

23-041-CRE Appendix A – Draft 2024-2026 Strategic Plan Key Component Content

Vision:

A place for people to prosper- alive with opportunity.

Vision Description:

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.

Mission:

Working together

Committed to our Values

Serving our Community

Corporate Values and value Behaviour Descriptions:

Integrity

- Demonstrate professionalism in our interactions and conduct by upholding ethical standards; following organizational policies and legislation; and, being engaged, reliable, punctual, and accountable.
- Prioritize and commit to physical and psychological safety.
- Foster trust by honouring commitments, leading by example, communicating openly, addressing conflicts promptly, and collaborating.

- Exercise good and moral judgement, personal leadership and accountability.

Respect

- Have mutual respect and understanding of the wants, needs, and expectations of others.
- Practice open, honest, and sincere communication.
- Be open minded and receptive to new ideas; accepting that others may have different opinions, beliefs, experiences, and backgrounds.

Inclusiveness

- Treat all individuals with respect and dignity and appreciate the unique perspectives, experiences, and contributions of others and ourselves.
- Seek to learn and understand others' perspectives, cultivate empathy, show compassion, and offer support to others.
- Foster an environment of respect and belonging through learning, celebration, recognition, and appreciation of others.

Service

- Provide timely, respectful, and knowledgeable service focusing on communicating information in a friendly and accessible manner to internal and external customers.
- Share feedback from customers and continually improve our services.
- Contribute to a thriving community spirit and take pride in the work we do with a motivated, enthusiastic, and positive attitude.

Goals and 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

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

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 and 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- Lead

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.

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.

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.

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.

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.

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.

Strategic Actions- Collaborate

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.

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.

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.

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.

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.

Promote and develop more transportation options:

- This action focuses on initiatives that enhance transit systems and increase transportation options, including: 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.