



Corporation of the City of Cambridge
Council Meeting
No. 39-19

Tuesday, November 5, 2019
Historic City Hall - 46 Dickson Street
5:30 p.m.

Closed Session at 5:00 p.m.

AGENDA

Meeting Called to Order

Consideration of Matters in Closed Session

Recommendation

THAT in accordance with Section s.239 (2) (c) of the *Municipal Act*, 2001, Council convene in Closed Session to consider the following subject matters:

1. A proposed or pending acquisition or disposition of land by the municipality or local board. (Property Matter)

Council to Rise from Closed Session

Recommendation

THAT Council rise from closed session and reconvene in open session.

Disclosure of Pecuniary Interest

Presentations

1. Yogesh Shah, Director of Asset Management and Project Management Office, re: item 1, Investing in Canada Infrastructure Program: Grant Application

Consent Procedure

THAT all items listed under the heading of Consent Procedure for Tuesday, November 5, 2019, Special Council Agenda be adopted as recommended.

Items #

2. Council Vacancy
3. Intermarket Road Sanitary Truck Sewer and Pre-Grading Construction
5. Introduction and Consideration of By-laws

Note: Council Members, if you wish an item to be pulled from the Consent Procedure Agenda, please notify the City Clerk so the item can be listed on the Other Business Memo for tonight's meeting to be dealt with separately by Council. You will also have the opportunity to pull an item at the Meeting.

Consideration of Reports

Corporate Enterprise

1. Investing in Canada Infrastructure Program: Grant Application PP. 7-34

Recommendation

THAT Report 19-274(CRE), re: Investing in Canada Infrastructure Program Grant be received;

AND THAT Council direct Staff to submit an application for the Recreation Complex project including a twin pad arena under the Multi-purpose category to the Community, Culture and Recreation Funding Stream of the Investing in Canada Infrastructure Program.

AND THAT the project Hespeler Library Elevator Accessibility and Mechanical Refurbishment be endorsed for submission by IDEA Exchange under the Rehabilitation and Renovation category in the Community, Culture and Recreation Funding Stream of the Investing in Canada Infrastructure Program.

AND FURTHER THAT the Chief Financial Officer, Deputy City Manager of Corporate Enterprise, and the IDEA Exchange Chief Executive Office be authorized to sign documentation and/or agreements pertaining to the project applications to the Investing in Canada Infrastructure Program, subject to the satisfaction of the City Solicitor.
Corporate Services

2. Council Vacancy PP. 35-38

Recommendation

THAT Report 19-297(CRS), re: Council Vacancy be received;

AND THAT Council declare the office of the Ward 7 Councillor vacant;

AND THAT staff be directed to bring a report regarding methods to fill the Ward 7 Councillor Office to the November 19, 2019 Council meeting.

3. Intermarket Road Sanitary Truck Sewer and Pre-Grading Construction PP. 39-46

Recommendation

Report 19-302(CRS), T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction be received;

AND THAT Council approve a reallocation of funding in the amount of \$2,221,630 from the Growth Debenture - Roadways and Water to the Growth Debenture – Wastewater Fund;

AND FURTHER THAT Council approve the award of Tender T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction to Brantford Engineering and Construction Ltd. of Brantford ON for the total tendered price of \$5,045,911.61 including H.S.T., this being the lowest compliant bid received as outlined in Report 19-302(CRS)

Unfinished Business

4. Community Grants Program PP. 47-64

[Deferred from the October 15, 2019 Council meeting]

Recommendation

THAT Report 19-295(CRS), re: Community Grants Program be received;

AND THAT Council approve the Community Grants Program policy;

AND FURTHER THAT the new program be effective for the 2020 Community Grants Program, to be launched no later than November 8, 2019.

Correspondence

Notice of Motion

Report from Closed Session

Non-Jurisdictional Items

Introduction and Consideration of By-laws

- 19-150 Being by-law of the Corporation of the City of Cambridge to exempt certain lots or blocks pursuant to subsection 50(5) of the Planning Act, R.S.O. 1990, c. P.13, as amended (Part Lot Control Exemption) – 324 Equestrian Way.
- 19-151 Being a by-law of the Corporation of the City of Cambridge to exempt certain lots or blocks pursuant to subsection 50(5) of the Planning Act, R.S.O. 1990, c. P.13, as amended (Part Lot Control Exemption) – 600 Myers Road.
- 19-152 Being a by-law to authorize the Civil Marriage Solemnization services in the City of Cambridge and to repeal by-law 151-16.

19-153 Being a by-law of the City of Cambridge to confirm the proceedings of the Council of the Corporation of the City of Cambridge at its meeting held on the 5th day of November, 2019.

PASSED AND ENACTED this 5th day of November, 2019.

Close of Meeting



To: COUNCIL

Meeting Date: 11/05/19

Subject: Investing in Canada Infrastructure Program Grant

Submitted By: Yogesh Shah, Director of Asset Management & PMO

Prepared By: Mary Kennedy, Project Management Office Analyst

Report No.: 19-274(CRE)

File No.: C1101

Recommendation(s)

THAT report 19-274(CRE) – Investing in Canada Infrastructure Program Grant, be received.

AND THAT Council direct Staff to submit an application for the Recreation Complex project including a twin pad arena under the Multi-purpose category to the Community, Culture and Recreation Funding Stream of the Investing in Canada Infrastructure Program.

AND THAT the project Hespeler Library Elevator Accessibility and Mechanical Refurbishment be endorsed for submission by IDEA Exchange under the Rehabilitation and Renovation category in the Community, Culture and Recreation Funding Stream of the Investing in Canada Infrastructure Program.

AND FURTHER THAT the Chief Financial Officer, Deputy City Manager of Corporate Enterprise, and the IDEA Exchange Chief Executive Office be authorized to sign documentation and/or agreements pertaining to the project applications to the Investing in Canada Infrastructure Program, subject to the satisfaction of the City Solicitor.

Executive Summary

Purpose

- To seek endorsement of the identified grant applications under the Investing in Canada Infrastructure Program (ICIP): Community, Culture and Recreation.
- To summarize operating cost and revenue forecasts for the Recreation Complex project.

Key Findings

- The Recreation Complex and Preston Memorial Auditorium Enhancement and Expansion projects are eligible under the grant program in the Multi-purpose category.
- Under the ICIP all project applications will be measured individually on their merits and value for money.
- However, staff believe that submitting both the Recreation Complex and Preston Memorial Auditorium Enhancement and Expansion project under the Multi-Purpose stream would decrease the chance of obtaining funding for the Recreation Complex project.
- Further, staff recommend including the design and construction of a twin pad arena with the Recreation Complex in the grant application. This does not commit the City to building a twin pad in the Southeast. However, if an agreement with Buckingham is not successfully negotiated, the City will maintain the option to build a twin pad with the Recreation Complex and potentially receive funding through the ICIP. The City also maintains the option to expand the Hespeler Memorial Arena to a four pad arena.
- The funding cap in the Multi-Purpose category has been communicated by the ICIP as a flexible \$50M cap for projects that bring together multiple services, programs and/or social and cultural activities.
- City will have the option to revise the grant application to exclude the twin pad arena at a future date during the grant application evaluation process.
- ICIP grant funding is only available for work commenced after the grant application is approved. In order to continue to move the Recreation Complex project forward, it is proposed that the grant submission include project construction costs only. This will allow the City to move forward with site preparation and servicing (currently underway) and detailed design in early 2020 as planned in the capital forecast.
- The project Hespeler Library Elevator Accessibility and Mechanical Refurbishment is eligible under the Rehabilitation and Renovation category. The application will be developed and submit by IDEA Exchange directly to the ICIP.

Financial Implications

- Grant funding would reduce the project debenture amount, and as a result reduce the future operating impact and tax rate increase due to reduced debt servicing costs.

- The ICIP requires that Municipalities contribute 26.67% of the total eligible project costs for approved projects. Since the site preparation and servicing work has commenced and detailed design of the facility is expected to commence prior to receiving grant approval the costs for site preparation and servicing and detailed design will be shown in the application as ineligible costs.
- The total estimated project cost for the Recreation Complex without a twin pad arena is \$59 million; of this \$53.8 million is the cost to construct the swimming pools, gymnasiums, fitness track and multipurpose rooms.
 - \$15.2 million of the project cost would be funded through debenture, to be repaid from increased property taxes over the next 20 years.
 - The remaining project cost would be funded from development/community benefit charges. Sufficient funds are not currently available in Development Charge Reserve Funds and therefore, a portion of this funding will be funded through debentures and repaid from development/community benefits charges collected in future years.
 - The net impact of operating the recreation facility annually is forecasted to be \$1,507,700 with an estimated tax rate impact of 1.7%. This includes savings from the closure of John Dolson Centre, debt repayment and contributions to the facility reserve fund.
- The additional estimated cost to design and construct a twin pad arena is \$26M. The full \$26M would be funded through debenture, to be repaid from increased property taxes.

Background

The Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream is funded by the Federal and Provincial government and is intended to support community infrastructure priorities across the province. Community infrastructure is defined as publicly accessible, multi-purpose spaces that bring together a variety of different services, programs and/or social and cultural activities to reflect local community needs. More information about the grant program can be found in the October 15, 2019 report to Council entitled [Investing in Canada Infrastructure Program: Grant Opportunities](#) (Item 9, page 65 of Agenda package).

The grant submission deadline is November 12, 2019. An endorsement by Council of this report, including the planned project funding, operating model and project governance structure will strengthen the application.

The City of Cambridge is embarking on projects to improve indoor recreation services and facilities in line with the grant program objectives. Consistent with the Indoor Recreation Facility Needs Assessment Report originally developed in March 2015 and subsequently updated in March 2019; on June 18, 2019 Council approved Motion 191-32 which included:

THAT Council approves the location of a recreation complex with a 25m swimming pool, gymnasiums, fitness track and multi-purpose rooms on lands owned by the city in southeast Galt;

AND THAT Council approves the plan to decommission John Dolson Centre Pool at such time as the new aquatic facility is operational at the Southeast Galt lands;

AND THAT Council directs staff to prepare a project proposal to expand and improve the Preston Memorial Auditorium with an additional ice pad to make it a twin pad facility as part of 2020-2029 Capital budget process;

AND THAT Council approves the plan to decommission Karl Homuth Arena, Duncan McIntosh Arena and Dickson Arena as ice facilities at such time as the new ice pads are operational.

Motion 191-31 was also approved regarding development of new ice facilities within the City, the motion is:

THAT Council authorizes staff to consider the request by Buckingham Sports Properties (Buckingham), under Section 8.16 of Buckingham's Lease from the City, to expand the existing Cambridge Sports Park Facility on the lands leased by Buckingham from the City, to provide a four (4) pad ice facility, by adding two (2) additional ice pads and improving the existing two (2) ice pads, and report back on the outcome of the discussions with Buckingham prior to the end of September 2019.

AND THAT if the City and Buckingham does not agree to terms of expansion request to deliver a four (4) pad ice facility at the Cambridge Sports Park, the city has the option to expand the Hespeler Memorial Arena to a four (4) pad facility or build two (2) ice pads at the Southeast Galt location.

The ICIP Grant Advisor and Administrators have confirmed that all project applications will be measured individually on the merits of the project and the expected value for money. Given the amount of funding in the program, it is unlikely that a Municipality will be awarded two large scale projects in the Multi-Purpose category. As such, staff is recommending that an application for the Recreation Complex project including a twin pad arena be submitted.

The ICIP Grant Advisor and Administrations have also communicated that the cap for the Multi-Purpose category is a flexible \$50M cap. It is understood that projects that bring multiple services, programs and/or social and cultural activities together will be considered for greater than \$50M in funding.

The Recreation Complex project is a marquee project for the City, there is a community expectation that the facility will be built quickly and that it will be a flag ship for the community. Considering the value of the project, it is in the community's best interest to pursue all available funding opportunities for the project. The receipt of grant funding for this project would make a considerable difference in the amount of debt the City will have to take on in the next five years, to be repaid both by future property taxes and future Development/Community Benefit charges.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #5 - Parks and Recreation

Objective 5.1 Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population.

As the City plans to complete major community infrastructure projects it is prudent to review all available funding opportunities, including grant programs. This funding program is targeted at municipalities to support multi-purpose recreation facilities and is in line with future City projects.

Comments

The grant requires completion of an Application form and Business case and further allows for the inclusion of supporting documentation (such as this Council report and supporting resolution). The following is a brief summary of the project, more detailed information about the history of the project, project benefits to the community, project financing for construction and management of the facility will be included in the application submission.

Recreation Complex Project

Project Description

This project is to establish a recreation complex consisting of a triple gymnasium, a ten lane 25m pool, a leisure pool and a therapy pool, a fitness track and program rooms as approved on June 18, 2019 through resolution 19-132. The project will also include the construction of a twin pad arena.

Project Timing

As per the current capital forecast, construction is expected to commence in 2021 with the facility scheduled to open in 2023.

Construction Cost

The construction of the Recreation Complex including a twin pad arena is estimated to cost \$77,200,000.

Project costs for site preparation and servicing (underway) and detailed design are budgeted as separate projects and are not included in the construction cost estimate above. These costs will be included in the application as ineligible costs. The total estimated project cost reflected in the application will be \$85M.

Proposed Project Funding

The following table illustrates the funding sources for the construction project:

Property tax	\$37,283,330	To be funded by debenture and repaid from future property taxes.
Development Charges / Community Benefits Charges	\$39,916,700	To be funded by debenture and repaid from future development charges / community benefits charges.

Operating Impact

The cost of operating a multi-sport recreation complex can vary significantly depending on the amenities, services and programming offered at the facility. Staff developed operating impact and revenue forecasts in consultation with an industry expert. A report on the facility operating and revenue forecasts for the recreation complex excluding the twin pad arena can be found in Attachment A. The following table summarizes the net impact of a full year of operations in 2023\$:

Item	Costs/Revenue
Debt Servicing (includes debt issued for detailed design and construction)	\$1,060,800
Operating Cost (Staff, Utilities, program supplies and operating maintenance)	\$2,822,800
Contribution to Reserve	\$300,000
Operating Revenue	\$(2,269,300)
Savings from John Dolson Centre Closure	\$(406,600)
Net Impact	\$1,507,700

As per the staff prepared operating model, it is estimated that the Recreation Complex will be operated by a combination of Full time and Part time staff (mostly program related) which equates to a required 38.3 Full Time Equivalents(FTE) of staff.

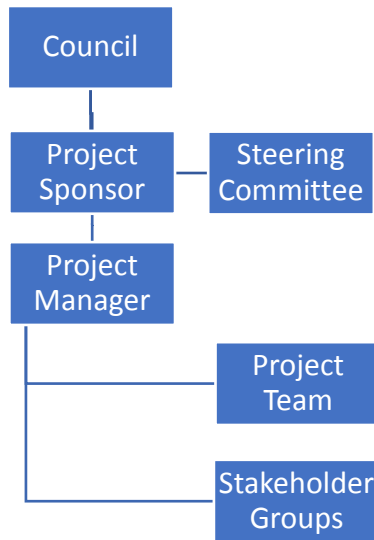
The existing 14 FTEs required to operate the John Dolson Centre will offset the requirement for 38.3 FTEs to operate the Recreation Complex.

Contribution to Facility reserves for future renewal and replacement of the Recreation Complex will be increased to \$880,000 over the first 10 years of operations supported by forecasted increases in revenue.

The operating impact for the twin pad arena is under development and will be reported at a later date.

Project Governance Structure

As this project is a major community infrastructure project, and the Recreation Complex has generated significant public interest in recent years, the following project governance structure is proposed. This structure will enable the community and Council to be involved in the project without limiting the efficiency of day-to-day project work.



Council – All decisions regarding project funding in excess of the Budget Control By-Law will be made by Council. Council members will be invited to stakeholder meetings throughout the conceptual and early design phases to ensure that the project meets expected outcomes and is on course for success. Regular project updates will be provided to Council.

Steering Committee – A dedicated Steering Committee will be established to support the Project Sponsor and Project Manager. The Steering Committee will review the project schedule, detailed financial forecasts, and project risk register on a regular basis (likely monthly at the start of the project). The Steering Committee may include members of Council, senior staff and a community representative.

Project Sponsor – The Deputy City Manager of Community Development will be the Project Sponsor. This role is responsible for oversight of the project, providing strategic input on project decisions, and acting as a liaison to the Steering Committee and Council. As the eventual occupier of the facilities, the Community Development Department is integral to the success of the project.

Project Manager – A senior Project Manager will be assigned to the project. The staff member’s primary responsibility will be the project. The Project Manager will oversee all consultant and contractor resources, produce detailed project schedules, budget forecasts, complete risk, change and communication management and coordinate internal and external stakeholders in consultation with the Parks, Recreation and Culture Division.

Project Team – A team of staff from across the corporation, including in particular staff from aquatic and facility operations and a Budget Analyst, will be formed to support the Project Manager in the execution of the project.

Stakeholder Groups – During the conceptual and early design stages it will be imperative to obtain feedback from the community. The Project Manager will assemble various stakeholder groups, which will likely include a cross section of sports user groups, community members and Councillors to provide input and suggestions on the conceptual and early designs.

Existing Policy/By-Law

There is no existing policy/by-law.

Financial Impact

As summarized in the Financial Implications section above, the Recreation Complex project requires significant funding from property taxes and Development Charges. Grant funding would reduce the project debenture amount, and as a result reduce the future operating impact and tax rate increase due to reduced debt servicing costs.

Attachment A presents a detailed review of the Recreation Complex not including the twin pad arena operating impact and revenue forecasts for 10 years after facility opening. The operating model is based on the following assumptions:

- 38.3 Full Time Equivalentents (FTEs) will be required to operate and program the facility. Including:
 - 24 aquatics FTEs (Coordinator, part time head guards, guards, and instructors)
 - 5.8 dry land FTEs (Coordinator, part time program staff)
 - 2 Service Cambridge FTEs
 - 6.5 facility administration and operations FTEs (Manager, Supervisor, Lead Hand, Operators, includes janitorial staff)
- Annual contributions to a facility reserve for future renewal and replacement of the facility will be gradually increased over the first 10 years of operations to \$880,000 per year in line with forecasted revenue increases as per Attachment A.
- The closure of the John Dolson Centre will result in an annual operating savings of \$406,600. The 14 FTEs currently assigned to Dolson will offset the required 38.3 FTEs for the operations of the new Recreation Complex.

- The additional estimated cost to design and construct a twin pad arena at the Recreation Complex is \$26M. The full \$26M would be funded through debenture, to be repaid from increased property taxes.
- The Duncan McIntosh and Dickson Centre Arenas will be closed when the new twin pad is operational.
- The operating impact of a new twin pad arena and the closure of two existing arenas is under development and will be reported at a later date.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Staff in Parks, Recreation and Culture, Finance, Asset Management, the Project Management Office, and the Corporate Leadership team contributed to the content of this report.

Conclusion

An opportunity exists to apply for grant funding for Community, Culture and Recreation projects through the Investing in Canada Infrastructure Program. The Recreation Complex project including a twin pad arena is suitable candidate for the funding as it meets the objectives of the ICIP. Receipt of grant funding would reduce the necessity for debt to finance the construction of the facilities.

It is recommended that an application for the Recreation Complex project including a twin pad arena be submitted under the Multi-purpose project category.

IDEA Exchange will submit an application directly to the ICIP under the Rehabilitation and Renovation category for improvements to the Hespeler library elevator.

Signature

Division Approval

Reviewed by Legal Services



Name: Yogesh Shah

Title: Director of Asset Management & PMO

Departmental Approval



Name: Cheryl Zahnleiter

Title: Deputy City Manager Corporate Enterprise

Chief Financial Officer



Name: Sheryl Ayres

City Manager Approval



Name: David Calder

Title: City Manager

Attachments

- Attachment A: City of Cambridge – Multi-use Recreation Complex Operating and Financial Implications – Summary Report
- Council Report 19-272(CRE) October 15, 2019: [Investing in Canada Infrastructure Program: Grant Opportunities](#) (Item 9, page 65 of Agenda package)

October 2019

City of Cambridge – Multi-use Recreation Complex Operating and Financial Implications - Summary Report



The JF Group

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Background

In June 2019, Cambridge City Council directed staff to examine the operating and financial implications of a new Recreation Complex located in the South East quadrant of the City. The directive recognized that the development of the new multi-use facility would trigger the decommissioning of the aging John Dolson Centre.

The JF Group (the consultant) was retained to assist in the financial and operating assessment of the new facility.

The facility components of the proposed multi-use Recreation Complex include the following elements.

Multi-use Recreation Complex Facility Components (104,00 sq. ft.)	
Aquatic Complex	Dry Land Recreation Facilities
25m – 10 lane pool	Triple Gymnasium
Warm water/therapeutic pool	Fitness Studio Room
Leisure pool	Fitness Track
	Multi-purpose Rooms

To inform its program plan and associated financial projections for the Recreation Complex, Parks Recreation and Culture staff consulted with recreation facility managers in municipalities that operate similar facilities offering components that are comparable to the physical features contemplated for the proposed Cambridge Complex (Waterloo, Oakville and Mississauga). Specifically, staff investigated program participation levels, rates and fees, staffing profiles and growth in facility utilization over time. This information became the foundation for staff's program and operating plan that led to revenue and cost projections for the aquatic and dry land spaces of the new Complex.

Working with staff, the consultant compared the plan and financial projections to operating performances of other recreation facilities of similar sizes and with components akin to those proposed for the Cambridge Complex. Additionally, case study examples and industry metrics were applied to determine the reasonableness of staff's projections. The results of these efforts are described in this summary report.

Envisioning the Future Multi-use Complex

Cambridge is a community that actively engages, informs and creates opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all. Specifically related to Park and Recreation, the City works

with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population¹.

The new Cambridge multi-use Recreation Complex will be developed and operated to support the Council's priorities as articulated by its Corporate Plan. In doing so, the Complex will provide a unique customer service experience for people who live, work, visit or play in the City of Cambridge.

It is intended that the new Recreation Complex will become a sports and recreation hub made up of multiple types of indoor facilities. While traditional community recreation, sport and active living programs and services will be provided, the Complex will fulfill a unique niche within Cambridge's sport and recreation facility inventory. The components contained within the facility will be complementary to other City owned facilities; however, the Recreation Complex will provide a widely diversified number of sport, recreation and casual leisure opportunities in a warm, welcoming and safe environment. All types of recreation and sport patrons will be encouraged to engage in casual, organized and above all fun and rewarding physical activities and leisure pursuits.

The new facility will be differentiated from other recreation centres in Cambridge because it will offer a wide range of patron relationship structures. People will be able to register for a program, participate in a group exercise class, join a club or sports leagues or simply drop in to shoot some hoops – in other words, promoting the true sense of a community serving facility that caters to as many constituent needs as possible. Indeed, rather than a facility with a primary focus on one or two key priority areas, the Complex will be the embodiment of a holistically developed, designed and operated centre with a view to becoming the a truly full service community centre. It will offer a diversity of facilities, services and programs that are accessible and available to a broad array of Cambridge residents.

Process of Financial Modeling

As indicated above, City staff and the consultant utilized a formal process to develop the revenue and cost projections for the proposed Complex. The process included the following steps.

- Researched comparable facilities in other municipalities.
- Reviewed historical financial performance data of Cambridge facilities.

¹ Cambridge Strategic Plan 2016 - 2019

- Projected revenue based on a program plan and participate utilization assumptions based on experiences at comparable facilities as well as the City's past performance.
- Developed a detailed staff plan:
 - based on current levels of service, adjusted to reflect the proposed facility components; and
 - based on approved 2019 salary/wage scale.
- Projected utility, maintenance and supply costs based on the City's past performance and industry metrics.
- Calculated the annual cost avoidance associated with decommissioning the John Dolson Centre.
- Established a facility repair and replacement Reserve Fund strategy and associated annual funding contribution.
- Created a financing plan and calculated the associated annual cost.
- Adjusted all projected revenue and costs to reflect 2023 dollars - the anticipated first year of the Complex's operation.

Recreation Complex Revenue

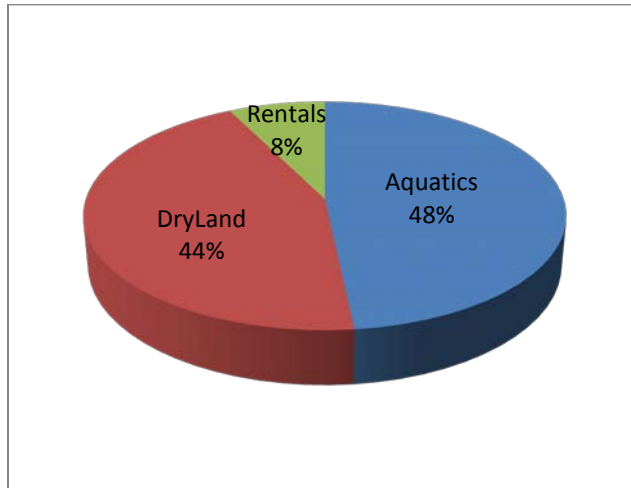
Staff believe that the development of the new Recreation Complex presents an exciting opportunity for the Parks Recreation and Culture Division to adopt a progressive approach to the planning and delivery of recreation programming. The diversity of facility components within the Complex and the fact that a variety of activities will take place in the same building means the staff can be creative and innovative in the design and provision of programs. Case study examples prove that significantly more revenue can be generated through the delivery of programs rather than simply renting facility components to groups of users. With this in mind, staff's plan is built on a strong programming platform while protecting sufficient unscheduled time so that groups are able to rent facility components to meet their traditional programming needs.

Staff prepared a detailed plan for programming the Complex's pools and the dry land spaces. The plan includes registered and drop-in options and contemplates seasonal variation in utilization. It provides for programs serving the needs of preschool, children, youth and adult users and includes a variety of user fees that are based on the City's current fees and charges policy.

The new Complex will be located in a community that's population will grow over time and therefore in the first few years of operation the plan assumes a relatively conservative utilization profile. To calculate programming revenue, staff established an anticipated capacity for each type of program and program registration levels were escalated year by year. Participation rates in the facility's first year of operation begin at 50% of each program's utilization capacity. Full program capacity is expected to be reached at the end of the fifth year of operation.

Revenue forecasts were calculated for each program included in the plan. Projected revenues are presented in 2023 dollars, which is expected to be the first year of the facility's operation. The 10-year revenue forecasts are based on the City's approved fees and rates policy, growth in facility utilization and an annual 2% inflationary factor.

Revenue Distribution



Based on the foregoing assumptions, it is anticipated that the Complex will generate combined revenues of \$1.456 M in its first year of full operation. Thereafter revenue is projected to grow to \$2.768 M by the end of year five and to \$3.056 M in the Complex's 10th year. Aquatics and dry land programs are expected to produce similar levels of revenue while room and gymnasium rental income are forecasted to be relatively modest.

Operating Costs

As is the case in all multi-purpose recreation facilities, the most significant operating cost for the new Complex will be payroll. Recognizing this fact, Parks Recreation and Culture staff spent considerable time developing a staffing model and personnel deployment strategy that is consistent with the City's usual management and administration profile while ensuring there are sufficient staff to deliver the full slate of planned programs. Full and part time staff positions were assigned to each functional area of the facility and appropriate numbers of service delivery personnel were assigned to each program.

In view of the fact that the development of the new Complex will trigger the decommissioning of the John Dolson Centre, the staff plan anticipates that certain personnel and positions will be migrated from Dolson to the multi-use Recreation Complex. The full cost avoidance of the Dolson Centre's closure is discussed later in this report.

This human resource modeling exercise produced the following staffing plan.

Staffing Plan

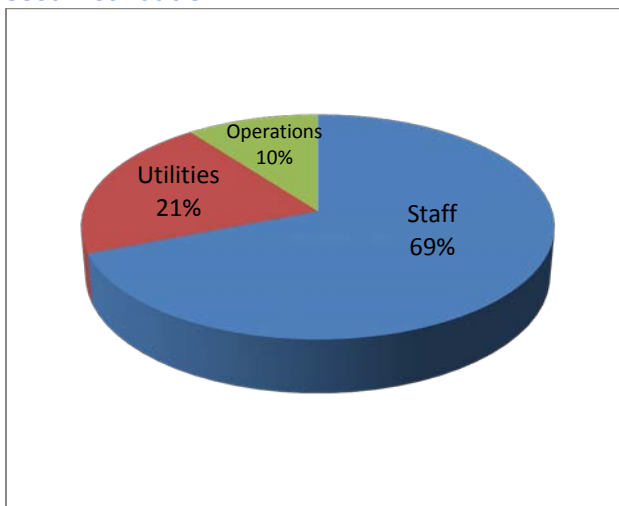
Functional Area	Positions	FTE's
Administration	Manager, Supervisor, Lead Hand and Operator	6.5
Dry Land	Recreation Coordinator and Part time staff	5.8
Aquatic	Aquatic Coordinator, Head Guard, Instructors, Guards	24
Customer Service	Full and Part time	2
Total FTE's		38.3

The City's salary, wage and benefits scale was applied to all of the positions and in the numbers indicated by the above plan. The result of this planning exercise is a total year one payroll cost of \$1.93 M (\$ 2023).

Gas, hydro and water charges were estimated based on the anticipated consumption of each of these commodities in accordance with the existing performance of other City community centres including pools. These consumption rates were then increased to reflect a much larger natatorium than is currently within Cambridge's inventory of aquatic facilities. Other operating cost items were projected as follows.

- Maintenance cost is based on contracted amount.
- Program supplies and professional services are based on historical costs.
- All first year cost projections were escalated to 2023 levels.
- All costs are escalated 2% annually to account for inflation.

Cost Distribution

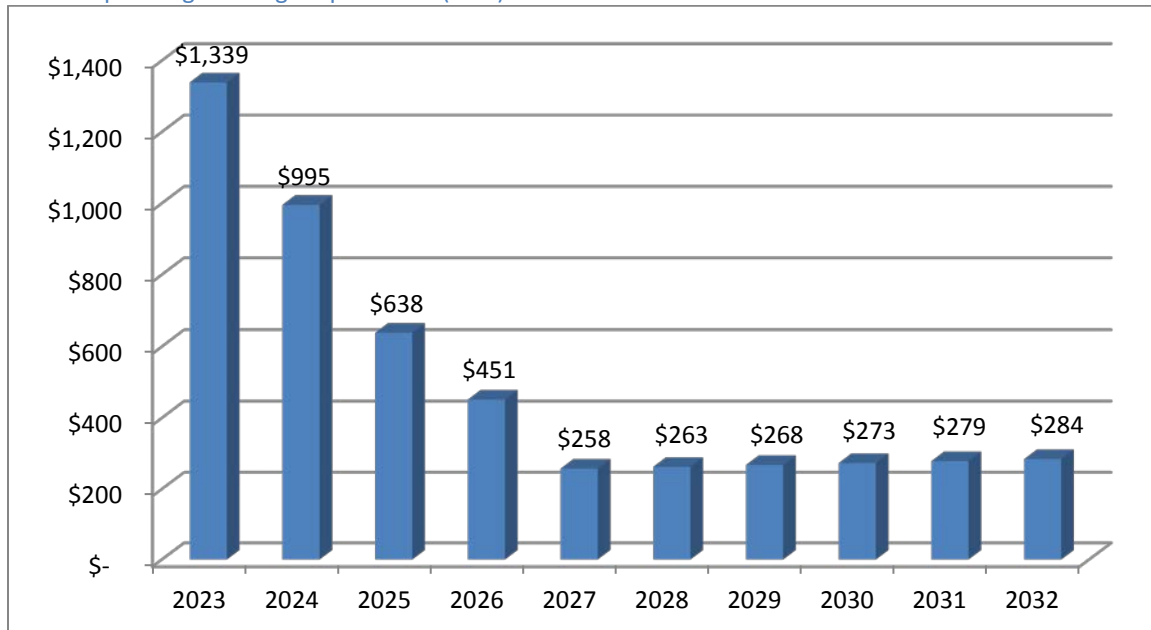


Based on the foregoing assumptions, the total projected cost to operate the Complex will be \$2.795 M in its first year of operation. Projected costs grow to \$3.025 M by the end of year five and to \$3.340 M in the Complex's 10th year. Almost 70% of costs are payroll related while utilities represent slightly more than 20% of operating expenses. Supplies and maintenance costs represent a relatively small proportion of the facility's overall cost structure.

Net Operating Performance

As is generally the case with large recreation venues – especially those that include significant aquatic facilities - it is anticipated that the new Cambridge multi-use Recreation Complex will not produce sufficient revenue to offset the costs to staff, operate and maintain the facility. Consequently, the Complex will require annual funding support from the tax base. Relatively conservative projections in the facility's first few years of operation results in the need for more substantial financial support, which gradually reduces as the anticipated number of program participants increase which in turn escalates projected revenues. After the fifth year of operations, the operating deficit increases annually as a result of inflation.

Annual Operating Funding Requirement ('000)



Capital Reserve Contribution

According to the 2019 Canadian Infrastructure Report Card, asset management (AM) is a strategic approach to managing infrastructure assets that helps infrastructure owners (e.g. municipalities) maintain and operate infrastructure effectively so that critical services can be provided to the public. Asset Management Plans (AMP) lay out how a group of assets is to be managed over a period of time. The AMP describes the characteristics and condition of infrastructure assets, the level of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions.²

² Canadian Infrastructure Report Card 2019, Monitoring the State of Canada's Core Public Infrastructure, canadainfrastructure.ca

As required by current Development Charge regulation as well as Asset Management Planning regulation 588/17, facility operation plans, cost to operate the facility and provision for contribution to capital reserve is required for sustainable operations and maintenance of the facility. Accordingly, the financial plan for the Complex includes an annual contribution to a Capital Repair and Replacement Reserve Fund equivalent to 1.6% of the estimated capital cost of the facility. Initial estimates indicate that the Complex's capital cost will be \$55 M and therefore the reserve contribution is calculated to be \$880,000 per year. However, given that facility repair expenses will gradually increase as the building and its equipment age, a portion of the full contribution begins in year 3 of operations and gradually escalates to the full funding amount over the first 10 years of the facility's existence.

Debt Service

The financial assessment also carries a debt service amount to reflect the financing cost associated with the new Recreation Complex. The current financing cost estimate is based on a total property tax debenture of \$15.225 M at an interest rate of 3.5% and an amortization period of 20 years. Based on these funding assumptions, the annual carrying cost would amount to \$1.060 M.

The City could decide to extend the amortization period to lower the debt service burden on the facility. Furthermore, if the City were to be successful in attracting capital funding support for the project from senior levels of government, the financing costs borne by the Centre would decrease in direct proportion to the amount of the support secured. Conversely, the financing plan could become more expensive pending the outcome of the provincial government's current Community Benefits Charges deliberations. However, given that these factors are currently unknown, the 3.5% interest rate and the 20 year amortization assumptions have been applied to the financial implications analysis.

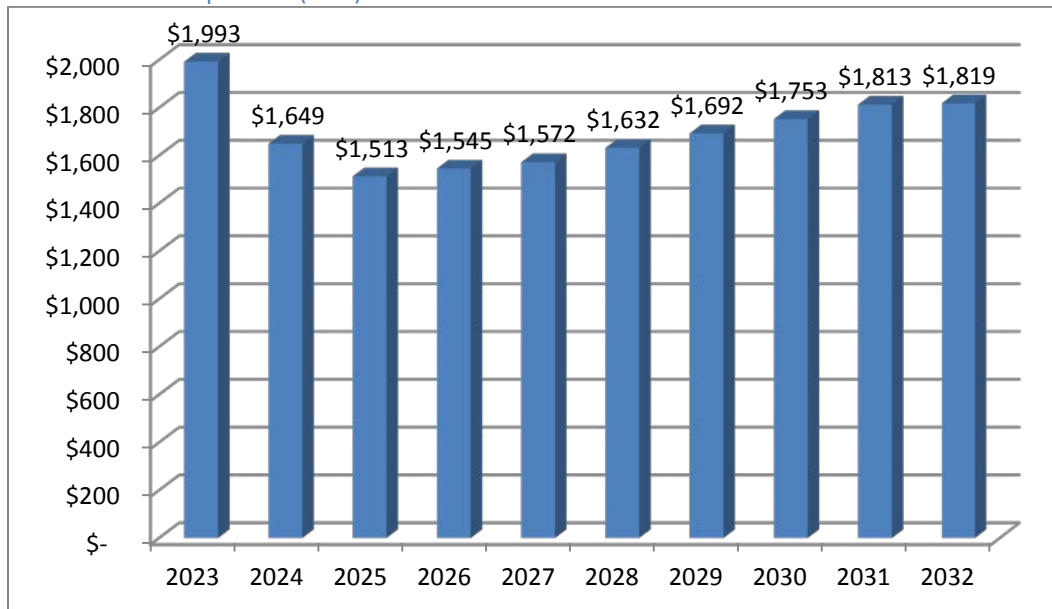
Cost Avoidance by Decommissioning the John Dolson Centre

In 2018, the John Dolson Centre generated approximately \$580,000 in program revenue compared to an operating cost of \$987,000. Based on this financial performance level, if the Centre was to be decommissioned, the City would avoid the net operating cost of about \$407,000. This amount has been reflected to the benefit of the net financial performance analysis of the new Recreation Complex. Interestingly, after the new Recreation Complex reaches its utilization capacity in year 5, the required annual financial support of the facility's operations is projected to be 37% less than the current funding required to support the John Dolson Centre.

Net Financial Performance of the Multi-use Recreation Complex

As mentioned earlier, most large, multi-use recreation facilities – especially those with large aquatic facilities – require financial support from the venue owner. Indeed, this financial analysis suggests that Cambridge’s new Recreation Complex will require municipal funding to pay for the operating shortfall, the debt service burden and the contribution to the Capital Repair and Replacement Reserve Fund. The total annual net cost of the facility begins at \$1.993 M in year one and decreases over the next 3 years to \$1.513 M as the Complex utilization and associated revenues gradually increase. After first three years, the total annual net cost of the facility increases as the contribution to facility reserves begins. In 2027 when the Centre is projected to be a full utilization capacity, the City’s annual cost is projected to be \$1.572 M. Thereafter, the annual funding support begins to rise year over year on account of inflation.

Net Annual Municipal Cost ('000)



On a 10 year basis, the Recreation Complex will require average annual financial support of \$1.698 M. After the Recreation Complex reaches its utilization capacity (in year five), the facility’s operational financial shortfall represent only about 20% of the net municipal cost for the Centre. The balance of support is to pay for capital reserves and financing charges.

Summary

The new multi-use Recreation Complex would become the premier recreation, sport and aquatic facility in the City of Cambridge. The Complex would serve the Cambridge community through the delivery of a host of programs and services that meet the varied needs of local residents and the broader Cambridge community. As is the case in other

comparable examples, the Complex would be capable of acting as an integrating community hub to bring people together; be a transformational social service centre; be a catalyst to community development; and develop the capacity within the community.

Recreation in Canada 2015 - Pathways to Wellbeing defines recreation as an experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. The Parks Recreation and Culture Division's operating plan for the new Recreation Complex should ensure that it provides opportunities for these types of experiences to be enjoyed by Cambridge residents.

To: COUNCIL

Meeting Date: 10/15/19

Subject: Investing in Canada Infrastructure Program: Grant Opportunities

Submitted By: Yogesh Shah, Director of Asset Management & PMO

Prepared By: Mary Kennedy, Project Management Office Analyst

Report No.: 19-272(CRE)

File No.: C1101

Recommendation(s)

THAT Report 19-272(CRE) be received for information.

Executive Summary

Purpose

- To provide an overview of the Investing in Canada Infrastructure Program: Community, Culture and Recreation and outline opportunities for consideration.
- Grant applications are due November 12, 2019. Staff will be seeking Council direction November 5, 2019 to apply for the grant

Key Findings

- Staff are working with provincial staff to research and clarify eligibility criteria to apply for projects.

Financial Implications

- There are no financial implications associated with this report. Obtaining grant funding for key capital projects would reduce the future burden on the community to pay for principal and interest on debt. This would also keep the City's debt capacity low.

Background

The Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream opened September 3, 2019. The program is funded by the Federal and Provincial government and is intended to support community infrastructure priorities across the province. Community infrastructure is defined as publicly accessible, multi-purpose spaces that bring together a variety of different services, programs and/or social and cultural activities to reflect local community needs. The maximum cost-share percentages of total eligible costs are:

- Federal Contribution 40.00%
- Provincial Contribution 33.33%
- Municipal Contribution 26.67%

There are two categories of funding:

1. Multi-purpose Category – focuses on the principle of integrated service delivery to address identified service gaps. The individual project cap will generally be \$50 M in total project cost, but exceptions may be made in some cases. Eligible projects consist of:
 - New build/construction projects
 - Larger scale renovation
 - Expansion of existing facilities
2. Rehabilitation and Renovation Category – focuses on maximizing the funding impact of small-scale projects that would improve the condition of existing facilities. The individual project cap is \$5M in total project cost. Eligible projects consist of:
 - Renovation and rehabilitation to address functionality and use of existing facilities
 - Small-scale improvements to address accessibility (e.g., hand rails, ramps, accessible doors/parking/elevators, wayfinding and signage etc.)
 - Small new build/construction projects of recreation, cultural or community centre infrastructure (e.g., playing fields, tennis courts, small community squares)

Eligibility

Municipalities can submit multiple applications. Other eligible applicants include: First Nations, Other Indigenous communities/organizations, broader public sector organizations and non-profit organizations.

It is noted that joint projects between multiple eligible applicants will be given additional consideration as part of the assessment process.

Evaluation Process

Applicants must demonstrate that projects meet the following objectives under the Community, Culture and Recreation stream:

1. **Meets community and user needs:** identified and demonstrable community-level need or service gap, including barriers to social inclusion and accessibility for Ontarians with disabilities, and underserved small communities;
2. **Promotes good asset management:** demonstrates optimization of assets, including through multi-purpose and integrated service delivery; aligns with municipal asset management plans (municipalities only);
3. **Represents good value for money:** demonstrated efficiency and value for money. The most cost-effective option for delivering a similar level of service should be sought, maximizing population/communities served;
4. **Foster greater accessibility:** commitment to meeting minimum highest level of accessibility standards; use of Universal Design Principles and innovative solutions to increasing accessibility beyond minimum standards.

Time line

Applications are due November 12, 2019. The province will notify applicants if their project has been selected for nomination to the federal government for review and approval in summer 2020 (estimated).

Project work to be completed under the grant funding cannot start until the funding has been awarded. Contracts must be awarded after funding is approved. Projects must be completed by March 31, 2027.

Analysis

Strategic Alignment

PLACE: To take care of, celebrate and share the great features in Cambridge that we love and mean the most to us.

Goal #5 - Parks and Recreation

Objective 5.1 Work with the community to provide the right mix of recreational opportunities that meet the needs of a changing and diverse population.

As the City plans to complete major community infrastructure projects it is prudent to review all available funding opportunities, including grant programs. This funding program is targeted at municipalities to support multi-purpose recreation facilities and is in line with future City projects.

Comments

On June 18, 2019 Council approved Motion 191-32 which included:

THAT Council approves the location of a recreation complex with a 25m swimming pool, gymnasiums, fitness track and multi-purpose rooms on lands owned by the city in southeast Galt;

AND THAT Council approves the plan to decommission John Dolson Centre Pool at such time as the new aquatic facility is operational at the Southeast Galt lands;

AND THAT Council directs staff to prepare a project proposal to expand and improve the Preston Memorial Auditorium with an additional ice pad to make it a twin pad facility as part of 2020-2029 Capital budget process;

AND THAT Council approves the plan to decommission Karl Homuth Arena, Duncan McIntosh Arena and Dickson Arena as ice facilities at such time as the new ice pads are operational.

Recreation Complex Project

The Recreation Complex project to construct a swimming pool, gymnasiums, fitness track and multi-purpose rooms as part of a community hub in Southeast Galt is a suitable candidate for grant funding under the ICIP: Community, Culture and Recreation Multi-purpose category.

Site grading and servicing work has begun at the City-owned lands and is expected to be completed in late 2020 or early 2021. A project to complete facility design is proposed in the 2020-2029 capital budget. Design is expected to be completed early in 2021.

The site allows for the construction of recreation amenities and could also accommodate proposed new facilities for the Waterloo Region District School Board, Waterloo Catholic District School Board and Idea Exchange. This site configuration could share parking capacity to balance peak usage times between school and recreation complex facilities and allow for a central location for a City of Cambridge Idea

Exchange facility shared between the proposed schools and recreation complex. There is an opportunity for shared outdoor sports fields as well.

Preston Memorial Auditorium Improvement and Expansion

The expansion and improvement of the Preston Memorial Auditorium is a suitable candidate for grant funding under the ICIP: Community, Culture and Recreation Multi-purpose category (with a cap of \$50M) or a portion of the project could be applied for under the Rehabilitation and Renovation category (with a cap of \$5M).

Staff is awaiting clarification from the province as to grant eligibility requirements, in order to evaluate whether the Recreation Complex and/or Preston Memorial Auditorium improvement and expansion are grant candidates. Staff will bring a report with detailed grant and project information for approval on November 5, 2019.

Existing Policy/By-Law

There is no existing policy/by-law.

Financial Impact

There are no financial implications associated with this report. Obtaining grant funding for key capital projects would reduce the future burden on the community to pay for principle and interest on debt. This would also keep the City's debt capacity low.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

Staff in Parks, Recreation and Culture, Finance, Asset Management and the Project Management Office, and the Corporate Leadership Team contributed to the content of this report.

Conclusion

An opportunity exists to apply for grant funding for Community, Culture and Recreation projects. When further information on grant eligibility is available, staff will evaluate the eligibility of the Recreation Complex construction project and/or Preston Memorial Auditorium Improvement and Expansion project.

Signature

Division Approval

Reviewed by Legal Services



Name: Yogesh Shah

Title: Director of Asset Management & PMO

Departmental Approval



Name: Cheryl Zahnleiter

Title: Deputy City Manager Corporate Enterprise

City Manager Approval



Name: David Calder

Title: City Manager

Attachments

- n/a if needed



To: COUNCIL
Meeting Date: 11/05/2019
Subject: Council Vacancy
Submitted By: Danielle Manton, City Clerk
Prepared By: Devanne Kripp, Council and Committee Coordinator
Report No.: 19-297(CRS)
File No.: C1101

Recommendation(s)

THAT Report 19-297(CRS), re: Council Vacancy be received;

AND THAT Council declare the office of the Ward 7 Councillor vacant;

AND THAT staff be directed to bring a report regarding methods to fill the Ward 7 Councillor Office to the November 19, 2019 Council meeting.

Executive Summary

Purpose

- To formally declare a Council vacancy in accordance with Section 262 (1) of the *Municipal Act, 2001*
- To direct staff to bring a report to the November 19, 2019 Council meeting on methods to fill the Ward 7 Office.

Key Findings

- Section 262 (1) of the *Municipal Act, 2001*, (the Act) states that if the office of a member of municipal Council becomes vacant as a result of a death, the municipality shall at its next meeting declare the office to be vacant, except if a vacancy occurs as a result of death of a member, the declaration may be made at either of its next two (2) meetings.
- The last open meeting of Council occurred on the same day as Councillor Frank Monteiro's passing the meeting of November 5th would constitute as the second meeting and therefore requires Council to declare the vacancy.

Financial Implications

- There are no financial implications

Background

Vacancies on a municipal council are addressed in Sections 256-263 of the [Municipal Act, 2001](#), (the Act). The Act stipulates that if the office of a member of municipal Council becomes vacant as a result of death, the municipality must pass a resolution to declare the seat to be vacant at one of its next two (2) meetings. As a result of the passing of Councillor Frank Monteiro on October 15, 2019 and according to the City of Cambridge's meeting schedule, the office of Ward Councillor for Ward 7 must be declared vacant at the November 5, 2019 Council meeting, prior to General Committee.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #2 - Governance and Leadership

Objective 2.2 Communicate often and make sure messages are clear, timely and delivered in a variety of ways.

Declaring the Ward Councillor for Ward 7 allows for clear communication and is consistent with legislation.

Comments

Declaring the office of Ward Councillor for Ward 7 as vacant is consistent with the Act and allows staff to bring forward methods to fill the vacancy.

Existing Policy/By-Law

Currently, there is no existing policy/by-law; however staff will bring forward a proposed policy and procedure for Council Vacancies on November 19, 2019.

Financial Impact

There is no financial impact as a result of this report.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

There was no internal/external consultation undertaken.

Conclusion

As per Section 262 (1) of the *Municipal Act*, 2001, Council must declare the Ward 7 Council seat vacant within two (2) meetings. As per Council's meeting schedule, the last day to declare the vacancy is November 5, 2019.

Signature

Division Approval

Reviewed by Legal Services



Name: Danielle Manton

Title: City Clerk

Departmental Approval



Name: Dave Bush

Title: Deputy City Manager, Corporate Services

City Manager Approval



Name: David Calder

Title: City Manager

Attachments

- N/A



To: COUNCIL

Meeting Date: 11/05/2019

Subject: T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction

Submitted By: Sheryl Ayres, Chief Financial Officer

Prepared By: Denise Hellyer, Senior Buyer

Report No.: 19-302(CRS)

File No.: T2019-58

Recommendation(s)

THAT Report 19-302(CRS), T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction be received;

AND THAT Council approve a reallocation of funding in the amount of \$2,221,630 from the Growth Debenture - Roadways and Water to the Growth Debenture – Wastewater Fund;

AND FURTHER THAT Council approve the award of Tender T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction to Brantford Engineering and Construction Ltd. of Brantford ON for the total tendered price of \$5,045,911.61 including H.S.T., this being the lowest compliant bid received as outlined in Report 19-302(CRS)

Executive Summary

Purpose

- Council approval is required to reallocate funding within the approved budget for the capital project and award the tender as detailed here-in.

Key Findings

- There were nine (9) bids received through a competitive tender process with an average bid price of \$6,052,747.31. The bid submitted by Brantford Engineering & Construction Ltd. is \$1,006,835.70 or approximately 20% below the average bid.

- The tender came in within budget however a portion of the wastewater work is over what was estimated, but is considered to be an accurate reflection of the work required.

Financial Implications

- The award of this tender requires a reallocation of funding within the overall approved project budget. It is anticipated that savings will be realized on the roads and water portion of works required that will offset the deficit on the wastewater work. This results in an overall increase in the repayment of the debenture from Wastewater development charges of \$2,221,630 that will be offset by a decrease in the recovery from roads and water development charges.

Background

The tender was released to obtain competitive bids for the installation of a sanitary trunk sewer, and pre-grading for the future Intermarket Road. Nine (9) bids were received in response to the tender.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #2 - Governance and Leadership

Objective 2.5 Focus on the responsible management of financial resources, ensuring transparency and accountability.

The public bidding process ensures the City maintains an open and transparent public process that provides accountability on the utilization of financial resources.

Comments

Procurement confirms that the rules under Purchasing By-law No. 133-14 were adhered to in the issuing and awarding of this solicitation.

The original budget was based on high level study, prior to completion of the detailed design. Once the detailed design was completed it was determined that a different method of construction (micro-tunneling) for the 14m deep sanitary trunk sewer was required. This method of construction was deemed the most appropriate for constructing the trunk sewer due to substantial groundwater issues that were only

discovered during the detailed design. As a result, a reallocation of funding is required within the approved budget.

Existing Policy/By-Law

The Manager of Procurement, under Purchasing By-law No. 133-14, is delegated the authority to approve the award of Tenders and Proposals over \$100,000 when all of the following conditions have been satisfied:

- a) when there is sufficient funding, as approved by Council through the budget process and verified by the Finance Division by the Departmental Recommendation to Award Report.
- b) when all procedures in accordance with this By-law, have been followed.
- c) when the lowest compliant Tender bid or highest scored Proposal is accepted and recommended; and
- d) when at least three valid responses from vendors have been received.

This procurement requires approval from Council as additional funding is required for the repayment of the debenture from Wastewater Development Charges which is offset by a decrease in Roads and Water Development Charges.

Financial Impact

The overall bid is within the approved capital budget, however the wastewater portion of work exceeded the project estimate of \$982,000 and a reallocation of funding in the amount of \$2,221,630 is required as outlined in this report.

Public Input

Request for Tender documents for this project were made available to the public for viewing and submission on the City's Bids and Tenders website.

This tender had thirty (30) plan takers, includes sub-trades and suppliers, and nine (9) submissions were received.

Internal/External Consultation

Request for Tender documents were compiled by Procurement, however the detailed specifications contained within the tender documents were prepared and submitted to Procurement by the Community Development Department.

The advertising for this tender was as follows:

- a) Advertised on the City's Bids and Tenders website: September 3, 2019
- b) Tender Closing Date: September 23, 2019

Conclusion

Council approval is required to award Tender T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction.

Signature

Division Approval

Reviewed by Legal Services



Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval



Name: Dave Bush
Title: Deputy City Manager

City Manager Approval



Name: David Calder
Title: City Manager

Attachments

- Departmental Recommendation to Award Tender

Departmental Recommendation to Award Tender

1. **Number and Description:** T2019-58 Intermarket Road Sanitary Trunk Sewer and Pre-Grading Construction
2. **Department:** Community Development **Dept. File:**
3. **Date to Council:** November 5, 2019
4. **Purpose / Description of Tender:** The tender is for the installation of a sanitary trunk sewer, and pre-grading for the future Intermarket Road.

5. **Submissions:**

Company	City	Bid Amount
a) Brantford Engineering and Construction	Brantford, ON	\$ 5,045,911.61
b) Capital Paving Inc.	Guelph, ON	\$ 5,634,034.23
c) Navacon Construction Inc.	Brantford, ON	\$ 5,736,652.92*
d) Network Sewer & Watermain Ltd.	Cambridge, ON	\$ 5,635,622.31*
e) E & E Seegmiller Ltd.	Kitchener, ON	\$ 5,758,341.01*
f) Kieswetter Excavating Inc.	St. Clements, ON	\$ 6,472,472.00
g) J-AAR Excavating Ltd.	London, ON	\$ 6,594,773.67*
h) Bel-Air Excavating & Grading Ltd.	Cambridge, ON	\$ 7,623,485.96
i) Regional Sewer and Watermain Ltd.	Cambridge, ON	\$ 5,973,432.04

* As corrected for mathematical error

6. **Price Comparison:** N/A
7. **Recommendation to Award:** It is recommended that Tender T2019-58 be awarded to Brantford Engineering and Construction Ltd., 54 Ewart Ave, Brantford, ON N3T 5M1
8. **Justification for Award:** Lowest compliant bid received.
9. **Reasons for Non-Qualification:** N/A
10. **Consultant's Comments:** N/A
11. **Exceptional Circumstances:** N/A

12. Expenditures:

Expenditures	Account #	Amount
a) This Tender (T2019-58)		
Construction Roads	A/00432-40 501051	\$ 1,282,488.05
Construction Sanitary Sewer	A/00432-40 501054	\$ 3,182,920.05
	Sub Total	<u>\$ 4,465,408.50</u>
	HST	\$ 580,503.11
	Sub Total	\$ 5,045,911.61
	Less HST Rebate (x.8646)	<u>\$ (501,902.99)</u>
	Subtotal (a)	<u>\$ 4,544,008.62</u>
b) Other Commitments		
In-House Costs	A/00432-40 501010	\$ 100,000.00
Professional Services	A/00432-40 501026	\$ 276,000.00
Other Costs	A/00432-40 501027	\$ 27,600.00
	Subtotal (c)	<u>\$ 403,600.00</u>
	Total Expenditures (a+b+c)	<u>\$ 4,947,608.62</u>

13. Financing From Capital/Operating/Equipment Budget and/or Reserve Fund:

Account #	Description	
A/00432-40-401015	Other Revenue (Region) – Sanitary Sewer	\$ 323,000.00
A/00432-40-401041	Growth Debenture – Wastewater	\$982,000.00
A/00432-40-401041	Growth Debenture – Water	\$1,150,000.00
A/00432-40-401041	Growth Debenture – Roadways	\$11,897,000.00
	Total Financing	<u>\$ 14,352,000.00</u>

14. Submission Is Over / (Under) Budget Approval:

(If "Over", see # 15 below. If "(Under)", see # 16.)

Account #	Description	
A/00432-40-401015	Other Revenue (Region) – Sanitary Sewer	\$ 0.00
A/00432-40-401041	Growth Debenture – Wastewater	\$2,221,629.81
A/00432-40-401041	Growth Debenture – Water	\$(1,150,000.00)
A/00432-40-401041	Growth Debenture – Roadways	\$(10,476,021.60)
	Total Financing	<u>\$ (9,081,391.80)</u>

15. Submission Is Over Budget. Source of Additional Funding:

A/00432-40-401041	Growth Debenture – Wastewater	\$2,221,629.81
	Total Financing	<u>\$2,221,629.81</u>

The original budget was based on high level study, prior to completion of the detailed design. Once the detailed design was completed it was determined that a different method of construction (micro-tunneling) for the 14m deep sanitary trunk sewer was required. This method of construction was deemed the most appropriate for constructing the trunk sewer due to substantial groundwater issues that were only discovered during the detailed design. As a result of these reasons above, additional DC Wastewater funds (debt) are required.

16. Submission Is Under Budget:

Account #	Description	
A/00432-40-401041	Growth Debenture – Water	\$(1,150,000.00)
A/00432-40-401041	Growth Debt – Roadways	<u>\$(10,476,021.60)</u>
	Total Financing	<u>\$(11, 626,021.60)</u>

The remaining funds will be retained in this project for future work that are budgeted within the scope of this project.

17. Comments On Recommending Awards Where Less Than Three Submissions Have Been Received: N/A

17. Other Comments: N/A

Prepared by: Alex Nichols, P.Eng, Project Engineer, Community Development

Manager: Sarah Austin, Manager of Development Engineering, Community Development

Department Head Approval: Hardy Bromberg, Deputy City Manager, Community Development



To: COUNCIL

Meeting Date: 11/05/19

Subject: Community Grants Program

Submitted By: Sheryl Ayres, Chief Financial Officer

Prepared By: Sheryl Ayres, Chief Financial Officer

Report No.: 19-295(CRS)

File No.: C1101

Recommendation(s)

THAT report 19-295(CRS), re: Community Grants Program be received;

AND THAT Council approve the Community Grants Program policy;

AND FURTHER THAT the new program be effective for the 2020 Community Grants Program, to be launched no later than November 8, 2019.

Executive Summary

Purpose

- The Community Grants program will provide financial support to volunteer and/or not-for-profit organizations to deliver programs or services that benefit the quality of life of Cambridge residents
- The program will ensure City funds are being allocated to support the highest and greatest needs in the community and provide greater transparency and accountability to the community on the use of City funds

Key Findings

- A review of municipal best practices for granting funds to volunteer and/or non-profit community groups has been conducted to develop a program for Cambridge that would ensure City funding is being allocated to support the highest and greatest needs in the community
- The current grants process is being strengthened to ensure funding is being allocated where it will provide the greatest benefit to the community while

allowing the City to be more transparent and accountable in regards to how municipal funds are being used

- The Community Grants Program policy is replacing the Grants to Groups Policy C-80.020
- The Community Grants Program was presented to the Budget and Audit Committee at its meeting on September 12 and to Council on October 15. Revisions have been made to the policy and application process to incorporate feedback received.

Financial Implications

- In 2019, more than \$2.5 million has been allocated to various organizations in the community to support programs and events
- The City's contribution to volunteer and/or non-profit organizations is leveraged through organizational funds to provide a greater impact to the community

Background

During deliberations of the 2019 Budget, Budget & Audit Committee approved a motion requesting staff to develop an application and review intake process for groups that receive funding and grants from the 2019 Budget, including follow-up and oversight.

Staff researched similar programs from other municipalities including Kitchener, Waterloo, Guelph, Mississauga, Milton, London, Hamilton and Peterborough. Best practices from each of these municipalities was considered in developing a program for the City of Cambridge that will provide support to not-for-profit organizations to deliver programs or services that benefit the quality of life of Cambridge residents.

The Community Grants Program and policy was presented to Budget and Audit Committee through report 19-242(CRS) at its meeting on September 12. Feedback was provided to staff in regards to the length of the application and certain information requested as part of the application, applicability of the policy to certain organizations, the option of having different funding streams based on the level of support provided by the City, and Council's involvement in the approval process and the appeal process. Committee approved a motion to defer the approval of the policy so that staff could further review the Community Grants Program with members of the Budget and Audit Committee.

Based on feedback received, a review of the policy was conducted and a revised policy and application was presented to Council through report 19-267(CRS) on October 15. Further comments were received in regards to the following:

- exclusion of Neighborhood Associations from the policy;
- the value of the proposed funding streams for review by either the Grants Review Committee or Council;
- revisions to the original proposed policy such as the removal of the requirement for organizations to have a location in Cambridge, the requirement that organizations must apply to applicable Regional funding programs prior to applying to Cambridge's grants program, and the requirement for groups to provide a membership list.

Based on feedback that has been provided, a revised policy is attached for consideration and approval.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #1 - Community Wellbeing

Objective 1.2 Support and facilitate community access to services related to health, wellness and personal development.

The Community Grant Program will provide funding to a variety of volunteer and non-profit groups which in turn will enhance services offered by the City and provide greater access to social services, events, recreation and culture.

Comments

Following direction from the Budget & Audit Committee, a Community Grants Program has been developed for the City of Cambridge including an application and review intake process, follow-up and oversight. The program is based on best practices from other municipalities offering similar programs.

The Community Grants Program has been revised based on feedback received from Budget & Audit Committee and from Council resulting in the following changes.

The application process for the two funding streams has been revised from a threshold of \$100,000 down to \$25,000, based on the value of the grant being requested.

Applicants requesting funding of more than \$25,000 will be required to provide more information in their application and these requests will be reviewed and approved by Council. Applicants requesting up to \$25,000 in funding will be required to complete a more condensed application and these requests will be reviewed by the Grants Review Committee. After review of these requests, the Grants Review Committee will recommend to Council which applications should be approved. Under this revised process, Council will make the final approval of all requests for grant funding from the City.

Community grants are available on an annual basis to non-profit organizations and/or volunteer groups that provide programs and services in the community. The policy previously included organizations where multi-year agreements are currently in place for the City to provide funding including Neighborhood Associations, Waterloo Economic Development Corporation, Chamber of Commerce/Visitor Information and the Laurier capstone project. Based on feedback received, these organizations will not be required to prepare an application for the 2020 Community Grants Program, however, they will be required to complete the Outcomes Reporting by November 30, 2020 to report on how the funding was spent and the impact the funding achieved in the community. Neighborhood Associations were listed specifically as a category of organization to be considered for funding and the policy has been updated to remove Neighborhood Associations pending further review and consultation with the Associations in 2020 for the 2021 Community Grants Program.

As requested through consultation with members of the Budget & Audit Committee, in addition to the groups listed above who will receive funding as previously committed, funding for the following has been removed from the Community Grants Process and will be built into the operating budget since these programs are more aligned with City services:

- Queens Square Christmas tree has been built into the budget for Christmas in Cambridge,
- funding for Celebrations of Women has been built into the Diversity and Inclusion budget,
- Heritage grants and Contaminated Sites grants have been built into the Planning Services budget.

The policy originally included a requirement that the organization must be located in Cambridge. This requirement was removed from the amended policy presented to Council as a result of feedback during review with Budget & Audit Committee members. Council requested the policy be updated to suggest an organization have a satellite location in Cambridge and therefore the policy has been updated to suggest the organization shall have a location and/or physical presence in Cambridge.

Similarly, the policy previously included a requirement that organizations which operate in Cambridge and one or more area municipalities in the Region of Waterloo, or social service organizations which meet the Regional Grant criteria, would be expected to apply to Regional Council for consideration prior to any consideration by Cambridge City Council. This requirement was removed from the policy presented to Council in October but based on feedback has been included in the revised policy attached as Appendix A. The requirement has been amended to suggest that these organizations shall apply to funding programs through the Region of Waterloo, as applicable, for consideration prior to approval by Cambridge City Council. This requirement is not intended to deter organizations from receiving funding from the City but rather to suggest they explore other funding opportunities that may be available.

In previous years, certain organizations were identified in the annual budget as their own line item such as Social Planning Council and Doctors Recruitment. As of the 2019 budget this process changed so that all funding is provided to organizations through a single account, Corporate Expenditures-External Funding. This change in process is a reasonable approach to preparing the annual budget as the City transforms towards preparing service based budgets. A service based budget is built around City services rather than departments. This approach provides a more accurate reflection of the net cost of providing services, allows Council to make more focused decisions on levels of service, and gives a more transparent view of how tax dollars are spent.

As outlined in the policy, all applications will be reviewed by staff in Finance and Parks, Recreation and Culture to verify information is complete. A summary of all applications received will be provided to the Grants Review Committee for requests less than \$25,000 and to Council for requests greater than \$25,000. The Grants Review Committee will make recommendations to Council as to which organizations they suggest should receive funding. Council will be the approval authority for all grant requests regardless of the value of the application.

As per the draft policy, not later than September 30th of each year, an information package including the Community Grants Program policy and an application form will be made available on the City's website (cambridge.ca/grants) and will be forwarded to all organizations or groups that have received financial assistance in the current year. All organizations applying for funding must complete the application form and provide all supporting documentation by the program deadline of the last business day of November. Due to the delay in approval of the new policy and program, the deadline will be extended slightly to allow one month from the date the applications are available on the City's website to complete and submit the application and supporting documentation. Any further delay in the application deadline will impact the timing of approval of the grant submissions and transfer of funding to organizations.

Existing Policy/By-Law

This policy is replacing the Grants to Groups Policy C-80.020.

Financial Impact

In 2019, more than \$2.5 million was awarded to various organizations in the community to support programs and events.

The City's contribution to volunteer and/or non-profit organizations is leveraged through organizational funds to provide a greater impact to the community.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

During review of the Community Grants Program, Finance consulted with staff in Parks, Recreation and Culture and Economic Development. Members of the Budget & Audit Committee have been consulted in the revisions to the draft policy and application forms and feedback from Council has been incorporated into the revised policy attached to this report.

Conclusion

The Community Grants Program has been enhanced to ensure greater transparency and accountability in regards to how City funds are leveraged to provide a greater impact to the community. The Community Grants Program is intended to improve the wellbeing of Cambridge residents through grant funding provided to eligible organizations that can demonstrate their positive contribution to the achievement of the City's strategic objectives.

The enhanced Community Grants Program improves the City's accountability to the community on the responsible use of public funds.

Signature

Division Approval

Reviewed by Legal Services



Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval



Name: Dave Bush

Title: Deputy City Manager, Corporate Services

City Manager Approval



Name: David Calder

Title: City Manager

Attachments

- Community Grant Program Policy

POLICY TITLE	Community Grants Program
CATEGORY	Financial
POLICY NUMBER	TBD
DEPARTMENT	Corporate Services
POLICY AUTHOR	Financial Services
POLICY TYPE	City Policy
APPROVED BY	Council
EFFECTIVE DATE	11/05/2019
REVIEW DATE	01/01/2022

POLICY STATEMENT

The City of Cambridge recognizes the value community organizations provide in improving the health, lifestyle and community wellbeing of Cambridge residents.

The objective of this Policy is to outline the criteria for the City of Cambridge Community Grants program. Funding through this program will be aligned with the City of Cambridge's Strategic Plan and will provide support to not-for-profit organizations to deliver programs or services that benefit the quality of life of Cambridge residents.

PURPOSE

The purpose of this policy is as follows:

- to improve the wellbeing of Cambridge residents through the direction of City grant funding to eligible organizations that can demonstrate their positive contribution to the achievement of the community wellbeing goals.
- to provide municipal funds or other forms of financial assistance, in limited amounts, to community groups and/or organizations that align with the City's strategic direction.
- to consider each grant on its own merit and to deal with it in a transparent, equitable and objective manner.
- to ensure that a proper system of accountability is developed and maintained by the community groups and /or organizations receiving funding from the City.

DEFINITIONS

Activity includes programs and / or events that have general appeal, a theme of interest, a public profile and public access on a free and / or paid basis. Activities must occur on a reoccurring basis, e.g. annually or seasonally.

Emerging Groups are organizations that are newly formed within the past three years and have been operating for at least one year prior to the close of the grant application period.

Event A one-off single activity, occurrence or celebration, typically taking place over a concentrated period of time, such as a few hours. Examples of events are rallies, demonstrations, single performances or other single artistic activities.

Grant A sum of money given by the City of Cambridge for a particular purpose.

Grant Application refers to the application form required to be completed in order to receive funding through the City of Cambridge Community Grants Program.

Grant Agreement refers to the legal agreement that is signed after an application has been deemed successful under the City of Cambridge Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of Cambridge grant will be made and cannot be altered without prior approval.

Grants Review Committee A Council appointed committee, supported by relevant staff, with the mandate to assess applications to the Community Grants Program and allocate funding within the approved Community Grants budget.

In Good Standing The organization must not be in litigation with the City. The organization must be current on accounts receivable. The organization must have all relevant City taxes paid.

Not-for-profit An organization who:

- Is dedicated to purposes other than pursuing a profit,
- Is an organization without share capital, which means that the organization does not issue ownership shares,
- May not distribute any profits to its members, directors or officers,
- Must use any profit exclusively for its not-for-profit purposes, and,
- Includes both charitable and non-charitable organizations.

Organizations may demonstrate their non-profit status through letters patent or a combination of organizational documents.

Other Levels of Government include:

- Crown Agencies and Corporations (Federal and Provincial)
- Hospitals
- School Boards
- Universities, Colleges of Applied Arts and technology and Post-Secondary institutions
- Community Care Access Centres
- Local Boards
- Boards of Health

Performance Measure A performance measure quantifies the achievement of a desired result. For the purposes of this policy, applicants will be required to provide some performance measures on the application that, if they are successful, will help show what impact the grant funding had and what was achieved for residents. Successful grant recipients will be expected to report the actual performance results after the grant has been spent. Measures should answer (as much as possible) each of the three following questions:

- What was achieved (e.g. the number of participants who attended a program)
- How well was the work done (e.g. the number of participants who successfully completed a program)
- What difference the funding made (e.g. the percentage of program participants who reported that their quality of life improved as a result of the program).

Procedural Error in reference to the Appeals Process, refers to a mistake that may have been made as a result of not following the process for the allocation of grants as outlined in this Policy.

Strategic Plan refers to the current City of Cambridge Strategic Plan.

Volunteer Community Groups is a group of individuals that provide services for no financial or social gain to benefit another person, group or organization.

AUTHORITY

This Policy operates under Council authority.

SCOPE

This policy applies to:

- All applicants to the Community Grants Program
- Staff responsible for the delivery of the Community Grants Program
- Members of the Grants Review Committee
- City of Cambridge Members of Council

POLICY

1. VALUES AND GUIDING PRINCIPLES

The Community Grants Program, its policy and procedures will be guided by the City of Cambridge core values of:

- Integrity – The Community Grants Program will be conducted in a professional manner with good judgement and an emphasis on effective communications, accountability for actions, and a strong moral compass.
- Respect – Evaluation of applications will be conducted in an open and honest manner with mutual respect and fair understanding of the wants, needs and expectations of others.
- Inclusiveness – The Program will commit to welcoming, learning and understanding others and foster an environment of respect and sense of belonging.

- Service – The Grants Review Committee and Council will strive to provide timely, respectful and knowledgeable responses focusing on communicating information in a friendly and accessible manner to all.

2. FORMS OF ASSISTANCE

The City will provide financial assistance to groups through a variety of funding categories as follows:

- **Operating Funds:** Operating funds assist with the cost of general operations and program delivery for the coming fiscal year. Partial financial assistance towards operations may be provided if it can be demonstrated that municipal financial assistance is required for this purpose. Applicants must provide a plan for how they intend to become less reliant on municipal financial assistance in future years to become self-sustaining.
- **Start-up Funds:** Funds may be provided to emerging groups or to existing groups who are launching new programs or services. Applicants must provide a plan for how they intend to become less reliant on municipal financial assistance in future years to become self-sustaining.
- **Training and Development Funds:** One-time funds may be provided to support skills training, training clinics or certification programs, for coaches and trainers to develop minimum certification requirements, up to a maximum of \$200 per person.
- **Special Project Funds:** Partial financial assistance may be provided to support a specific event or activity which occurs on a non-recurring basis and is taking place within a defined period (usually during the calendar year in which the grant is awarded). The event or activity must have a clearly defined objective and a distinct budget. Funds are to support new or pilot initiatives outside the normal range of activity.
- **Capital Funds:** Capital funds will provide partial financial assistance toward the purchase of minor capital items (e.g. equipment purchases) which are external to normal operating functions, and not likely to occur on an annual basis.

Notes:

1. Organizations may request monies for more than one of the above funding options, but must consolidate all requests within one submission. Each request must be prioritized within the submission and each request will be evaluated on its own merit.
2. Training proposals will only be accepted from organizations with a minimum of 80% Cambridge resident participation.

Activities not eligible for funding

The following activities are not eligible for funding:

- Operating or capital deficits
- Programs/services not aligned with the City of Cambridge's Strategic Plan
- Programs/services that are the same as those provided by the City of Cambridge
- Invitational or discretionary travel
- Travel or training associated with team tryouts
- Uniforms for sport teams
- Beautification projects (with the exception of Horticultural Societies)
- Flow-through funding (where the intent is to directly redistribute funds to others, for example, bursaries or scholarships)
- Debt retirement, depreciation or deficit funding
- Retroactive funding (activities or costs incurred before grant approval)
- Duplication of funding received or requested from another funding organization or level of government
- Activities that could be deemed discriminatory as defined by the Ontario Human Rights Code
- Activities whose purpose is to promote religious doctrine or are being led by a person whose mandate includes the promotion of religious doctrine
- Political and/or advocacy activities

3. GENERAL CRITERIA

- All organizations making grant requests from the City of Cambridge must provide detailed information on the appropriate grant forms available on the City of Cambridge website www.cambridge.ca/grants. Complete financial information is required, including audited financial statements where possible and/or requested.
- The organization must have a clearly stated purpose and function in the areas detailed in Section 4 – Categories of Organizations to be Considered of the Community Grants Program policy, and must be responsible for planning and provision of these services.
- Each organization shall hold an annual meeting at which time their accounts and proposed budget will be presented to the membership for approval, and any financial assistance or service from the City of Cambridge would be recognized at that time. Further, organizations receiving funding are asked to notify the Finance department as to the time and location of their annual meeting, and submit a copy of the Annual Report for City purposes. If an organization is not able to meet this criteria an explanation shall be provided to the City with the request for funding for further consideration by the Grants Review Committee and/or Council.
- The proposed initiative must meet the definition of the relevant funding category as outlined in Section 2 – Forms of Assistance of this policy.
- Community need for the proposed project must be clearly demonstrated and indicate how the applicant organization is best suited to meet this need.
- The proposed initiative must be available to a broad cross-section of the Cambridge community.

- All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
- A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
- The amount of funding allocated to the Community Grants Program will be confirmed each year as part of the annual budget process.
- Only one request per organization is to be considered in a fiscal year. All programs, projects and undertakings should be consolidated in the one request.
- Grant funds must be used as per the approved grant application. Any significant changes to the original grant application must be discussed with and approved by the Finance department prior to implementation. If the proposed changes are acceptable the grant funding may be revised to reflect the changes or, if the proposed changes are not acceptable to the City, approval may be revoked and grant funding will not be forwarded to the applicant or the applicant will be required to return any grant funding already provided. Failure to seek approval from the City for any changes from the approved grant application may result in ineligibility for future funding and/or the need to return any grant funding received.
- Grant funds will typically be awarded in one lump sum payment. At the discretion of the Grants Review Committee and/or Council, organizations may be awarded funds by installments, with a reporting requirement prior to the release of the next installment.
- Submission of a grant application does not guarantee an organization will receive full or partial funding.
- It is the applicant's responsibility to be proactive in seeking out grant application information and submission deadlines.
- Successful candidates must use the grant funding within the year it is approved. Exceptions can be made upon request.
- Grant recipients must acknowledge the support of the City of Cambridge on all printed materials for programs/events that relate to the grant request or as determined by staff.

4. CATEGORIES OF ORGANIZATIONS TO BE CONSIDERED

Community grants are available on an annual basis to non-profit organizations and/or volunteer community groups that provide programs and services to the residents of the City of Cambridge. Organizations seeking grants will be grouped in the following categories so that similar organizations can be compared more easily:

- Social Services
- Recreation and sport
- Arts, culture and events
- Civic & Leisure Interests

5. ELIGIBILITY CRITERIA

To be eligible for consideration to the Community Grants Program, organizations must meet all of the following criteria. If an organization is not able to meet any of these criteria an explanation shall be provided to the City with the request for funding for further consideration by the Grants Review Committee and/or Council.

- The organization shall have a location and/or physical presence in Cambridge.
- The majority of participants in the program/service must be residents of the City of Cambridge.
- Only volunteer groups and/or non-profit organizations are eligible to be considered.
- The organization must extend its services to the general public in Cambridge, as described in the Ontario Human Rights Code.
- Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- Applications should only be considered from the Board of Directors or the Executive Committee of an organization and not from a “part group” of the organization.
- The organization must carry valid General Liability Coverage in the amount of \$2 million with the City named as an additional insured
- Organizations are required to keep accurate volunteer and participant records.
- The organization must carry out volunteer screening and other risk management measures to help ensure volunteer and public safety.
- Organizations must be in compliance with all applicable legislation, regulations and bylaws for the Government of Canada, the Province of Ontario, and the City of Cambridge. (e.g. *Accessibility for Ontarians with Disabilities Act (AODA)*, *Ontario Human Rights Code*, *Occupational Health & Safety Act*).
- Completed application forms, providing all of the requested information and all supporting material must be submitted by the organization by the application deadline.
- Organizations must be in good standing with the City and submit all documentation required for any grant funding received in the previous year within the required timelines.

The Community Grants Program will not provide funding to:

- Individuals;
- For-profit organizations;
- Other levels of government;
- Political organizations;
- An organization that acts as a funding body, or makes grants to another organization;
- Universities, colleges, schools and their associated/auxiliary groups or agencies;
- Organizations whose activities could be deemed discriminatory as defined by the Ontario Human Rights Code;
- Organizations that are not in good financial standing with the City of Cambridge;
- Organizations which operate in Cambridge and one or more area municipalities in the Region of Waterloo, or social service organizations which meet the Regional Grant criteria, shall apply to funding programs through the Region of

Waterloo, as applicable, for consideration prior to any consideration by Cambridge City Council.

6. FINANCIAL ELIGIBILITY CRITERIA

The following financial criteria will be taken into consideration when evaluating applications.

- The organization must demonstrate strong financial responsibility and capability in carrying out its service to the community.
- Evidence that the organization needs the funding. Organizations that have budgets or financial statements indicating a surplus will be required to provide explanations of the surplus and how the organization intends to use it. The level of organizational reserves may be considered.
- The City of Cambridge, through its grants process will not contribute to outstanding deficits.
- The organization must indicate a clear financial plan and demonstrate efficient use of City funds.
- The organization must show that it has thoroughly explored all other available sources of funding and shall identify funding from at least one source other than the City of Cambridge.
- In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- Consideration may be given to the number of people being serviced by the group, and the per capita operating costs where applicable.
- The organization must indicate other City contributions that are made to the organization (eg. In-kind staff support, free or subsidized use of City facilities, programs, discount hours, promotional support, etc.).
- The organization must release annual audited financial statements or where audited financial statements are not available the applicant must provide financial statements that have been verified as correct by two signing officers from the organization.

7. COMMUNITY GRANTS PROGRAM PROCESS

- a) Not later than September 30th of each year, an information package, including the Community Grants Program policy and an application form, will be made available on the City's website (cambridge.ca/grants) and will be forwarded to all organizations or groups that have received financial assistance in the current year.
- b) All organizations applying for funding of less than \$25,000 must complete the appropriate application form in full and provide all supporting documentation by the program deadline of the last business day of November. Late and/or incomplete applications may not be considered. It is the sole responsibility of the applicant to ensure the application is complete and all supporting documentation has been provided.
- c) Except where Council has made a multi-year commitment to funding, all organizations applying for funding of \$25,000 or more must complete the appropriate application form in full and provide all supporting documentation by the program deadline of the last business day of November. Late and/or incomplete applications may not be considered. It is the sole responsibility of the applicant to ensure the application is complete and all supporting documentation has been provided.

- d) Applications will be screened by staff in Finance and Parks, Recreation and Culture to ensure they are complete and meet the eligibility criteria before being provided to the Grants Review Committee and/or Council.
- e) Interviews will be conducted by the Grants Review Committee with the applicants, where necessary, to obtain pertinent information which will assist with the review process. Also, it is the intention of the Grants Review Committee to interview all groups on a three year cycle. The Grants Review Committee will review each eligible application and evaluate against the application assessment criteria outlined in this policy.
- f) Following these deliberations the Grants Review Committee will compile a list of recommended grant applications for approval and their respective funding allocations and submit to Council for final approval.
- g) All applicants will receive notification via e-mail of whether or not their application was successful.
- h) Following Council approval of the annual budget, the Finance Department will issue grant payments to successful applicants by Electronic Funds Transfer.
- i) Grants awarded will cover the period January to December of the following year.

8. Community Grants Program Application Review and Approval

Grant applications less than \$25,000 will be assessed by the Grants Review Committee in accordance with the program guidelines. Recommendations for funding by the Grants Review Committee will be forwarded to Council for final approval. The Grants Review Committee will be comprised of the following members:

- Mayor for the City of Cambridge
- Chair of each of the Standing Committees of Council (ie. General Committee, Budget and Audit Committee, Planning and Development Committee)
- Chief Financial Officer (non-voting)*
- Director of Parks, Recreation & Culture (non-voting)
- Other staff liaisons as required (non-voting)

* In the event of a tie the Chief Financial Officer will cast the deciding vote.

Grant applications of \$25,000 or more will be assessed by Council in accordance with the program guidelines. Where an organization has been granted funding by Council for a multi-year period they are not required to submit an application annually to the Community Grant Program but will be required to submit the Outcomes Reporting form to report on how annual funding was spent and what impact the funding achieved in the community.

9. Evaluation of Applications

All grant applications submitted by eligible organizations will be assessed by the Grants Review Committee and/or Council against the following criteria:

- Alignment with the City of Cambridge Strategic Plan. Eligible applications must demonstrate how they support the Strategic Plan goals and objectives.
- The merits of the application and the benefits that will be provided to the community.
- Additional financial and non-financial resources being leveraged from other sources.

- Capacity of the organization to undertake the work.
- Sustainability of the organization.
- That the activities do not unnecessarily duplicate successful efforts that already exist in the community.
- The amount of funding requested by applicants and the funding available in the program.

10. Notification of Application Status

- Applicants will be notified of the status of their application in February, unless otherwise noted.
- All grant recipients will receive written notification regarding the amount and specific uses of the funding, any funding conditions and applicable agreement requirements.
- All grant recipients will be required to sign the Letter of Agreement before funds will be released to the organization.
- Funding will be released with documentation of expected evaluation and reporting requirements.
- Grant recipients may be subject to an audit by the City of Cambridge to verify the recipient has complied with the funding conditions and agreement requirements.

11. Grant Appeal Process

- All decisions related to grant applications for the Community Grants Program are open to appeal by the grant applicant.
- Applicants who wish to appeal the decision made by the Grants Review Committee and/or Council must notify the Finance department of their intent within 30 days of receiving notice of their status.
- Applicants to the Community Grants Program may appeal a decision based on two criteria:
 - New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
 - A Procedural Error was made when assessing the grant application.
- The Finance department will review all appeals to determine the criterion that is being challenged and provide a summary to Council for further review.
- Results of the appeal will be provided within 30 days.
- Decisions of all appeals will be final.

12. Accountability & Reporting

Successful applicants who receive funding from the Community Grants Program must report on how the funding was spent and the impact the funding achieved. Reports are required to be submitted to the Finance department by November 30th of the year the grant was awarded. Failure to do so may make the organization ineligible to receive future grants until the status report is completed and submitted.

Grants may not be used for purposes other than those approved by Council. If reports from grant recipients show that a grant was used for a purpose other than that approved

by the City, or was not expended in the fiscal year(s) for which it was awarded, the grant may have to be repaid in full or in part.

POLICY COMMUNICATION

This policy will be communicated by means of:

- City of Cambridge website;
- City of Cambridge intranet;
- Providing a copy to all members of the Grants Review Committee;
- Providing a copy to all staff involved in the delivery of the Community Grants Program;
- Including the website location for the policy in all grant program information distributed to the public;
- Providing a copy of the policy to all organizations requesting an application for the grant program. Applicants will be required to indicate on the grant application form that they have reviewed the policy.

RELATED PROCEDURES

There are no related procedures

RELATED DOCUMENTS/LEGISLATION

There are no related documents or legislation