



To: SPECIAL COUNCIL
Meeting Date: 6/28/2022
Subject: Cambridge Connected Strategic Plan Update
Submitted By: Brooke Lambert, Director of Corporate Strategy
Prepared By: Sherry Atyeo, Business Analyst
Report No.: 22-017-CRE
File No.: C1101
Wards Affected: All Wards

RECOMMENDATION(S):

THAT Report 22-017-CRE Cambridge Connected Strategic Plan Update be received.

EXECUTIVE SUMMARY:

Purpose

- This report provides information about the implementation and recent accomplishments as they relate to the 2020-2023 Strategic Plan.
- This report also provides the results of the second Community Satisfaction Survey undertaken in March/April 2022. The survey checked in with our community, determined resident satisfaction and identified areas of improvement with our core services and strategic plan. The final survey reports are attached and include a review against baseline data from our February 2020 survey.

Key Findings

- Since the approval of the 2020-2023 Strategic Plan, the City has been working on both the internal administrative implementation and alignment, as well as continuing to make progress on the strategic actions identified.
- The results of the Community Satisfaction Survey conducted with Deloitte, demonstrate that a majority of residents feel positively about quality of life in the City as well as its various services; however, residents remain concerned about important issues facing the city.
- Priority areas to focus on have been identified where improvement may have the most impact with regard to core services and strategic plan. These priority areas

will shape internal implementation and initiatives related to the approved actions of the strategic plan.

Financial Implications

- The 2024-2027 Strategic Plan is part of the approved Capital Budget for 2022 (A/00703-20).

STRATEGIC ALIGNMENT:

- Strategic Action; or
- Core Service

Objective(s): Not Applicable

Strategic Action: Not Applicable

Program: Governance

Core Service: Strategic Planning

The ongoing strategic planning process is an important opportunity to check in with the community and make sure that the City is working towards the goals, objectives and actions to achieve the overall vision that has been articulated. This helps to guide decision making, identify priorities and measure progress so that resources can be allocated to areas of greatest importance and impact.

BACKGROUND:

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 through Engage Cambridge, online focus groups and outreach. Overall, more than 2,000 responses were received to inform the direction of the plan.

City Council also approved five public value principles and 13 new strategic actions as part of the final phase of the strategic plan. The strategic actions include six actions that are within the City's mandate to lead and seven actions will be achieved in collaboration with other partners and agencies.

In the 2021 Year in Review, a detailed summary of the City's accomplishments under the new strategic planning framework was submitted to Council (See Report 22-003 CRE).

The City has been continuing to make progress in 2022 on the strategic actions identified in the strategic plan. Highlights where the City has continued to demonstrate leadership include:

- **Providing age-friendly services that are accessible to all.** This action has been supported by significant progress related to the Recreation Complex and Community Hub, including design approvals and the retainment of firms to assist with project management as well as identify sponsorship opportunities. In addition, the City has:
 - Approved an agreement with Buckingham Sports Properties to expand Cambridge Sports Park (January)
 - Celebrated the 100 Anniversary of Galt Arena, launching the “Memories of Galt Arena Gardens” campaign for the community (February)
 - Approved a new Archery Facility in Cambridge (May)
 - Held the Cambridge Youth Appreciation Awards (May)
- **Establishing our core areas as attractive destinations.** In March, the City approved the continuation of the on-street patio program in 2022. This includes temporary closures of both Queen Street East in the Hespeler Village BIA and Main Street in the Downtown Cambridge BIA, from Victoria Day weekend through Thanksgiving weekend. The City continues to incent development in the core areas bringing new people and business - from January 1 to June 1, 2022 eight files were approved with city funding of \$288,424 (total development value of \$1,445,000). This translates into a one to five ratio regarding public to private dollars.
- **Enhancing equity and inclusion efforts.** In 2022, the City has continued to strengthen awareness, education and action related to the systemic past and present inequity faced by some in the community. This has included celebrating or recognizing:
 - Black History Month in partnership with the Rhythm and Blues partnership (February),
 - International Day for the Elimination of Racial Discrimination and International Women's Day (March),
 - Pride Month and Indigenous History Month (June).

The City has also supported the planning of National AccessAbility Week in partnership with local municipalities, a local Iftar fast breaking celebration with Muslim Women of Cambridge during Ramadan in April and a Newcomer Wellness Event in March through our Newcomer Outreach Program. Further, staff have completed the Territorial Acknowledgement Training and Métis Workshop, and the City continues to participate in the Truth and Reconciliation regional working group. Cambridge is one of the first municipalities to approve the provision of free menstrual products at all our facilities starting in June.

The City of Cambridge also continued to collaborate with our partners on several strategic actions, including:

- **Enabling small business to succeed.** Energy rates are being stabilized through the merger “Grandbridge” between Cambridge and North Dumfries/ Brantford.
- **Increasing housing options.** Through innovating approaches and funding for affordable housing (amending our Development Charge by-law to allow for “Tiny Homes”), partnering with the Region to deliver 30 new homes which will be managed by KW Urban Native Wigwam Project, and participating in discussions and commenting on provincial housing legislation that is intended to increase housing supply and affordability over the next decade.
- **Encouraging safe and healthy neighbourhoods.** In the last several months the City’s Municipal By-law Compliance Community Outreach Team has connected with our residents and visitors promoting safety and pride of place in our community. Most recently staff attended Waterloo Regional Police Open house where Municipal Compliance interacted with our community members to promote school zone safety and share general by-law knowledge. Further the City is partnering with the Tim Horton’s Children’s Foundation and taking part in their annual camp day on July 13.
- **Improving access to social supports.** By approving a new site for Consumption and Treatment Services to be delivered in Cambridge - with a provincial application anticipated to be submitted in June.

Staff have been updating internal processes and systems to reflect the plan. This includes updating Council report templates, aligning the business plan and budget process, training and education to staff, developing resource pages and transitioning to a more comprehensive project management approach that recognizes all projects of corporate significance, including operational projects (as opposed to capital projects only).

As part of the ongoing corporate performance management framework, it is also important to focus on how we implement the strategic plan across the organization and evaluate what we are doing well and where we can improve. One of the most valuable ways this can be accomplished is to check in with the community and identify areas of satisfaction and/or concern.

In early 2020, as part of the initiation of the last strategic plan update, the City of Cambridge conducted its first Community Satisfaction Survey. This survey was instrumental in helping shape the strategic directions and actions where the city could demonstrate leadership as well as those where collaboration was required.

In preparation for the City's next iteration of the strategic plan for the 2024-2027 period, it was decided to conduct the Community Satisfaction Survey for the second time. Highlights from this survey are included below.

ANALYSIS:

Community Satisfaction Survey Results

The Community Satisfaction Survey was conducted online (447 responses) and by telephone (406 responses).

Deloitte was retained to conduct the second statistically significant phone survey. Respondents were randomly-selected from the city's population crossing all eight wards using a mix of landlines and cellphone numbers. A total of 406 interviews were completed leading to a maximum margin of error of +/- 4.9% with a 95% confidence interval. Results were weighted to the exact proportions of the populations by age, gender and ward (Census 2016 Statistics Canada).

The online survey was located on the Engage Cambridge platform and was promoted through news release, social media, Cambridge Times, digital signs at City facilities and on Hespeler Road, and stakeholder/staff emails. While the results of the online survey are not statistically significant, they are still an important source of input that can augment and provide additional insights on the key issues facing our community.

This information was reviewed against previous phone and online survey results in 2020, and can also be used as a benchmark in future years to assess whether progress has been made.

The information was also reviewed for where to focus to make the most impact, the relationship between importance and performance, where a substantial portion of the population was satisfied or dissatisfied, where there is room for improvement in

satisfaction and impact on overall satisfaction. There is a priority rank for core services, lead strategic actions and public values.

Overall, the results of the phone and online survey were similar in their trending and the issues identified from the previous survey (2020). The phone survey suggested higher levels of satisfaction in general as compared with the online survey in both 2022 and 2020. Both survey methods have value – the statistical significance of the phone survey provides information that is representative of the general population and the online survey is helpful for more open-ended exploratory questions. Our methods allowed for the City to hear from as many people as possible.

The survey results are useful for the strategic planning process because it allows the City to use the data collected or seek out additional information about what is driving these responses, and identify priorities and initiatives to improve these areas. The input is valued as part of the full spectrum of information that will be used to frame the conversation moving forward.

The final reports of the Community Satisfaction surveys are attached as Appendix A - Phone and Appendix B - Online.

Phone Survey – Highlights

- Overall satisfaction with living in Cambridge was 63% in 2022 with a non-statistical 5% decrease from 2020
- Quality of life in Cambridge was rated 72% (excellent or good) remaining stable from 2020
- Strong positive response to inclusion and equity statements trending higher than 2020
 - Cambridge is welcoming community 93% (+6 from 2020)
 - Cambridge is inclusive community 86% (+8 from 2020)
 - I am proud to say I'm from Cambridge 84% (+5 from 2020)
 - Cambridge provides services in an equitable manner 79% (N/A)
 - I feel represented in programs, services, facilities and/or staffing within Cambridge 74% (N/A)
- When asked about the most important issue facing the City of Cambridge, the top issues were:
 1. Poverty/homelessness 19%
 2. Drugs/mental health issues 15%
 3. Cost/availability of housing 10%

4. Government leadership/management/finances 10%

These results are similar to 2020 top issues:

1. Homelessness 19%
 2. Drug use and addiction 19%
 3. Lack of services and amenities (health, education, jobs) 9%
 4. Housing stock and affordability 9%
 5. Roads and transportation related 9%
- Satisfaction with quality of services provided 59%
 - Priority Core Services
 1. Customer service
 2. Roads and transportation planning
 3. Recreation
 - 61% satisfied with the goals of the strategic plan (people, place, prosperity)
 - Priority lead strategic actions
 1. Lay the foundation for future community building
 2. Establish our core areas as attractive destinations
 3. Create and activate spaces that offer things for people to do
 - Collaborative strategic actions satisfaction 37% positive - majority of residents indicated they are neutral about their overall satisfaction
 - Priority – Public Value
 1. Engagement
 2. Transparency
 3. Leadership
 - Residents' perceptions of value for tax dollars have improved since 2020, with 77% of respondents felt that they got good value considering the City's programs and services
 - 47% of respondents prefer to increase taxes by the rate of inflation; if services are enhanced in one area, these should be offset by reduction to services elsewhere

- Positive satisfaction with customer service received 62% - decrease of 11% from 2022 – offset with a 11% increase in the neutral rating – disagreed stayed stable
- Survey demographics
 - 74% respondents lived in Cambridge 20 years plus
 - 36% identify as member of marginalized population

Online Survey – Highlights

- Overall satisfaction with living in Cambridge was 44% in 2022 and stable with 2020
- Quality of life in Cambridge was rated 48% remaining stable from 2020
- Positive responses to inclusion and equity statements trending higher than 2020
 - Cambridge is welcoming community 64% (+9% from 2020)
 - Cambridge is inclusive community 65% (+12% from 2020)
 - I am proud to say I'm from Cambridge 56% (+11% from 2020)
 - Cambridge provides services in an equitable manner 58% (N/A)
 - I feel represented in programs, services, facilities and/or staffing within Cambridge 53% (N/A)
- When asked about the most important issue facing the City of Cambridge the top issues were similar to the phone survey
 1. Poverty/homelessness 21%
 2. Drugs/mental health issues 15%
 3. Government leadership/management/finances 10%
 4. Crime/Safety 10%
 5. Cost/Availability of housing 9%
- Satisfaction with quality of services provided 48%
- Priority Core Services
 1. Development services
 2. Customer service
 3. Roads and transportation planning
- 47% satisfied with the goals of the strategic plan (people, place, prosperity)

- Priority lead strategic actions
 1. Establish core areas as attractive destinations
 2. Lay the foundation for future community building
 3. Create and activate spaces that offer things for people to do

- Collaborative strategic actions satisfaction 24% positive – majority of respondents indicated they are not satisfied

- Priority – Public Value
 1. Leadership
 2. Engagement
 3. Transparency

- Residents’ perception of value for tax have remained stable since 2020, with 43% of respondents felt they got good value considering the City’s program and services

- 39% of respondents prefer to increase taxes by the rate of inflation; if services are enhanced in one area, these should be offset by reduction to services elsewhere

- Customer service satisfaction decreased 10% from 2020 to 46% in 2022 offset in not satisfied

- Similar demographics
 - 59% respondents lived in Cambridge 20 years plus
 - 20% identify as member of marginalized population

EXISTING POLICY / BY-LAW(S):

There is no existing policy/by-law.

FINANCIAL IMPACT:

Funding for the 2024-2027 Strategic Plan in the amount of \$150,000 was approved as part of the 2022 Capital Budget process (Capital Project A/00703-20).

PUBLIC VALUE:

The Strategic Plan provides the framework for the City to identify priorities, make progress and evaluate outcomes. The strategic planning process allows all stakeholders to contribute to, understand and play a role in achieving the vision expressed by our community. The Community Satisfaction Survey is a critical part of evaluating how we are doing in this regard both at a point in time and over the longer term.

The strategic plan and community satisfaction survey contribute to the five public values principles in the following ways:

- **Sustainability** – by providing a strategic perspective on the activities of the city, the strategic plan helps the organization align internal and external priorities, resources and planning activities. This includes financial resources and staff time – helping us to better understand how the City can support and make progress on the areas where there is the highest need or focus.
- **Leadership** – the insights of the community satisfaction survey provide key insights to both the political and administrative leadership as well as all staff working to continuously improve their services. The strategic plan is a critical piece that helps leadership to align and act on priorities in the city – always keeping the community at the forefront.
- **Collaboration** – the strategic plan allows us to find common areas of interest across departments, divisions and with all our community partners. It helps us understand how we can better work together to accomplish common goals. It also can help us define how we can be most effective as part of partnerships and collaborative efforts.
- **Transparency** – the strategic plan provides clear direction that the community and organization can use to measure progress. By checking in through these types of surveys, it allows the City to see if progress is heading in the right direction or needs to be revisited. Reporting on the activities of the city as they relate to the strategic plan also ensures accountability of the organization.
- **Engagement** – hearing and checking in with our community, stakeholders and partners at regular intervals is an important part of the keeping the strategic plan alive, relevant and fresh. It also means that we can demonstrate how this feedback continues to shape the direction and key actions of the city.

ADVISORY COMMITTEE INPUT:

Not Applicable

PUBLIC INPUT:

Public input is critical to inform the needs and priorities of the community.

The telephone survey (406 responses) and the online survey (447 responses) helped determine resident satisfaction of the strategic plan and identify areas for improvement.

A variety of on-line and in-person approaches, including social media, focus groups and community events, will be used for the development of the 2024-2027 Strategic Plan. A project website on Engage Cambridge will share relevant information and updates in a timely manner.

INTERNAL / EXTERNAL CONSULTATION:

Internal and external consultation is critical to the success of strategic planning.

Staff across the corporation have been informed and engaged in the implementation of the 2020-2023 Strategic Plan and the Community Satisfaction Survey, through the Steering Committee, Project Team and internal communication channels.

Council, staff, community members and agencies will be engaged and consulted during the development of the 2024-2027 Strategic Plan, and specific objectives, actions or initiatives will be identified.

CONCLUSION:

The implementation and accomplishments of the City of Cambridge's 2020-2023 Strategic Plan have focused on several key strategic actions and on internal implementation from the administrative perspective.

The Community Satisfaction Survey demonstrates that although the City has much to celebrate in terms of its services and overall quality of life, there are priority areas for improvement that the City should focus on to make most impact with residents. The data collected through the survey will be important to establishing strategic initiatives and this information will also provide a useful benchmark in measuring progress for future work in the City.

REPORT IMPACTS:

Agreement: **No**

By-law: **No**

Budget Amendment: **No**

Policy: **No**

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director

Deputy City Manager

Chief Financial Officer

City Solicitor

City Manager

ATTACHMENTS:

1. Report 22-017-CRE Appendix A – Community Satisfaction Phone Survey
2. Report 22-017-CRE Appendix B – Community Satisfaction Online Survey