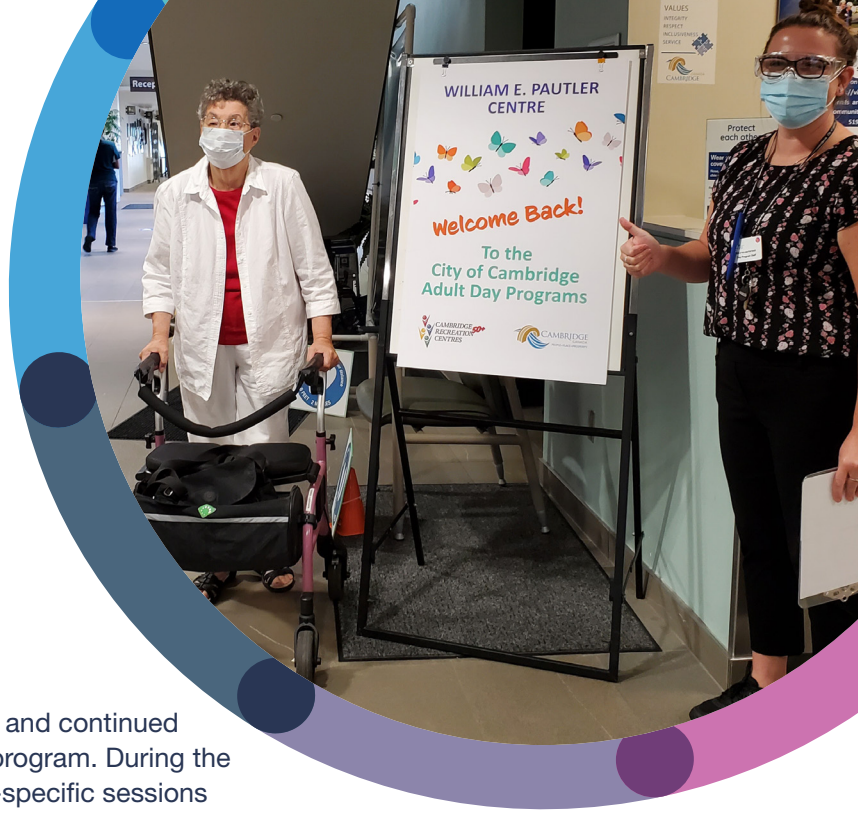
- Creating two outdoor event locations for safe, summer fun - Forbes Park in July and Churchill Park in August. These spaces hosted youth performances, Whimsical Wednesdays, Cookies and Kids Theatre, Concerts in the Park, and the Cambridge Celebration of the Arts
  - Celebrating the 20th Anniversary of the Cambridge Centre for the Arts in May with a social media campaign that featured highlights from the past 2 decades
  - Celebrating Canada Day with a new Old Post Office projection show and three Canada-themed art installations
  - Launching Oktoberfest with modified virtual events, smaller gatherings and contests
  - Honouring Remembrance Day by projecting a heritage image onto the Old Post Office and lighting the Cambridge sign and pedestrian bridge red and white
  - Offering the "My Winter City" information and activities to support free and safe winter fun. Highlights included a new art exhibit that featured photos submitted by residents on how they like to enjoy winters in Canada. More than 300 photos were submitted! Full catalogue of photos online at:  
[www.cambridge.ca/mywintercity](http://www.cambridge.ca/mywintercity)
- 



## We provided age-friendly services that are accessible to all.

In 2021, services continued to be impacted by the COVID-19 pandemic as well as the changing nature of public safety requirements. Staff responded by offering creative and flexible options designed to meet the needs of all community members safely. This included:

- A full 10-week, action packed summer of City of Cambridge summer camps starting June 29th, including theme weeks, arts, sports, swimming and more. Our 1,400 spaces quickly filled to 98% capacity
- The re-instatement of Adult Day Programs at the William E. Pautler Centre and Allan Reuter Centre, and continued outreach through the WithoutWalls (WOW) social program. During the shutdown WOW programming included language-specific sessions available in French
- Council also approved proceeding with an application to be recognized as an Age-Friendly Community by the World Health Organization



## We established our core areas as attractive destinations.

The health of our unique core areas is vital to our sense of community and our economic prosperity. Many thanks go to the staff and volunteers who participated in activities, like our spring clean-up efforts, and the Ambassador Team who focus on making connections and supporting everyone who lives, works and visits the downtown cores on an ongoing basis.

A key attraction downtown is the Cambridge Farmer's Market, which was able to adapt to pandemic restrictions and remain open every Saturday in 2021. This meant more than 65,000 visits to the market, which directly supported approximately 40 market vendors.

The core areas continue to be popular filming locations, and this year we launched a Handmaid's Tale walking tour app to guide visitors through Gilead as they experience the old-world architecture, beautiful waterways and scenery. In 2021, a big step was taken with the approval and launch of the Core Areas Improvement Plan. This plan includes several financial incentive programs for those hard-hit businesses as well as programs that provide important financial aid for building owners to revitalize our historic downtowns. Other assistance for the three Business Improvement Areas (BIAs) included additional funding and waiving permit fees to help fund the holiday decorating program.



## We enhanced equity and inclusion efforts.

As a growing and evolving community, Cambridge recognizes the need to address the systemic inequities that impact many people in our City. In 2021, this led to the creation of a Diversity and Inclusion Communication and Training Strategy aimed at internal and external communication efforts. The purpose of this is to educate and build awareness of relevant events, training, facts, trends and other useful and timely information that ensures our services meet and advance the needs of our community. The Cambridge Fire Department also formed an Equity, Diversity and Inclusion (EDI) Team.

### Other activities related to equity and inclusion included:

- Black History Month. The Clerks division partnered with the Blues committee to launch the 2nd annual Rhythm and Blues event with a series of events during the month of February.
- First National Day for Truth and Reconciliation. Information was shared through the Clerks division
- City Council also suspended rental fees for Indigenous cultural and ceremonial events to support access and use of public spaces in advance of the first National Day for Truth and Reconciliation
- First Cambridge Newcomer Connections conference. Held virtually in partnership with Idea Exchange and Kinbridge Community Association (Oct 1 and 2)

## We laid the foundation for future community building.

The North Cambridge Business Park achieved some exciting milestones in 2021. This includes the first phase of servicing and the construction of the north-south collector road, including watermain, sanitary sewer water, sanitary pumping station and forcemain, storm sewer and storm water management for North Cambridge Business Park as well as the IP Park Industrial Campus.

We also completed a Storm Water Management Funding Study, which was a multi-year project that will transition storm water management funding from the tax base to a dedicated rate structure.



## We enhanced opportunities to enjoy built and natural heritage.

The Cambridge Farmer's Market has been a presence in the Galt Core for over a century. Preserving, enhancing and improving the building for current and future generations was a key initiative for the City in 2021. This was made more complex with the decision to keep the historic market open on Saturdays – thus ensuring the visitors, shoppers and vendors could continue to enjoy the space throughout the pandemic.

We also invested in heritage restoration at the David Durward Centre (east façade), Riverbank buildings (storm windows), Galt Arena (masonry), Hespeler Town Centre (heritage assessment) and Dickson Stadium (structural repairs).



# Collaborate

## Enable small business to succeed.

The City of Cambridge provides essential support to the local business community and small businesses. In 2021, the City continued this support throughout the lockdowns with the **#OrderFromHome** campaign and restaurant map. Providing new ways for customers to experience the core areas of Hespeler and Galt, the City also ramped up support by putting in place road closures, allowing for patios and enhanced pedestrian access to **#supportlocal** from June to October.

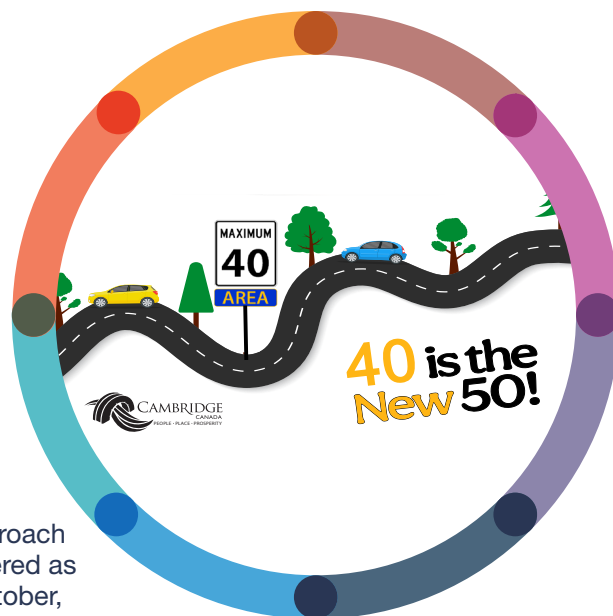
## Increase housing options.

Exploring ways that tiny homes can form part of an attainable and affordable housing strategy is one way the City can support the increase of housing options in the City. The Tiny Home School of Architecture Partnership was approved in July and is expected to identify best practices, develop tools and resources, and initiate a broader community conversation.

We also worked with the Region on ensuring a smooth pilot project as they build 6 affordable units out of shipping containers. This is the first project of its kind in the Region and is scheduled for completion in 2022.

## Encourage safe and healthy neighbourhoods.

Each year, staff receive more than 200 traffic complaints or concerns, about 25% of which are speed related. As a result, the City continues to look for ways to increasingly address this important issue. In 2021, Council approved the implementation of a 40km/h neighbourhood speed limit pilot project in four neighbourhoods throughout the City. All streets within the pilot areas will have a speed limit of 40km/h, marked with 40km/h Area signs at each boundary point. Reduced speed limit neighbourhoods are intended to set an expectation for more conscious driving in residential neighbourhoods. If this project is successful, neighbourhood reduced speed limits could be adopted in other individual neighbourhood areas (an expansion of this pilot) or adopted City wide in residential areas.



## Improve access to social supports.

Cambridge is not alone in experiencing the damaging effects of social, mental health and addiction challenges within the community. One approach that has gained support is the potential for wrap-around services delivered as part of a comprehensive Consumption and Treatment Site (CTS). In October, Council endorsed a potential location for these services at the Regional building (150 Main St ) and will continue to work with partners to develop a path forward. This includes continued advocacy at the Provincial and Federal level around the additional resources needed to support those in our community who are struggling to get the help they need.

## Take action to combat climate change.

Developing strong partnerships within our region is an important part of addressing the global climate emergency. At the City, we continue to work with Reep Green Solutions to implement innovative programs that focus on helping residents live sustainably. We also work with Climate Action WR, in partnership with the Region of Waterloo, City of Kitchener, and City of Waterloo. Climate Action WR's goal is to reduce GHG levels in Waterloo Region by 6 percent in ten years (2010 to 2020). Another major step forward was Council's endorsement of TransformWR, a community climate change strategy that was endorsed by all eight Councils in the Region of Waterloo.

We have also focused on improving our operations by tracking our energy consumption and reducing GHG emission. All of this is included in the Energy Conservation and Demand Management (EDCM) plan. In the past year, we purchased two electric ice re-surfacers, replacing two aging propane units, and installed three EV charging stations. We also approved the purchase of two hybrid pumper trucks for the Cambridge Fire Department in the coming years.





## Prepare for emergency prevention and recovery.

Emergency management was not only focused on responding to the current pandemic, but has continued to evolve the response framework by developing and refining the Emergency Operation Centre Hybrid Model.

## Promote and develop more transportation options.

Ensuring that our residents can travel throughout the Region in a variety of ways is an important priority. The City continues to partner with the Region to advocate for better GO Transit connections, including the completion of a Feasibility Study looking at how Cambridge can connect with the Kitchener GO rail line. In addition, the City worked with the Region to implement the Transit Supportive Strategy (TSS). TSS highlights for 2021 include funding for the installation of secure bike storage facilities near ION Bus / Stage 2 ION stations and allocation of the remaining TSS funds to facilitate Regional affordable housing projects in Cambridge.

# Core Services

The City of Cambridge provides a range of core services that help keep our growing community safe, beautiful and prosperous.

## Below are some highlights from 2021

**We supported and advocated for our community during challenging times, while also planning ahead to ensure our community remains resilient in the future.**

We are committed to continuing to enhance community wellbeing for all Cambridge residents. Our emergency preparedness and emergency services personnel worked tirelessly to promote community safety and respond to the effects of the pandemic. The past year laid bare the legacy of systemic racism and injustice in Canada. We continue to advocate for the needs of our residents and work towards an inclusive and welcoming community for all.

- In response to discovery of the remains of 215 children found at the site of a former residential school in Kamloops, B.C., the flags at City Hall were lowered and the CAMBRIDGE sign was lit orange for 215 hours
- We continue our journey towards reconciliation and action through education and training for staff, and our participation in the Regional Reconciliation Action Plan Working Group
- The City Manager and members of Council attended the Association of Municipalities of Ontario (AMO) conference to advocate at the provincial level for transportation needs, small business assistance, and for additional support for those struggling with mental health and addiction
- Emergency Preparedness Week campaign launched for week of May 2 to May 8, 2021 with the theme of 'Be Ready for Anything'
- The Cambridge Fire Department completed approximately 6,500 emergency responses and 75 public education events
- Fire Services enhanced community protection efforts through recruitments, furthering staff qualifications, and acquiring new equipment (Aerial 34 and a self-contained breathing apparatus) and updating fire protection agreements with North Dumfries and Puslinch Townships
- In 2021, the City also completed a range of administrative improvements (5-year workplan, Pandemic Plan, Fire Master Plan, Capital and Master Fleet Replacement Plan and various policy updates)



**CAMBRIDGE**



## We brought people together by providing exceptional programming, services and facilities for everyone to enjoy.

We strive to provide excellent customer service and create spaces where all residents can participate and take pride in their community. We responded quickly to changing regulations, made sure our 130km of trails were maintained and offered safe outdoor events such as our award-winning Winter Illumination festival.

- We opened our splash pads early because the pandemic and heat created high demand, and all 11 splashpads were open on June 7th
- We created a sponsorship and advertising strategy to address the longer vision, policy developments, sponsorship and advertising packages/programs creating new sources of revenue for our programs and facilities
- The Farmers' Market stayed open on Saturdays throughout the year, adapting to health and safety requirements so that more than 65,00 people were able to access fresh, local goods from 40 vendors
- Service Cambridge responds to more than 75,000 customer service calls each year. This year, we launched a Service Cambridge portal and app so residents can access the services they need quickly and efficiently

## By the Numbers:

- 2021 Summer Camp Fill Rate
  - A modified Camp Xplore program (with lowered capacity numbers to comply with COVID-19 regulations and guidelines) continued to run successfully with registration fill rates surpassing 95% (133 camp programs ran with a total of 1,194 camp registrants)
- Winter Illumination/Christmas in Cambridge Festival
  - The modified Christmas in Cambridge Festival that ran over the 2020-2021 season offered two events: Winter Illumination and the Online Cambridge Christmas Market. Over 30,000 people got outside and experienced the 20 light installations that were strategically located in Galt, Preston, and Hespeler. The event was so successful that we expanded it into the Cambridge Winterfest celebration this year, including a successful 1-day in-person outdoor market with live performances in December
- Summer Nights Live “Sell Outs”
  - Creative programming and the introduction of a dedicated Special Events space in August, after pandemic restrictions lifted, meant several sold out Summer Nights Live events in August and September with more than 250 people registered for each free performance





## We supported businesses, welcomed new development and made sure that our infrastructure and utilities are well-maintained.

Cambridge has a strong and diverse economy, and our population continues to grow as more businesses and residents choose to call Cambridge home. The diligent work of our economic development, planning, engineering and building teams helps make this prosperity possible by supporting small business, processing a record number of building permit applications and planning for the future. We ensured that our roads, wastewater system and energy needs would continue to provide the infrastructure that makes this growth possible.

- A record number of building permit applications were submitted in 2021. For example, by the end of the third quarter (Sept 30th) the number of permits issued was 22% higher than the average number of permits issued in the first three quarters over the past five years (2016-2020)
- Business Licenses Online offers an interactive, high quality and cost-effective solution to deliver business license services to the public
- The City welcomed back film crews, fielding 60 film inquiries and hosting 40 days of filming. Some highlights included The Hardy Boys (filmed in Galt and Hespeler) and Disney+ “Culprits” (filmed in all three core areas - a first!)
- Established a new regional road maintenance agreement with the Region of Waterloo, in collaboration with the Cities of Waterloo and Kitchener, to continue maintaining regional road maintenance services on behalf of the Region within Cambridge
- Reduced Wastewater Collection System Inflow and Infiltration. Implemented use of a new lining system for patching sewer lines in-house, offering quicker responses to inflow and infiltration
- City of Cambridge, Township of North Dumfries and City of Brantford voted in favour of a merger of Energy+ and Brantford Power. Submitted for Ontario Energy Board (OEB) approval in August 2021

## By the Numbers

### SMALL BUSINESS CONSULTATIONS



## By the Numbers TOTAL INCENTIVES

### Total Incentives (Brownfields Redevelopment Program and New Core Areas Community Improvement Program):

Number of Files		Total Spend	Grant Amount	Loan Amount	Ratio
BRP	13	\$3,205,696.98	\$183,657.58	\$341,078.35	6.11
CACIP	9	\$7,050,000.00	\$600,869.00		11.73
<b>Total</b>	<b>22</b>	<b>\$10,255,696.98</b>	<b>\$784,526.58</b>	<b>\$341,078.35</b>	<b>9.11</b>

### Behind the Scenes: Governance and Leadership

While the pandemic response continued to be a primary focus, the City also took steps to continuously improve services and strengthen its ability to support the organization and serve the community. Some highlights include:

- Upgrades for Electronic Agenda Management and Council Chamber Technology. Implementation of an electronic agenda management system to provide accessible Council materials to the public and find efficiencies with Council materials. Working with IT to upgrade existing technology in Council Chambers to deliver virtual and hybrid meetings of Council in a seamless and more accessible way
- Enhancing Enterprise Risk Management. Phase 3 of the new framework was completed with a report to Council and roll-out throughout senior management
- Creation of a new Grant Application Review Framework. Implementation of a cross-departmental framework and process that allows for the review and submission of applications for funding from upper levels of government in order to further the priorities of the City
- Key Performance Indicators Development. Educate and work with departments in developing KPM/KPIs for business plans and work plans. Work with other departments to develop the infrastructure for data collection, reporting and analysis
- Launch of MFA (Multi-factor Authentication) pilot project with the HEAT application (later expanded to the rest of the corporation)
- Asset Management (AM) and Project Management Training. Develop and deliver an education program intended to help staff and management understand how asset management and project management concepts need to be incorporated into city processes and management decisions. Workshops planned with AM Plan project

